



Award Winners
2010

Constructing Excellence in Wales Awards 2010



The CEW Awards is a focus for the construction year and a celebration of all that is great and good about our industry in Wales. The 2010 Awards took place at the SWALEC Stadium in July; this brochure picks out the evening's highlights. Whether it was Airbus, Welsh Health Estates and Swansea Quadrant Interchange or Mariners Quay and GKR it is clear that Wales has construction talent. But what really stood out was the commitment shown by all the award winners to the concept of collaboration. No matter the nature of the scheme it was obvious to the judges and those attending the CEW Awards that the innovation, leadership and desire to create sustainable projects were underpinned by an adherence to the principles of rethinking construction. Wales is working towards tough waste minimisation and low carbon targets and the CEW Award winners clearly show that the best possible way to achieve the Welsh Assembly Government's goals is by working as a team. Only by planning and procuring schemes as an integrated supply chain can the industry create buildings that are sustainable and by a process that minimises waste and maximises recycling potential. In one way or another all of the projects and the teams behind the Award winners proved that argument. Wales has superb construction talent and we look forward to becoming nationally rewarded at the CE National Awards in November.

Richard Wilson
Chairman, Constructing Excellence in Wales

The Judges

The independent judging panel for the awards was selected from across all sectors of the industry, both public and private. Their wealth of knowledge and experience is matched by the breadth and quality of the projects in Wales.

- Calvin Snook** – Head of Business Transformation, Chandler KBS
- Mark Adams** – Head of Construction Projects, Rhondda Cynon Taf CBC
- Haydn Ames** – Capital Project Manager, Newport City Council
- David Benson** – Head of Estates, UWIC
- Karin Black** – Waste Strategy Policy Advisor, Welsh Assembly Government
- Tony Crotty** – Director, Green Triangle Management Systems Ltd
- Derek Downer** – Head of Property Services, Monmouthshire County Council
- Mike Edmonds** – Associate Director, Arup
- Siôn Edwards** – Magnox North
- Sioned Evans** – Head of Estates and Projects Division, Welsh Assembly Government
- Chris Gray** – CD Gray & Associates
- Vince Hanly** – Service Director for Procurement, Rhondda Cynon Taf CBC
- Darren James** – Managing Director of Infrastructure, Costain
- Rhodri-Gwynn Jones** – Director, CECA Wales
- Colin King** – Sustainable Construction Manager, BRE
- Ian Layzell** – Director, Integrate Consortium
- Huw Llywelyn** – Head of Construction, Alun Griffiths
- Harry Meese** – Managing Director, CW Electrical and Crimewatch Alarms
- Brian Morgan** – Director, Creative Leadership and Enterprise Centre
- Jeff Perren** – Director, Wales Low/Zero Carbon Hub
- Stella Saunders** – Cardiff County Council
- Andrew Thomas** – Chief Executive, CCI North West
- Nick Tune** – Director, BRE Wales and South West
- Pierre Wassenaar** – Senior Associate Architect, Stride Treglown
- Beth Winkley** – Programme Manager for Wales, Waste & Resource Action Programme

2010 Award Winners

Integration & Collaborative Working

North Factory Project – Airbus Operations Ltd



The North Factory Project at Airbus Operations' Broughton site is vast in its scale. At its peak some 300 people on site were employed via 15 supply chain partners, made up from a significant number of local companies. It is also a core project for Airbus and the UK aviation industry. As such it needed a client with a clear vision and a commitment to collaborative working: which was exactly what it got. The judges were very impressed with how Airbus became fully involved, had a clear strategy and managed a process in which the team was completely included. The open plan shared office illustrated the collaborative approach, backed with an open book commercial approach and the open and honest reporting wall system. The personal commitment to build the team came over clearly; the 'no blame' culture the project team aspired to was genuine not just lip service and it was clear to the judges that the entire workforce is bought into the approach.

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Leadership and People Development

GKR Maintenance & Building Co Ltd



GKR Maintenance & Building is a small - medium sized business based in Caerphilly delivering maintenance and building services to local authorities and social landlords and other organisations in the retail and leisure sector. Although successful, with a £6m turnover, GKR knew that its 20 office staff and another 80 tradesmen were key to its growth and ability to survive the economic downturn. Staff turnover was low and there was a high degree of loyalty to the business, but it needed to improve and develop its own people and reduce its reliance upon sub-contractors. Two directors were chosen to lead the development of its people, one was involved with Investors in People and the other leading on an NVQ in Business Improvement Techniques (BIT). The aim and vision for the whole initiative was to formalise communication with employees and improve communication throughout the company, introducing a quarterly newsletter. The newsletter has been a success; all staff have had appraisals and jobs chats and have a clearer idea of their role and place in the business. Feedback is positive and customer satisfaction is up by 13% and productivity has increased by 4%. The business achieved Investors in People status in the summer of 2009 and has shared its experience with sub-contractors.

