

Committees: Projects Sub <i>[for decision]</i> CASC <i>[for descision]</i>	Dates: 15 December 2019 29 January 2020
Subject: Walbrook Wharf Replacement Roof Report Unique Project Identifier: 12004 CS 505-19	Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)
Report of: City Surveyor Report Author: Ruby Raw	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To provide a permanent solution to the water ingress problems on the existing roof and drainage goods which have undergone unsuccessful patch repairs</p> <p>RAG Status: Amber ('Green' at last report to Committee). This is due to the cost and programme increase of the project since GW1-2.</p> <p>Risk Status: Low ('Amber' at last report to committee). This is due to risks reducing as a result of surveys and clarification of works.</p> <p>Total Estimated Cost of Project (excl. risk): £1,119,295</p> <p>Total Estimated Cost of Project (Including risk): £1,412,000</p> <p>Change in Total Estimated Cost of Project (excluding Costed Risk Provision): Decrease of £25,695 since last report to Committee as a result of market testing the scope of works and undertaking surveys</p> <p>Spend to Date: £30,449</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount has been drawn down since the last report to Committee)</p> <p>Project Costed Risk Provision (post mitigation): £292,705</p> <p>Slippage: - 4 months against G1-2</p>
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	<ul style="list-style-type: none"> • G1-2 programmed completion date - December 2020 • The Neilcott Construction programme offers a completion date of August 2020 <p><u>Progress update</u></p> <p>Since the last Gateway, the project team has explored the viability of all 5 options against the quality, time and budget constraints as set out in GW1-2.</p> <p>Only Option 2 proved viable; the removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos; the replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area.</p> <p>A detailed scope of works has been developed for Option 2, surveys have been undertaken and a contractor has been procured via compliant tender process.</p> <p>A full explanation of the reasons for dismissing the other options can be found in Appendix 4.</p> <p>A change register which captures all client design development changes since the GW1-2 Issues can be found in Appendix 3. PT8 Tender Award report is attached as Appendix 5</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Appoint Neilcott Construction to carry out works. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Approve additional resources to the next Gateway (6) in the total sum of £1,356,500 for works ,fees and Costed Risk Provision (CRP), giving a total project budget of £1,412,000. 2. In respect of the works approved the appointment of Neilcott Construction in the total sum of £994,915 3. In respect of the CRP, approve a total sum of £292,705 to be drawn down via delegation to Chief Officer in consultation with the Chamberlain should risk be identified on the Risk Register. 4. In respect of the fees and staff cost approve a total sum of £68,800. 5. Note revised completion date of August 2020 from the original completion date of December 2020.
<p>3. Budget</p>	<p>Total Project Budget for recommended Option:</p>

	Item	Funds/ Source of Funding	Cost (£)
	Construction works	Additional Resources for City Fund properties	£994,915
	Surveys		£15,000
	Consultant Fees		£89,880
	Statutory/ Legal Fees		£4,000
	Staff fees		£15,500
	Sub Total		£1,119,295
	Costed Risk provision (CRP)		£292,705
	Total Project Budget		£1,412,000
	Resources approved to date of which £30,449 has been spent to date.		(£55,500)
	Requested resources up to GW6		£1,356,500
4. Overview of project options	<p>There is only one viable option. Choices are limited as the site constraints, method of working and budget dictate what and how works can be delivered. The options outlined in GW1-2 have been considered and discounted as non-viable. This included:</p> <ol style="list-style-type: none"> 1. Do nothing 2. Establish if the covered area can be reduced to reflect plans for the space 3. Further repairs that retains the operation status of the facility until 2027. 4. Consider addition of Solar PVs on the roof or floor mounted in open space in addition to addressing the roof. <p>The explanation for this can be found in Appendix 4 along with the viability of a green roof which was requested post GW1-2.</p>		
5. Recommended option	Option 2 – details described in Design Summary		
6. Risk	<p>Costed Risk Provision Utilised at Last Gateway: £0 Change in Costed Risk since last Gateway: None was provided at GW 1-2 New Costed Risk Provision: £292,705 Further information available in the Risk Register (Appendix 2) and options appraisal matrix.</p>		
7. Procurement approach	The scope of works has been tendered via mini competition on the City's Major Works Framework.		

