

MONITORING DEVELOPMENT WORKS – CORPORATE RISK REGISTER

This briefing note has been provided by Heather Morgan, Group Head of Regeneration and Growth in response to risk category 15 on the Corporate Risk Register.

Value for Money

All works have been competitively tendered. A recent example is the soft strip at Ceaser Court where we had 4 bids and accepted one that is significantly cheaper than the other 3. We took this decision as it is low skilled work and whilst the management team are local, they have brought a team from Liverpool where labour rates are much cheaper. Also the main build works are being procured via the Newlon Framework where Tier 2 contractors have been through a pre-qualification and their rates (OH&P) have been competitively tested to get selected – it is also fully OJEU compliant.

Adherence to Work Programme

We maintain programmes, bills of quantities, schedules of work and use a tool called Earned Value to monitor spend against progress. This helps us establish at the earliest point where works are behind or at risk of delay. Where this has happened, we have looked to re-sequence works to recover time. An example of this is at the Bugle where the contractor was having problems with scaffolder attendances and the roofers could not access certain areas of the roof in order to keep up with the programme. Therefore we agreed to start internal first fix M&E works that are now 80% complete rather than the 20% anticipated. This means the roof is no longer on the critical path as we have accelerated works elsewhere in order to allow the programme to eventually catch up. If this continues then the delay should be eroded. We did a similar exercise at Churchill that enabled us to complete as scheduled.

Ensuring quality/workmanship etc

So far, we have only have two projects, the Bugle and Churchill which are small jobs. We have a QS/EA and myself that monitor quality and perform the quality control function. On larger jobs such as Ceaser Court, White House and Thameside House we will use a Clerk of Works to monitor; attendances will increase from 1st fix to PC.

Site visits during construction

These depend on the stages of construction. Through sub and superstructure phases, management will visit once or twice a month although our contract administrator/EA will attend more regularly. During the fit out process, visits to site will take place more regularly culminating in at least once weekly visits to monitor quality (even if we have a clerk of works). A client presence keeps the pressure on the contractor and his sub-contractors. We also undertake unplanned visits to monitor the contractors' approach to health and safety – this has been done with Stuart Mann as well as independently.