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SPECIALISTS IN CONSTRUCTION
AND ENGINEERING DISPUTE
AVOIDANCE AND RESOLUTION

MONTHLY PROGRESS MONITORING



Monthly Progress Monitoring [on an independent basis]

Our previous article highlighted the importance of having a robust baseline programme detailing the scope of works and intent of completing the works in a timely fashion.

Updating the baseline programme on a weekly / monthly basis provides a clear view of progress achieved and forecasted works, demonstrating if the works will be successful or if the Project itself will be delivered late.

Edge carry out this exercise both for Contractors and Employers.

There are 4 benefits to the Client / Contractor and the Project Team and 5 elements that Edge focus on when carrying out a progress review:

The 5 Elements in a typical report are:

1. The Critical Path position ensuring focus and effort can be applied where the maximum benefit will be derived.
2. Trends ensuring that the overall work is making good progress and not postponing issues that will become a potential problem if left unattended. This will include 'near' critical activities i.e. activities that are 10 days from being critical.
3. Milestones, provide an instant overview of key dates and whether programmes are updated or not they provide a consistent valuable benchmark in which to gauge the overall situation.

4. Summary of key issues narrative providing an executive overview.

5. Fully detailed progress records sufficient to address any potential claim matters should they develop.

The benefits are:

1. An independent and objective assessment of progress
2. Thorough analysis of the programme enables the issues affecting the project to be properly identified.
3. The overview provides an immediate focus on key issues enabling stakeholders to make informed decisions about the way forward.
4. Identification of the true Contractual position and protection from potential spurious claims.

Edge Consult's programme service is intended to identify critical dates and activities so that the Project Team are fully aware of the demands which must be met if the critical dates and the project objectives are to be achieved.

This needs to be combined with detailed preparation and regular team discussions/coordination to ensure the smooth running and delivery of the Project. As part of this, Edge Consult will review and report on the contractor's comprehensive, detailed reports for the Project.

Edge Consult will provide a monthly report which will reflect the following procedure:

- A 'site walk' to record actual progress on site.
 - Record progress against the agreed 'baseline programme' - to create a new Progress Update ('PU') programme.
- Review with the Construction team the findings and seek to understand the reasons for changes to the programme.
- Progress the design section of the baseline programme.
 - Highlight any area(s) of concern in connection with design - critical issues, potential delays etc.
 - Progress the procurement section of the baseline programme.
 - Highlight any area(s) of concern in connection with procurement - critical issues, potential delays etc.
- Finalise/ complete the 'PU' programme.
 - 'Reschedule' the 'PU' programme - this will include the impact of any relevant forecast dates that are known at that time, for example, known significant material deliveries - to determine the impact (if any) of progress on the Completion Date.
 - Discuss the outcome of the 'reschedule', including the reasons for any resulting changes of either delay or advancement to the critical path/activities, mitigation and opportunities measures etc.
 - Agree with actions required with the project team and discuss how best to address contractual concerns that may arise.
 - Provide 'Early Warning' notification within the report of any known or potential 'issues'

Subject to the form of Contract there may be another part to updating the baseline programme, which may result in the inclusion of new activities detailing additional works that may be required or re-sequencing of the planned works, which may cause a risk to the project completion date.

The sooner risk can be identified, the less impact it is likely to have. Edge Consult can assist in looking at time risk events with the Project Manager as soon as they become apparent and managing the resolution. Whilst developing the programme, we will actively try to identify the project's risks through all phases (design, procurement, and construction).

The above should be carried out by the site team every week or other period as appropriate to the project. This should be supported by good record-keeping such as as-built drawings and site diaries. Something Edge promotes is keeping specific diaries/records for each Delay Event. For example, the Client instructs a change to the brick type. This becomes the potential delay event against which all correspondence is filed including when drawings have been updated, submitted to planners etc.

The more accurate the record-keeping, the easier it becomes to ascertain entitlement to extra time and costs, including loss and expense.

Edge also promote applying for time and costs at the point the Delay Event occurs.

Subject to Contract arrangements the Baseline Programme can be reset and maintained as an up to date management tool.

It also ensures the critical path remains dynamic and reflective of any given point time.

Too often the problems are left till the end of the Project and then what happened is not remembered. It then becomes more difficult to unravel the facts.

To be successful in a claim for extension of time under the contract, the programme updates and progress of works must demonstrate that an event has occurred and that the event caused delay and/or disruption and/or additional costs, losses or expense as a foreseeable result.

Not having full documentation or reports will challenge any claim the client/contractor seeks in that Project.