	<p>Successful contractor: Neilcott Construction.</p> <p>PT8 Tender Award report is attached as Appendix 5.</p> <p>Contract Particulars are:</p> <ul style="list-style-type: none"> • LAD's at the rate of £1,000 per day • Retention 5% • Level of cover £5m each and every claim or series of claims arising out of one event • Performance Bond not required • Parent Company Guarantee may be required • Third Party Rights and Collateral Warranties are set out in the Contract Particulars
8. Design summary	<ul style="list-style-type: none"> • Removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos, replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area. • Health & Safety features; such as edge protection allowing safe access • The product will have a 20-year guarantee and have been designed to serve the existing building uses which are bound to leases and service agreements which conclude in September 2027. The waste transfer aspect will remain in perpetuity.
9. Delivery team	<ul style="list-style-type: none"> • Main Contractor: Neilcott construction • Project Management: Inco Projects, • Principle Designer: Potter Raper & Partners • Cost Consultant: Corderoy
10. Success criteria	<ul style="list-style-type: none"> • Water ingress ceases with improved condition of the property as a result. • Access and egress to the roof is made compliant and reduces H&S risks for future maintenance tasks. • No impact on existing operations at Walbrook Wharf and tenants.
11. Progress reporting	<ul style="list-style-type: none"> • The contractor will provide regular meetings on site with the project team. • Project Board reports will be produced on a monthly basis for reporting to the Senior Responsible Officer and relevant stakeholders. • Project Vision updates will be provided on a monthly basis for members review. • Issues reports will be submitted should a scope/ time/ cost change occur which requires member consideration and approval. • Should an urgent issue require notification/ consideration and approval, an email to Chairmen and Deputy Chairmen of Project Sub committee and Corporate Asset Sub committee.

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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Change Register
Appendix 4	Rational for discounting Options outlined in GW1-2
Appendix 5	PT8 – Procurement Tender Award Report

Contact

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Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 2</i>
1. Brief description of option	This includes the removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos; the replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area.
2. Scope and exclusions	<ul style="list-style-type: none"> • The works apply to areas known as Phase 1 and 3 only – not Phase 2, the offices facing onto Upper Thames Street. • H&S features such as edge protection, safe access for maintenance, lightning conductor etc. will be installed. • The works will have a 20-year guarantee and have been designed to serve the building uses which are bound to leases and service agreements which conclude in September 2027. The waste transfer aspect will remain in perpetuity. • Includes removal of redundant ventilation units • Includes removal of redundant cradle. • Includes roof gutters but not internal down pipes as this scope overlaps with a concurrent project. This has been omitted to avoid duplication.
<i>Project Planning</i>	
3. Programme and key dates	<p>Mobilise contractor supply chain and logistics: December 2019</p> <p>Start on site: January 2020</p> <p>Completion: August 2020</p> <p>GW6: October 2020</p>
4. Risk implications	<p>Overall project option risk: Medium</p> <p>The most significant risks are</p>

Option Summary	Option 2
	<ul style="list-style-type: none"> • Negative impact on existing building tenants and on concurrent building projects being undertaken at Walbrook Wharf. • Time delay and cost impact due to any necessary additional work to remediate the above. <p>Further information available within the Risk Register (Appendix 2)</p>
5. Stakeholders and consultees	<p>Internal:</p> <ul style="list-style-type: none"> • Building and Facilities Manager at Walbrook Wharf • City Surveyors Operations dept • Chamberlains Finance department • Chamberlains Procurement department • City Surveyors Property Projects Group Director and Assistant Director • City Surveyors Corporation Property Group • CoL building tenants at Walbrook Wharf <p>External:</p> <ul style="list-style-type: none"> • Occupying tenants • CoL Highway Authority • Walbrook Wharf neighbouring buildings • CoL Building Control
6. Benefits of option	<p>There is only one viable option. Choices are limited for this project as the site constraints, requirements for ways of working and budget limit and dictate what works can be undertaken and the way in which the works can be deliver.</p>
7. Disbenefits of option	<p>As above</p>