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SME Award

Derwen Aggregates



Derwen Aggregates is one of the most successful waste handling organisations in Wales and as such has achieved PAS 402:2009 and is a founding Green Compass Scheme member. Its contribution to the Swansea Quadrant Interchange reflects an innovative approach to minimising waste and the foresight of its management team, led by Mark Davies.

Since the Swansea Quadrant Interchange project started in June 2009, Willmott Dixon and Dawnus formed an effective and collaborative relationship with Derwen Aggregates of Neath Abbey, building on relationships formed on previous contracts. Both Dawnus and the CEW judges were hugely impressed with the commitment and innovative approach of the business. This is shown by what the judges observed was a bold move to design, build and commission a state of the art aggregate washing and recycling facility. This early and innovative approach was taken well before legislative demands were placed on companies to use recycled aggregates and the bespoke, purpose built plant is the only one of its kind in Wales. The process recycles inert material that would otherwise be disposed of at landfill, something that was crucial to the successful removal and then reuse of materials at the Swansea Quadrant Interchange. Derwen invested around £2.8m into its new venture that addressed the changes in legislation that came about. Its bold approach, commitment to collaborative working and improvement of its people and all round approach to waste minimisation makes it a worthy winner.

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Innovation

North Factory Project –
Airbus Operations Ltd, 'Siltbuster'



The North Factory Project at Airbus Operations' Broughton site is vast in its scale. Built to accommodate the wing assembly for the A350 XWB, the facility measures 52,000m² and comprises of a steel frame structure in a three bay configuration. To support this vast structure, highly complex machine bases and concrete floors, 8,000 piles have been designed and installed. The project uses around 50,000m³ of concrete and subsequently generates concrete washout of 176,800 litres. But as the site is governed by IPPC Regulations controlling the pollution to air, land and water Airbus must minimise pollution and it has to make sure it uses the best available techniques (BAT) to minimise pollution to groundwater. The team selected 'Siltbuster' a portable Roadside Concrete Washout System. The system was researched, presented and then implemented into the North Factory Project in March 2009 to provide an innovative and environmentally compliant solution to the vast amount of concrete wash out water disposal. The Siltbuster unit is unique in today's market and tackles environmental challenges within the construction industry head on due to its ability to transform harmful liquid waste into neutral water which can be discharged to ground without any harmful effects on the environment. The judges said that the scale of the cost, environmental and logistics savings is enormous.

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Low/Zero Carbon Award Waste Minimisation

Mariners Quay

Swansea Quadrant Interchange - Groundworks



Mariners Quay is in one of the most deprived areas of Wales and as a Code Level 5 housing scheme is a Welsh Assembly Government pilot project. The team behind the project, led by Leadbitter and working with its stakeholders Newport City Council, Newport Unlimited and the Government, embraced the low carbon target from the outset. Mariners Quay is at the forefront of implementation of Site Waste Management Plans, Energy and CO₂/emissions Reporting. A total of 12,000m³ of waste will be generated by the end of the project; so far around 88 percent of it has been diverted from landfill whilst over 60 percent has been re-used on site. The energy usage at Mariners Quay is monitored daily; this includes reading all statutory meters to keep an accurate account of the amount of energy being used; the data is then analysed to find the peaks and troughs of energy use. Once established, targets are set for the following month to help ensure levels of improvements in the amount of energy used. The project reached out into the community and there was intent throughout to create a place that people would want to visit.

The judges were very impressed with the way the entire project team behind the Swansea Quadrant Interchange worked together. Dawnus and Willmott Dixon joined forces at the tender stage to create a sustainable waste minimisation and recycling plan that included Derwen – a local waste handler and one of the Green Compass pilot organisations. The result was the smooth and well managed removal of excavated waste from the site and a very impressive high value recycled aggregate returned back from the waste handler. The team also made sure there was low impact on the local environment through efficient transport management. One of the best striking aspects of the process is how the waste was segregated and then how Derwen added value in obtaining reusable aggregate. It is a fine example of closed loop recycling.

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Achievers Award

Simon Lander, ChandlerKBS



As a director of ChandlerKBS, Simon Lander has had the chance to influence some of the biggest schemes in Wales. Because he has long been an advocate of collaborative working his impact has had far reaching consequences – indeed, his conviction has even converted major decision makers in Government to best value principles. In every area of his work he espouses the belief that collaborative contracts and relationships work better than adversarial ones delivering long term benefits to the client, main contractor and supply chain as a whole. Colleagues and clients alike have commented on his quiet confidence and his complete objectivity and fairness. His approach has inspired project teams, notably at Welsh Water and the Welsh Assembly Government, and his team ethic has helped overcome difficult periods on site. Simon’s commitment to Rethinking Construction has seen him introduce collaborative working into many different organisations and sectors in Wales; not least in the nuclear industry. He was instrumental in encouraging the team at the Trawsfynydd Strategic Integrated Framework (TSIF) working on the decommissioning of the power station to adopt Egan principles. It was the first move of its kind in the nuclear industry and through Simon’s involvement the scheme became a landmark Demonstration Project, changed its procurement methods and now contracts under NEC. On the Trawsfynydd scheme and many others Simon has led a lasting mark and well deserves the title of Achiever Award. Richard Wilson, Deputy Director Location Strategy Division, WAG said: “Simon’s administration of contracts of all types is an exemplar to others and embodies all of the qualities of collaborative working within the construction industry.”

