

PPC/TPC Annual Awards 2014:

**Practitioner Award for
Innovation in Partnering
HMCTS 305 Bridgewater Place**



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Introduction

The current Ministry of Justice Strategic Alliance Agreement (SAA) Frameworks went live in April 2012. There are three Regional Frameworks (South, North, East Anglia and London) for projects up to £10m and a National Framework on projects over £10m. All Frameworks enable the use of PPC 2000 and NEC but only PPC has been used to date based on the success of the Framework's predecessor arrangements that exclusively used PPC in delivering more than £2.5bn of construction projects over a 10 year period. The Frameworks are fully aligned with the Government Construction Strategy and the Industrial Strategy for Construction. All projects are reliant on early contractor involvement, collaborative working and transparency.

ISG was appointed to the Ministry of Justice (MoJ) North, South and National SAA Frameworks for Construction and has now completed numerous projects across the country, with several more currently on site or in the pre-construction stages.

Prior to this ISG participated in the previous framework, completing in excess of 40 schemes in the North East and North West. PPC2000 has been the form of contract on all projects on both SAA Frameworks. These projects have been undertaken in a true partnering environment which has largely been facilitated by the chosen form of contract and the open and collaborative culture of the parties.

The recent fit out project undertaken under the SAA at 305 Bridgewater Place, Warrington is a key example of how partnering, underpinned by the use of PPC 2000 can produce excellent results and is the subject of this application.

Project background

On 4 June 2013 Lord Justice Goldring announced that the fresh inquests into the Hillsborough Disaster would commence on Monday 31 March 2014. He added, "I am confident that we will locate a satisfactory venue, and that will not be a reason not to begin on that date." The task of securing a suitable venue then fell upon the MoJ Estates Directorate.

The project was released as a mini tender to the MoJ's Northern Regional Constructor Framework in October 2013. The tendering contractors were issued with an outline design, indicative budget and programme requirements in the Invitation to Tender and were required to respond with prices for site overheads, central office overheads and profit, and a detailed quality submission outlining their proposed construction strategy as a first stage tender. The tender period was two weeks. ISG was successful in this process and appointed to develop a detailed second stage tender in collaboration with the MoJ and its professional service providers on 25 October 2014.



Above: Europe's largest courtroom

Project details

The project consisted of the fast-track fit out of an existing open plan office to provide a Coroners Court and ancillary areas to host the ongoing Hillsborough Inquests. The office area was the lower floor of a three-storey building with the upper stories occupied and in use throughout the project, constraining the operations which could be addressed in the early stages. The existing Mechanical & Electrical services infrastructure was significantly under capacity and required extensive upgrades to meet the new requirements of the building.

The second stage tender was prepared on the basis that the project of circa £2.5m would be completed in an eight week period commencing on 6 January 2014. This left a four week period for the IT installation and client fit out prior to the hearings commencing on 31 March 2014 as per the promise by Lord Justice Goldring.

However in the second stage tender the scheme changed extensively and significant extra requirements were instructed. The additional work content required a programme period of 12 weeks, which initially appeared to place the start date for the hearings at risk. To address this issue a 10 week target project timetable, incorporating the IT installation and elements of the client fit out was produced through a series of collaborative planning workshops. This project timetable and the lean techniques applied to it were the cornerstone of what proved to be a successful project resulting in the hearing starting on time and in fact allowing the final preliminary hearing to be transferred to the venue the week before. In accordance with the Government Construction Strategy the FM Services Provider (MITIE) was brought in at an early stage and became a crucial member of the Partnering Team.



Above: the building which houses the Hillsborough Inquests and main entrance

"I think this looks like an excellent environment for the Inquest to work in and recognises the importance MoJ have placed on getting this building right. I want to thank you and the team for all of your efforts to deliver this in such a short space of time."

Rebecca Scaglione, Principle Project Sponsor, Ministry of Justice

Team members

MoJED Project Delivery:	Neil Milligan and Rebecca Scaglione
MoJ Commercial (Construction):	Kevin Murray and Charles Spencer-Jones
MoJ Commercial FM:	Gareth Shaw and Gary Newman
Client Representative	Jacobs - Mike Cross
Cost Consultant:	WT Partnership - David Clayton
CDMC:	Faithful+Gould - Joanne Keith
Lean Consultant:	Lean Thinking - Ali Mafi
Architect:	Hurd Rolland (ISG) - Ged Connor
Structural Engineer:	Bland & Swift (ISG) - Steve Slinger
M&E Engineer:	Imtech (ISG) - Neil Hitchman
ISG Director:	Neil Walker
ISG Contracts Manager:	Guy Cokill
ISG Managing Surveyor:	Craig Savage
ISG Project Manager:	Richard Haigh
ISG Project Surveyor:	David Faulkner



Above: image of the courtroom following the IT installation

Client and end user satisfaction

“This project was both developed and delivered to incredibly tight timescales. ...The proposed design reflected the major investment in time which ISG and its supply chain invested in consultation with the users...The fact that the Court was delivered not only early but with zero defects enabled an earlier than planned start to the Inquests and was testament to how ISG bought into the project but lead its supply chain through the process. This required effective input and commitment from its senior management and site teams and in my view was an exemplar in terms of how a constructor should deliver a project. The process, whilst challenging, was made considerably easier by having the right constructor applying the right resources and commitment which achieved an outcome which exceeded end user expectations.”