Option Summary	Option 2
Resource Implications	
8. Total estimated cost	Total estimated project cost (excl. risk): £1,119,295 Total estimated cost: (incl. risk): £1,412,000
9. Funding strategy	Additional Resources for City Fund Properties
10. Investment appraisal	Not applicable. The building (phases 1 and 3) are occupied by service companies, contracted to the City, for whom fit for purpose accommodation is to be provided free of cost to the contractor.
11. Estimated capital value/return	Not applicable.
12. Ongoing revenue implications	This should reduce the costs and need for local and patch repairs which have been necessary in recent months
13. Affordability	It is anticipated that all project costs can be contained within the budget including identified Risks listed in the risk register.
14. Legal implications	<i>None</i>
15. Corporate property implications	<ul style="list-style-type: none"> • The project supports the recommendation set out in the medium term asset management plan approved by CASC on 5 October 2017 of making the best use of the operational freight wharf and waste transfer station up to the block date of Sept 2027. • The project meets the City Surveyor's Business Plan objectives of:

Option Summary	Option 2
	<ul style="list-style-type: none"> i. Implementing an asset management strategy that unlocks the potential of the City's property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' business plans. ii. Ensuring buildings are fit for purpose, sustainable, safe and secure.
16. Traffic implications	The contractor is likely to apply for the suspension of parking bays adjacent to Walbrook Wharf
17. Sustainability and energy implications	The brief included options to explore the installation of Photovoltaic panels and, post GW1-2, the addition of a green roof. Both were financially unviable and would have delayed the programme. Further detail can be found in Appendix 4.
18. IS implications	N/A
19. Equality Impact Assessment	N/A
20. Data Protection Impact Assessment	N/A
21. Recommendation	Recommended

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Project Coversheet

[1] Ownership & Status

UPI: 120004

Core Project Name: Walbrook Wharf Replacement Roof Report

Programme Affiliation (if applicable): Works approved for utilisation of the Additional Resources for City Fund properties

Project Manager: Laura Frickey

Definition of need: To provide a permanent solution to the current roof which has undergone patch repairs but does not resolve the leaking roof and rainwater goods failings. Provide a better working environment for tenants occupying the building and prevent need for repair works and cost to address deterioration of internal and external affected areas.

Key measures of success:

1. Permanently halt leaks occurring as a result of deterioration of the roof and drainage goods connections, thereby providing a better working environment for tenants occupying the building and prevent need for repair works and cost to address deterioration of internal and external affected areas.
2. Operations of the building will not be adversely affected by the works associated with delivering this project.

Expected timeframe for the project delivery: May 2018 - December 2020

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery?

- The works will be completed in August 2020, 4 months ahead of the December 2020 completion date approved at GW 1-2.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No public or media impact has been generated by this project.

[2] Finance and Costed Risk

1. Headline Financial, Scope and Design Changes:

Only one option outlined in GW1-2 was considered viable (Option 2); this was taken forward. A full explanation is appended to the report (Appendix 4).

'Project Briefing' GW1-2 report (as approved by Chief Officer 16/05/2018):

- Total Estimated Cost (excluding risk): £1.1m
- Costed Risk Against the Project: £0
- Estimated Programme Dates:
GW3-4: September 2018
GW5: January 2019
Completion: December 2020

Scope/Design Change and Impact:

No impact from scope / design change from G1-2

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6 months delay to new assigning Project Manager resource from approval of GW1-2 in March 2018.

'Project Briefing' GW1-2 Issues report (as approved by PSC 16/03/2019):

- Total Estimated Cost (excluding risk): £1.1m
- Resources to reach next Gateway (excluding risk): £39k
- Spend to date: £3,510
- Costed Risk Against the Project: £318K
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: completion December 2019

Scope/Design Change and Impact:

1. Approved to tender the works to complete in one contract rather than separate phases over a year as previously suggested in the GW1-2 report.
2. Approved to receive a combined GW3-4 Options Appraisal and GW5 Authority to start work report to consider market tested options.
3. A costed Risk Register was included for information.
4. Approved Delegated Authority for GW3-4-5 report in October 2019 as reporting deadlines could not be met due to delays to obtain key project information.

