

CASE STUDY: CONSTRUCTION & ENGINEERING

CLIENT	Private Girls School
PROJECT	Refurbishment of Listed Building
CONTRACT	JCT 1998
CONTRACT VALUE	£3.5m
WORK SCOPE	Refurbishment and Conversion of a Listed Building to a School
BLAKE NEWPORT SERVICES PROVIDED	Project Management Services



SITUATION

The project was to refurbish and convert two grade two listed buildings for use by a private school. The client (the school), was becoming increasingly frustrated by the lack of co-ordination between the consultants and the contractor. There were major concerns the project (original duration 29 weeks) had over run 23 weeks. The project remained far from completion with the programmed date of practical completion continually slipping.

OBJECTIVE

Blake Newport was initially commissioned by the Client to independently critique the existing Project Management Services being provided by the Contract Administrator (The Architect) to include the Project management Services on site with the other consultants, bursary office, school maintenance team and the Contractor's on site. Blake Newport's findings were that the existing Project Management Services in place was failing. The way in which the Contractor Administrator was managing the Contractor's works was grossly incorrect in terms of logic, sequencing and completed progress of works achieved at that time, together with Cost Control and the Day-to-Day running of the project as the Client's Representative.

IMPLICATIONS

Programme and Cost of the project was increasing in terms of time from the original schedule and the original planned budget. The programme was suffering severe delays and there were additional costs due to the Architect providing late information and constantly changing the scope of works. In view of the programme delays to the contract and additional costs incurred, there were concerns a situation may arise where the school would be unable to gain access to make use of the facility until a date in the future beyond that of the existing completion date. This meant the school would have to consider making alternative arrangements in regard to the housing staff and pupils until the new buildings were completed.

BLAKE NEWPORT SOLUTIONS

Following the independent findings, the school employed Blake Newport to take over the Project Management of the project. Blake Newport assessed the Client's needs and implemented a tailor made project planning, traffic light reporting control system and suitable cost and forecast reports together with chairing the monthly progress meetings with the Contractor's and reporting the project to the bursary office and the School Governors on a regular basis. The schedule of the project to completion and the costs was reviewed and a detailed forecast and regular weekly progress reports and Cost Forecast Reports were issued including traffic light report, room data/completion sheets and various progress curves per building, floor and external works.

The Contractor's programme was realigned and a new agreed programme was issued and agreed by Blake Newport and the Contractor. This was adjusted in accordance with the contract. Blake Newport worked closely with the Client and Consultants to track and record changes to scope and programme in able to ensure that the Contractor's claims were dealt with in accordance with the contractual provisions. Assistance was given to the Architect with the issue of Extensions of Time, and the contractual requirements. This ensured the Client was able to claim the appropriate Liquidated and Ascertained Damages.

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Contractual advice and assistance such as the drafting of correspondence was drawn upon by the Client in terms of responding to contractual letters and ensuring information was compiled to defend and prosecute likely claims after receipt of Extension of Time requests from the Contractor.

OUTCOME

Blake Newport's guidance ensured the Client's day-to-day project management duties were protected by the mitigation and control of the escalating time scale that the programme and costs had reached.

With the issue of a detailed cost plan, the Client was able ensure appropriate funding was in place on time. Blake Newport verified all substantiation in respect of the Contractor's account and advised on the validity and value of Extension of Time and Loss and Expense claims submitted.