

The Tower recladding

Highbury College

Services: Employer's Agent, Cost Consultant, Principal Designer, Clerk of Works, BIM consultant

Contract Dates: June 2018 - April 2021

Contract Value: £4 million

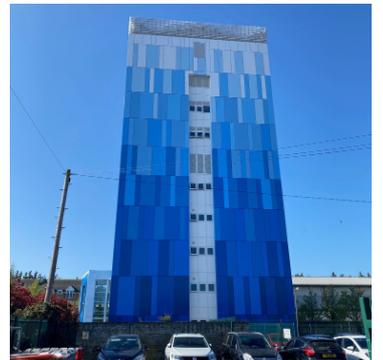
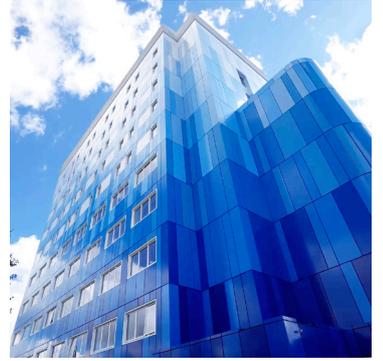
Project Overview

The Tower at Highbury college is a mixed used building comprising of a nursery, education facilities and student accommodation. We were appointed as multi-disciplinary consultants to provide the Employer's Agent role, cost manage, manage H&S alongside our sister company ECD Architects providing the design services. Keegans role was to review the existing building and propose design solutions to safely remove all combustible cladding materials from the façade and replace with a compliant system. The tower was clad in ACM combustible cladding which needed to be removed to make fire safe and compliant with current regulations.

During our investigations it transpired that the windows did not meet current thermal requirements and would need to be replaced alongside the façade system. This opened-up the opportunity for redesigning the tower. The clients brief was to simplify the building whilst making it a focal point of the college campus and the surrounding area. After exploring a few options, we settled on a design within which the cladding fades from blue at the bottom through to white at the top. This makes the building feel less dominating in the local area, but also makes a feature of it from the dual carriageway adjacent to the site.

As part of the stage 4 information, a programme was drawn up to allow the building to remain in use throughout the works on site and Keegans Clerk of Works and Principal Designer ensured the safety through out. The impact of this was to revise the details to allow for new windows to be installed in front of the existing ones and then removed from the inside, this kept the building weathertight throughout the build.

The role of the BIM Consultant on the project was to assist in developing the clients BIM information requirements and to ensure the smooth flow of information through the common data environment between all parties. Our BIM Information Manager worked alongside the client to understand and establish the information they were after and how they wanted to manage the approval processes. Workflows were created for the approval of information by the team to ensure the client had full visibility to what was being uploaded. BIM Monthly reports and meetings were held to review how the process was working, and held training sessions with the client and project team on BIM to ensure they had a wider understanding of the process involved, along with sessions to navigate around the common data environment proficiently to meet the need of information to be stored in an orderly fashion to handover to the client for ease of use.



Education

We deployed effective project management so that the works had sufficient resources allocated. At the commencement of the project we prepared a Project Quality Plan (PQP), which defined the Highbury College' objectives, the main tasks, roles and responsibilities, and the structure of the work programme and resources from inception to operation. Drawn up in collaboration with the client and all key stakeholders, The PQP was task orientated, with achievable goals and targets. It contained all the relevant documentation for the project, including the Highbury College's brief and appointment, scope of work, QA quality standards, KPI's, requirements for consultation, programming, budgets and cost limits.

Our Quantity Surveyors provided a full service including Stage 2 Order of Cost estimate and benchmarking, Stage 3 Cost Plan, undertaking valuations during the construction stage including providing cost advice and financial monitoring and agreement of the final account.

Weekly companywide resource meetings were held to continually monitor not only the number of people allocated to Highbury College but also the skills and experience of those allocated. In this way the Management Team ensured team members were allocated appropriately to match the requirements of each of the project stages – both technically and creatively – ensuring that we met our service quality targets for Highbury College as outlined in our Project Execution Plan

Throughout all stages we held regular progress review meetings led by the Project Director to ensure the whole design team were aware of the project status at any given time. Key to the successful delivery of this project was good communication between ourselves and Highbury College. From the outset of the project, we collaborated with Highbury College establishing the likely workstream of the project and potential timescales.