'Options Appraisal & Authority to start Work' G3-4-5 report

- Total Estimated Project Cost (excluding risk): £1,119,295
- Total Estimated Project Cost (including risk): £1,412,000
- Resources to reach next Gateway (excluding risk): £1,356,500
- Spend to date: £30,449
- Costed Risk Against the Project: £292,705 (included in total estimated project cost)
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: completion August 2020

Scope/Design Change and Impact:

2. Only one option outlined in GW1-2 was considered viable (Option 2); this was taken forward. A full explanation is appended to the report (Appendix 4).
3. Additional small scopes of works were included to meet H&S requirements and redundant structures on the roof which could increase the risk of continued water ingress. The changes are captured in Appendix 4 of the main report
4. Omission of rainwater down pipe replacement from the scope. This overlapped with a concurrent project scope.
5. Nesting birds on the roof delayed the undertaking of surveys and receipt of information by 4 weeks.
6. Resolving a large number of clarifications which resulted from the tender evaluation process.
7. The programme at GW 1-2 Report estimated completion of December 2020 therefore this has resulted in a X month saving against the original programme.

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City of London: Projects Procedure Corporate Risks Register

Project name: *Walbrook Wharf*

Unique project identifier: *24800026*

Total est cost (exc risk) *£0*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	9.1
Avg risk post-mitigation	5.3
Red risks (open)	4
Amber risks (open)	9
Green risks (open)	3

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£583,000.00	0%	<i>Costed risk as % of total estimated cost of project</i>
£583,000.00	0%	" "
£292,700.00	0%	" "
£0.00	0%	<i>CRP as % of total estimated cost of project</i>

