Adpar Street

MA
MARTIN ARNOLD

A new build development in Kilburn comprised of 20 new community supportive homes, benefitting from associated landscaping works, balcony terraces, communal wintergarden terraces and S278 highways improvements.

Our engagement at Adpar Street included Employer's Agent and Cost Consultancy services, from inception of the scheme through to completion. Initially, we supported our local authority client in pre-contract project management from RIBA S1, developing the project brief, progressing early design with consultants and procuring site surveys, which resulted in our client securing planning permission for the project delivery.

We further developed the client scope, including the development of Employer's Requirements, and tendered the scheme as part of a batch procurement. Following our scrutiny and negotiation in the tendering process in respect of contract terms, proposed programme and costs, a contractor appointment was made via the London Construction Programme framework. We produced the JCT contract and finalised the project finances for scheme delivery in line with the clients' internal needs.

Following insolvency of the original main contractor, the client re-appointed MA to project manage the procurement of a second main works contract to recover the scheme. Our team administered the building contract as Client Agent and our Clerk of Works inspected construction quality throughout the design and build process, up to handover with the client's development team. As project Principal Designer (CDM), we also ensured compliance and satisfaction under the CDM Regulations – arranging project notices, auditing site facilities and championing practical and safe access being embedded in the project design from the outset.

Client
Westminster City Council

Contractor
Willmott Dixon

Contract Value
£8,3m

Duration
1 year 2months

Address
Adpar Street, London, W2 1DQ

Contract Type
JCT D&B 2016

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With the project suffering main contractor insolvency at 75% build progress, the scheme necessitated complex project management by MA, to secure a competent rescue contractor to complete the build, identify the project scope and liabilities of a part-constructed build, assess risk and ensure client procurement compliance. Through comprehensive technical, contractual and post-delivery considerations, MA negotiated and secured the projects continued viability for Westminster's housing delivery pipeline. Following the initial contractor's insolvency in April, the rescue contractors were able to commence initial works on site as soon as the summer. By progressing a Letter of Intent for initial works whilst the main rescue contract was negotiated, we maintained project momentum, minimised the fallow period and gave opportunity for validation surveys to progress earlier, for firming the scope and sums being negotiated for the main works.

In preparation of the rescue contract, MA's risk mitigation included a strong focus on ensuring clarity of the works scope. At the time of the initial main contractor insolvency, MA produced a site position statement advising on the clients' obligations, the contractual position and the site build progress. MA's Clerk of Works additionally carried out condition reports which informed the re-tendering and has provided thorough records for project managing the change control post-contract during the project recovery.

By championing a technical focus in our project management approach post-contract too, MA's continued close collaboration with the Clerk of Works has functioned as a valuable technical informant when assessing and administering contract changes – including variations and programme extension. Maintaining and reviewing detailed site records of the critical path works statuses – pre-contract and during the rescue contract – has informed the client's appropriate acceptance and rejection of variation requests, as well as assessment of the cost liability where outstanding works scope is instructed. Clarity on the build statuses at differing times also allowed us to determine the nature of an established contract delay and safeguard the client position against liability for contractor-induced delay and associated cost claims. The clients' contingency budget allocation was prioritised against remediation instructions related to achieving statutory compliance, supporting their key project delivery drivers of compliance, budget and programme.

A crucial part of MA's project management is risk mitigation and programming. Following the contractor's submission, MA scrutinised the Adpar Street construction programme for early identification of high-risk and critical path activities, honing project team awareness and risk mitigation strategising. MA pressed the contractor on the suitability of key activity durations and recommended updates, to include for the suitable concurrence of client-led works, such as the Highways works at Adpar Street. MA's programme review drove early client instructions, triggering Contractor's action in respect of design and procurement, therefore de-risking the client exposure to liability for programme delay. When auditing the programme against our project-bespoke risk register, MA made recommendation on the sequencing of landscaping works to create opportunity for expediting resident occupation, whilst ensuring no contention with the related planning condition.

Services Provided

- CDM Advice / Principal Designer
- Clerk of Works & Quality Control Inspectors
- Contract Administration
- Employer's Agent
- Quantity Surveying