Neil Milligan, Senior Project Sponsor, Project and Programme Delivery, Ministry of Justice

Collaboration, lean and continuous improvement

The collaborative approach underpinned by the form of contract is a perfect fit with the MoJ's lean project management initiatives and it was agreed that introducing a lean practitioner into the team would be of benefit. Ali Mafi of Lean Thinking joined the team at the beginning of the construction phase. His initial review of the Target Project Timetable was positive with little comment. His major value adding contribution was to instigate and facilitate a weekly collaborative workshop, where all members of the supply chain contributed to the update of the timetable.

Root cause analysis was applied to any incomplete activities by the entire group with corrective measures agreed immediately. The final element of the session was to review the look ahead programme for the following week, with the entire group contributing to the management of constraints. An example of this was the micromanagement of the commissioning process which was condensed due to the long lead times required for the supplementary air handling units. This weekly session, usually only taking a couple of hours, empowered the supply chain and promoted positive behaviour throughout the scheme as recognised below.

"Thanks to you regarding the successful completion of the project. Your team engaged fantastically well and really exhibited the culture and characteristics I look for in high performing collaborative teams..Can you thank your team on my behalf for their commitment and engagement and the leadership shown. This was more than a simple project."

Terry Stocks, Delivery Director for BIM and Construction Strategy for Central Government and the Deputy Estates Director and Head of Project and Programme Delivery, Ministry of Justice



Above: Public and family seating areas

Commercial

The collaborative approach was fundamental to all elements of the project, not least of which was the commercial function. The Agreed Maximum Price was developed in conjunction with the Cost Consultant on an open book basis. This approach extended through the extensive VE and in flight change control processes, resulting in the final account being agreed at completion. It is pleasing that the cost consultant shares this view as indicated below:

“Financially, the project has been delivered under budget, with the final account being agreed at £2,322,706 compared to the AMP of £2,345,621 (excluding VAT). An early order of cost estimate was prepared by the Cost Consultant informing the funding process and enabling appropriate budget provision. Early involvement of the constructor and their “open book” approach allowed quick resolution of the AMP and PCP’s.

Transparency of the AMP costs was key to the successful Value Engineering process, undertaken by the project team prior to commencement on site, resulting in a saving of £235,000, mainly through a detailed review of the FF&E. This reduction in specification has not received adverse comment from the end users. The fast track nature of the project required further design development post Commencement Agreement before design freeze could be achieved, with PCP’s valued at £124,000 being instructed. Other PCP’s during the construction stage are mainly attributable to end user requests, including soft landing items, and landlord requirements under the lease agreement.

Cashflow management was complicated by the 24/7 working hours however, PPI4 reporting was on the whole accurate. Project risks were managed through clear and daily communication of all parties, due to the speed of the build. Weekly site progress meetings addressed risks in the previous week as well as anticipated risks and issues, with the Constructor using EWN’s to highlight any potential risk to the project.”

David Clayton, Associate Director, WT Partnership



Above: Consultation room

Supply chain

Early collaborative engagement with key members of the supply chain during the Pre-Commencement phase was a critical success factor for the project. Early engagement was facilitated by the client's acceptance of business cases to single source several of the key sub-contract packages. This enabled the expertise of the supply chain to be brought in to the project team from the early stages of the DPP development process. This early collaboration was then seamlessly transferred into the construction phase of the project. With early engagement the supply chain were also able to contribute positively to the risk management process as demanded by the PPC form. All specialists were engaged under SPC 2000, further facilitating the collaborative approach.



Above: Jury retiring room



Above: Court Annex with CCTV link to Courtroom

Conclusion

This project would not have been possible without the full commitment of all participants to adopt a partnering ethos and to collaborate and communicate in an open and honest environment. The foundation for this was the adoption of PPC2000 and its influence in helping to establish these positive behaviours cannot be understated.



Above: Main Courtroom showing the Coroner's bench

"This was more than a simple project. This was the delivery of a facility that upholds the system of justice for the Hillsborough families, and therefore the UK Justice Process...You understood what this project was for and how important it was to us as a client. A good result all round - Thank you."

Terry Stocks, Delivery Director for BIM and Construction Strategy for Central Government as well as the Deputy Estates Director and Head of Project and Programme Delivery, Ministry of Justice



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