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	6	8.7	£238,000.00	0	6	0
(2) Financial	1	3.0	£20,000.00	0	0	1
(3) Reputation	1	16.0	£25,000.00	1	0	0
(4) Contractual/Partnership	8	9.4	£300,000.00	3	3	2
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:		Walbrook Wharf		PM's overall risk rating:		Medium		CRP requested this gateway				Average unmitigated risk		9.1		Open Risks		16					
Unique project identifier:		24800026		Total estimated cost (exc risk):		£ -		Total CRP used to date		£ -		Average mitigated		6.3		Closed Risks		1					
General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	3	(1) Compliance/Regulatory	Consultant Appointment & Surveys: Structural Integrity of Roof	COST/ TIME- Unknown if the existing roof has structurally capacity to support green roof.	Likely	Serious	8	£0.00	Y - for mitigation costs	A - Very Confident	Quote received from Structural Engineer to carry out initial calculations.	£0.00	Possible	Serious	£0.00	6	£0.00	N/a	02/08/2019			05/11/2019	No long applicable for the risk
R2	3	(1) Compliance/Regulatory	Consultant Appointment & Surveys: Ecology Report (baseline)	COST/ TIME- Seagulls nesting on existing roof- Nesting season nearly finished, however seeking advise if Ecology baseline report is required. This could impact programme and an addendum to the Tender Documents needing to be issued	Possible	Serious	6	£3,000.00	Y - for mitigation costs	B - Fairly Confident	Seeking advise from Ecology consultant Explore a Hawks Kite for mitigation (not proven to work)	£3,200.00	Possible	Minor	£0.00	3	£0.00	N/a	02/08/2019				CoL liaising with Ecology Consultant to seek advise if survey is required
R3	3	(1) Compliance/Regulatory	Survey- Asbestos Survey	COST/ TIME- Due to nesting seagulls the Asbestos survey has been delayed. This could impact programme and an addendum to the Tender Documents needing to be issued	Likely	Serious	8	£10,000.00	Y - for mitigation costs	B - Fairly Confident	PM Manager (Alan) is checking the roof to see if the seagull have left the nest- We envisage this to happen in the next few weeks. Alan will notify the Asbestos survey and they will proceed at there earliest convenience	£2,500.00	Likely	Serious	£0.00	8	£0.00	N/a	02/08/2019				InCo (PM) Liaising with Asbestos Survey Consultant for a prompt mobilisation
R4	2	(1) Compliance/Regulatory	Planning Permission by the Contractor- Green Roof	COST/ TIME- If green roof is required, planning permission will be required	Likely	Serious	8	£0.00	N		CoL (Ruby) is liaising with CoL Planning department to seek internal advise/ lead time		Likely	Serious	£0.00	8	£0.00	N/a	02/08/2019				
R5	4	(4) Contractual/Partnership	Tender documentation- collating sufficient information/ defining the scope contractually	COST- Ambiguity of the scope based upon the design information provided	Likely	Major	16	£40,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Check schedule listing all information required for the Tender Document and seek to obtain all information. The Tender Document will require the tenderers to carry out onsite surveys during the tender period, therefore proposed a mid tender interview at the site to encourage a thorough scope is proposed by the tenderers	£30,000.00	Possible	Serious	£40,000.00	6	£0.00	N/a	02/08/2019				
R6	4	(4) Contractual/Partnership	Programme slippage- Pre Tender	TIME- Delays due to late 1) Asbestos survey already scheduled to be carried out as addendum to the tender. 2) Structural survey report 3) Ecology Survey Report 4) Tendering in holiday season	Likely	Major	16	£0.00	N		Reschedule programme to aim for the October 2019 sign off. Entire team has access to the Programme as it is cloud based		Possible	Serious	£0.00	6	£0.00	N/a	02/08/2019				
R7	4	(4) Contractual/Partnership	Concurrent projects- There are a number of projects being carried out at Walbrook Wharf.	Time/ Cost- There is risk of projects impacting each other i) Logistically ii) Scope interfaces	Likely	Major	16	£25,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Workshops have been carried out to understand what concurrent projects will be carried out- all key individuals are aware that impacts will ripple into other projects, so a collaborative approach will be undertaken	£5,000.00	Likely	Serious	£7,000.00	8	£0.00	N/a	02/08/2019				
R8	6	(4) Contractual/Partnership	Ensuring Roof Warranty can be maintained post completion and despite later projects with interfaces to the roof	Cost- There is risk of projects impacting each other i.e. Scope interfaces and impact on the roofs warranties	Likely	Serious	8	£25,000.00	N		Workshops have been carried out to understand what later projects will be carried out- acknowledged by CoL that this is likely of an other project having an interface with the roof over the next 10 years	£0.00	Likely	Serious	£5,000.00	8	£0.00	N/a	02/08/2019				
R9	5	(3) Reputation	Existing/ Occupied Environment- Impact on stakeholders	1) Water penetration whilst works being carried out 2) Noise 3) Logistical issues 4) All parties keeping informed of works being carried out 5) Adjacent buildings	Likely	Major	16	£25,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	CoL Code of Conduct has been included in the Tender Documents	£0.00	Possible	Serious	£0.00	6	£0.00	N/a	02/08/2019				
R10	2	(4) Contractual/Partnership	Programme slippage- Green Roof	Planning duration- Green Roof	Possible	Serious	6	£0.00	N		Awaiting for Structural Survey to confirm whether green roof is feasible	£0.00	Possible	Serious	£0.00	6	£0.00	N/a	02/08/2019				
R11	5	(4) Contractual/Partnership	Weather	Incident / adverse weather incurred during the works	Possible	Serious	6	£75,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Explore temporary roof - potential significant cost. Explore completing works in summer. Allowance based on £2.5k a week and 2 week delay	£5,000.00	Possible	Minor	£50,000.00	3	£0.00						
R12	3	(1) Compliance/Regulatory	Excessive Insurance Requirements	Tenderers may not be able to be insured for CoL levels on this specific project	Possible	Serious	6	£0.00	N		Explore reducing level of PI for Contractor	£0.00	Possible	Serious	£0.00	6	£0.00						

R13	5	(4) Contractual/Partnership	Contractor Extension of Time claim	Various reason in line with contract as applicable events where Contractor entitled to charge	Possible	Minor	3	£100,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Close programme / progress review during works. Early Warning system in place in the contract	£20,000.00	Unlikely	Minor	£50,000.00	2	£0.00						
R14	4	(4) Contractual/Partnership	Scope Creep - interface with rainwater goods, lightning conductor etc.	Additional works added to main works for ease but could muddy clear defined works packages	Likely	Minor	4	£35,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Strict Change Control process in place in line with PPG requirements. Time and costs impact to be highlighted within change control forms	£20,000.00	Possible	Minor	£5,000.00	3	£0.00						
R15	5	(2) Financial	Design Team Fees Claims	Various reasons in line with contract for prolongation or additional fee cost due	Possible	Minor	3	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Manage any prolongation, additional works claims. Ensure change control in place for any scope change leading to fee claim	£0.00	Possible	Minor	£25,000.00	3	£0.00						
R16	4	(1) Compliance/Regulatory	Licenses / Statutory Approval delays	Delay to works due to licenses / approvals not being in place	Possible	Major	12	£25,000.00	Y - for costed impact post-mitigation	D - Very Uncomfortable	Early involvement with PLA, Environmental Health and check any other requirements due to proximity of roof replacement by river	£1,500.00	Unlikely	Serious	£10,700.00	4	£0.00						
R17	5	(1) Compliance/Regulatory	Contamination Found Post Survey	Asbestos not picked up on surveys, lead paint etc.	Possible	Major	12	£200,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Explore any further surveys required and hold risk amount for any uncoverings	£15,000.00	Unlikely	Serious	£100,000.00	4	£0.00						

Appendix 3

Change Register:

No	Request Date	Change Requested By	Description of change
1	15/2/19	Client	Proposals to consider Flood Risk - Take forward Contractor option to meet this design solution including a green roof
2		Client	Removal of redundant ventilation systems on the roof
3	9/7/19	PM	Nesting seagulls found on roof which will delay pre-tender surveys.
4	23/7/19	Client	Inclusion of lightning protection
5	23/7/19	Client	Discount Solar PVs as an option to include in the scope.
6	08/08/2019	Client	Omission of rainwater downpipes from scope for tender to avoid overlapping with concurrent project undertaken by Ops team.
7	19/09/2019	Client	Omission of glazing replacement
8	19/09/2019	Client	Omission of Green roof from the Tender documentation
9	01/10/19	PM	Resolving Clarifications resulting from contractor evaluation process has resulted in a 1 month delay.

Appendix 4

Reasons for discounting options set out in Gateway 1-2

*(change request since GW1-2 approval)

Option	Findings:
1. Do nothing	Discounted: As this does not address the brief
2. Establish if the covered area can be reduced to reflect future plans for the space	Discounted: No changes of any certainty were established to develop the scope of works to reflect changes in the future.
3. Further repairs that retains the operation status of the facility until 2027	Discounted: Patch repairs which had been completed to date have been ineffective and there was no reason to suggest that further patch repairs would better resolve the water ingress until 2027.
4. Consider addition of Solar PVs on the roof or floor mounted in open space in addition to addressing the roof.	Discounted: The addition of PVs was explored. The following conclusions were made: <ul style="list-style-type: none">- Surveys were undertaken to ascertain the structural integrity of the existing roof frame. The analysis proved that the roof was near it is maximum loading capacity and that additional structure will need to be designed and installed to support the additional weight of PVs. As the additional structure is not designed or market tested, it could not be priced but estimates suggest that costs be in the region of £200k +.- This could not be accommodated in the budget.- A return on investment calculation was also undertaken, taking into consideration the buildings existing use and leases are only guaranteed to continue until 2027, the investment would only produce a return after 10 years and therefore none could be achieved within this time frame.

<p>5. Roof replacement to entire covered structure</p>	<p>Progressed: This Option was considered viable and taken forward.</p>
<p>6. Green Roof*: Client request to explore the viability of a green roof as a proposal to tackle flood resistance</p>	<p>Discounted: The following conclusions were made: Surveys were undertaken to ascertain the structural integrity of the existing roof frame. The analysis proved that the roof was near it is maximum loading capacity and that additional structure will need to be designed and installed to support the additional weight of a green roof. This will require the appointment of consultants to design the structure, develop drawings for tender and a Planning application for submission. The determination period would be 8 weeks. This cannot be accommodated in the timelines for the project and will likely result in a completion date in mid-2021. The approximate cost of installing new supporting structure and a green roof would cost the project approximately £1.3m. There is no provision for this in the budget, nor can it be funded from the Additional Resources for City Fund Properties pot.</p>

PT8 - Tender Award Report

This document is used to summarise the procurement process



Report Title	Wallbrook Wharf Major Works
Report Author	Christina Paraskevoudou
Report Date	12/11/2019
Procurement Reference	itt_COL_11051

Key Area	Outcome
Purpose of Report	Authorisation to award tender
Tender Process	Mini Comp under Internal Major Works General Lot 1 framework
Proposed Provider	Neilcott Construction
Cost (inc. VAT)	£994,915.09 with provision of additional £18,000 if the works start late
Potential Risks	No risks identified

Detailed Summary

1. Summary

Details of what needs to be approved and a list of key areas covered by the report

Approve the award to Neilcott Construction, who was the supplier with the highest score after the evaluation of the mini comp.

2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

Contract to be awarded to Neilcott Construction
Contract duration December 2019-June 2020

3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

Not applicable

4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

Criteria Weighting (%)

Technical Score Weight 40%

Commercial Score Weight 60%

Question Number	Question	Word Count	Weighting %
1.	Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	N/A	25%
2.	Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical issues & existing tenants/ life working environment.	N/A	25%
3.	Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of resolving problem/issues on similar projects	N/A	25%
4.	Provide Health & Safety records for the past 2 years	N/A	25%
Total			100%

- Average price: £1,008,746.21
- Average price vs the winning bidder: £1,008,746.21 vs £994,915.09
- Technical scoring for both suppliers can be found on the appendix
- Timeline for the tender process: Mini comp was live from 21/08/2019 until 19/09/2019. The evaluation of the responses has been completed by the end of October 2019.

5. Savings, efficiencies and benefits

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

Not applicable on this tender

6. Lessons Learnt

No further lessons learnt

7. Contract Management Plan

Details of persons managing the contract covering roles and responsibilities of individual staff.

Ruby Raw

Project Manager

Ruby.Raw@cityoflondon.gov.uk

8. Approval Sign Off

Name of Approver	Michael Harrington
Position	Senior Category Manager
Date approved	12/11/2019
Approver comments	

9. Appendices Final evaluation score summary, savings certificate, etc

Evaluation Split			
Quality	40		
Price	60		

Technical Evaluation

Question	Weight	Evaluator	Sykes & Son	Neilcott Construction
Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	25	Ruby Raw	15	20
		Laura Frickey	15	20
		James Spencer	10	20
		Moderated	15	20
Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical	25	Ruby Raw	15	15
		Laura Frickey	15	15
		James Spencer	15	20
		Moderated	15	15
Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of	25	Ruby Raw	10	20
		Laura Frickey	10	20
		James Spencer	10	20
		Moderated	10	20
Provide Health & Safety records for the past 2 years	25	Ruby Raw	0	0
		Laura Frickey	0	0
		James Spencer	10	20
		Moderated	10	20
Weighted Total Must total 100	100			

Score from Quality split	20	30
Pricing Score	58	60

Total	78	90
Rank	2	1

Technical scores:

Question	Weight	Evaluator	Sykes & Son	Neilcott Construction
Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	25	Ruby Raw	3	4
		Laura Frickey	3	4
		James Spencer	2	4
		Moderated	3	4
Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical issues & existing tenants/ life working environment.	25	Ruby Raw	3	3
		Laura Frickey	3	3
		James Spencer	3	4
		Moderated	3	3
Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of resolving problem/issues on similar projects	25	Ruby Raw	2	4
		Laura Frickey	2	4
		James Spencer	2	4
		Moderated	2	4
Provide Health & Safety records for the past 2 years	25	Ruby Raw	0	0
		Laura Frickey	0	0
		James Spencer	2	4
		Moderated	2	4

CITY OF LONDON CORPORATION
 CITY SURVEYORS DEPARTMENT
 PROPERTY PROJECTS GROUP - COST BOOK: WALBROOK WHARF

Project No. 24800026
Project name Walbrook Wharf Re-Roofing Project
Project Type Maintenance / Minor Works
Period March -Dec 2019

Financial Summary						
Element	Feasibility	Gateway 1/2	Gateway 3 - 5	Gateway 6 Budget	Outturn additions	Cumulative Budget
Construction			994,915.00	0.00	0.00	994,915.00
1.1	Enabling Works	0.00	0.00	0.00	0.00	0.00
1.2	Main Contractor	0.00	0.00	994,915.00	0.00	994,915.00
	Design development	0.00	0.00	0.00	0.00	0.00
1.7	Design Development	0.00	0.00	0.00	0.00	0.00
1.8						
1.9						
Professional Fees		0	17,607.50	83,975.00	3,297.50	104,880.00
2.1	Architect	0.00	0.00	0.00	0.00	0.00
2.2	Interior Designer	0.00	0.00	0.00	0.00	0.00
2.3	Cost Consultant	0.00	3,787.50	26,491.25	1,547.50	31,826.25
2.4	Mechanical and Electrical	0.00	0.00	0.00	0.00	0.00
2.5	Structural Engineer	0.00	0.00	0.00	0.00	0.00
2.6	Principal Designer	0.00	500.00	6,425.00	500.00	7,425.00
2.9	Project Management / Contract Administrator	0.00	3,750.00	45,628.75	1,250.00	50,628.75
3	Fire Consultant	0.00	0.00	0.00	0.00	0.00
3.1	Catering Consultant	0.00	0.00	0.00	0.00	0.00
3.2	Acoustics Consultant	0.00	0.00	0.00	0.00	0.00
3.3	AV Consultant	0.00	0.00	0.00	0.00	0.00
3.4	Lighting Consultant	0.00	0.00	0.00	0.00	0.00
3.5	BREEAM	0.00	0.00	0.00	0.00	0.00
3.6	Measured Survey	0.00	0.00	0.00	0.00	0.00
3.7	Basement Plan	0.00	0.00	0.00	0.00	0.00
3.8	Drainage and Invert Levels	0.00	0.00	0.00	0.00	0.00
3.9	CCTV Survey	0.00	0.00	0.00	0.00	0.00
3.10	Stat Surveys (PHA, EA)	0.00	0.00	0.00	0.00	0.00
3.11	Landscape Consultant	0.00	0.00	0.00	0.00	0.00
3.12	CDMA	0.00	0.00	0.00	0.00	0.00
3.13	Communications Consultant	0.00	0.00	0.00	0.00	0.00
3.14	Ecology Consultant	0.00	2,410.00	0.00	0.00	2,410.00
3.15	Arup - Record Drawings	0.00	0.00	0.00	0.00	0.00
3.16	Planning Consultant	0.00	0.00	0.00	0.00	0.00
3.17	Structural Survey	0.00	4,750.00	0.00	0.00	4,750.00
3.18	R&D Survey	0.00	2,410.00	5,430.00	0.00	7,840.00
3.19	R&D Survey Making good	0.00	0.00	0.00	0.00	0.00
Consequential Fees		0	1,000.00	2,000.00	1,000.00	4,000.00
4.1	Construction Legal Fees	0.00	0.00	0.00	0.00	0.00
4.2	Consents (Port Health Authority)	0.00	0.00	0.00	0.00	0.00
4.3	Agents	0.00	0.00	0.00	0.00	0.00
4.4	Marketing	0.00	0.00	0.00	0.00	0.00
4.5	Stamp Duty	0.00	0.00	0.00	0.00	0.00
4.6	Relocation	0.00	0.00	0.00	0.00	0.00
4.7	Planning Fees	0.00	0.00	1,000.00	0.00	1,000.00
4.8	Building Control	0.00	1,000.00	1,000.00	1,000.00	3,000.00
4.9		0.00	0.00	0.00	0.00	0.00
City of London Internal costs		0	9000	5,500.00	1,000.00	15,500.00
5.1	IT Costs		0.00	0.00	0.00	0.00
5.2	DBE		0.00	0.00	0.00	0.00
5.3	Other		0.00	0.00	0.00	0.00
5.4	Other		0.00	0.00	0.00	0.00
5.5	Staff Costs		9,000.00	5,500.00	1,000.00	15,500.00
5.6						0.00
5.7						0.00
5.8						0.00
Risk Allowance		0	0	292,705.00	0.00	292,705.00
6.1	Coste Risk Provision	0.00	0.00	292,705.00	0.00	292,705.00
6.2	Construction Risk	0.00	0.00	0.00	0.00	0.00
6.3	Inflation Allowance	0.00	0.00	0.00	0.00	0.00
6.4	Survey Risk	0.00	0.00	0.00	0.00	0.00
6.5	CoL Delay Risk	0.00	0.00	0.00	0.00	0.00
6.6	Progamme Risk	0.00	0.00	0.00	0.00	0.00
6.7		0.00	0.00	0.00	0.00	0.00
6.8						0.00
6.9						0.00
7	Subtotal	0	27607.5	1,379,095.00	5,297.50	1,412,000.00
8						0.00
Grand Total - Capital Investment Costs			27607.5	1,379,095.00	5,297.50	1,412,000.00