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Client of the Year

Welsh Health Estates



WELSH HEALTH ESTATES
YSTADAU IECHYD CYMRU



Designed for Life - building for Wales
Cynllun Oes / Adeiladu Ar Gyfer Cymru

Welsh Health Estates (WHE) is delivering the Designed for Life; Building for Wales Framework. It is a crucial piece of work designed to change the face of healthcare facilities procurement across Wales and has a budget of around £1.7bn and represents a ten year work stream. WHE has a small team charged with overseeing the framework and working in partnership with the Healthcare Trusts across the country and its three core contractors, Laing O’Rourke, BAM Construction and Interserve. Having started in 2006 the project has enjoyed a positive impact. Schemes have reached site stage faster than via normal procurement processes, local labour and sub-contractors have been used and knowledge is shared up and down the supply chain. The scale of the framework is huge and the judges noted the governance and overall structure (that has been put in place by WHE) is ‘impressive and comprehensive’. This approach is not only a good example but crucial to maximising value for money at a time of financial constraint. WHE has shown strong leadership from the outset, a commitment to the development of local SMEs and its partners and stakeholders are strongly supported by the client. The judges commented that it won the category as it moves the construction industry forward in terms of project delivery and supply chain.

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Judges Special Award

John Fletcher and Geraint Flowers,
City & County of Swansea



John Fletcher and Geraint Flowers City and County of Swansea received the judges special award because of the huge personal commitment and leadership both men have displayed in completing the rebuild of Penyrheol Comprehensive School. It is not just that the project itself is a shining example of what can be achieved by following Egan and Latham principles. The judges wanted to make the award because of the small, very individual touches by these two men that helped a small team stay on track, kept morale high and delivered a great building. John and Geraint were in charge of a small team challenged to rebuild a school destroyed by fire: working to a fixed budget, in a tight time frame and whilst maintaining the childrens education in what remained of the building. Not dismayed by the scale of the project facing them, the team decided to move away from traditional adversarial procurement and chose collaborative working. They pursued a tough performance measurement regime and became the first of the new style Welsh Demonstration Projects so that this should not be just a 'one off' but should be the first of many projects delivered this way. Their commitment extended right down to supplying Welsh Cakes for team meetings. Indeed, such was their dedication that rumour has it that members of Geraint's grandmother's Chapel are convinced he personally laid every brick and stone in the new school building.

Project of the Year

Newport High School



Newport High School is a high achiever. Not just in the manner that the construction project was delivered and its successful record on waste, but in embracing the needs of the local community and inspiring staff and pupils. At the heart of the redevelopment was Newport City Council's vision: 'All our Children, all our Business' designed to make the school a catalyst for social and economic regeneration. With a clear strategy and early contractor involvement the team looked to use local people (50% were from Newport and 80% from South Wales), local skills and enhance training opportunities from the outset of the project. The judges were hugely impressed with how the pupils and community were engaged and the strong sense of identity that was established within the community.

Built by Leadbitter and opened by the Princess Royal in February 2010, Newport High School is designed for 1,100 students with a variety of flexible spaces to reflect the curriculum demands and school needs. It is a contemporary, sustainable environment that is a symbol of civic pride. Not only that but it is the first secondary school in Wales to achieve BREEAM Excellent status and was completed with no reportable accidents.

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Award Sponsors

Magnox North Trawsfynydd Site

Ownership of Trawsfynydd Site passed from BNFL to the Nuclear Decommissioning Authority in April 2005, and is operated by Magnox North Ltd, the Site Licence Company. In an innovative venture for the nuclear industry, four partners namely Amec, VT Group, AkerSolutions and Costain formed the Trawsfynydd Strategic Integrated Framework, known as TSIF, to provide a flexible and dynamic partnership with Magnox North at Trawsfynydd to improve delivery and share best practice from industry to undertake the complex task of decommissioning the former nuclear power station at Trawsfynydd.

The decommissioning work is progressing extremely well, with a number of notable 'firsts' having been achieved at the site, for example the first Magnox Intermediate Level Waste stream to be successfully retrieved, and the first purpose-built Intermediate Level Waste Store to be commissioned, and the only one fully operational and receiving complete encapsulated waste packages. The wastes on site were produced during the site's operational phase of its lifecycle, and many of the practices developed at Trawsfynydd are now being utilised throughout the decommissioning industry in the UK.



CLAW

CLAW, the Consortium of Local Authorities in Wales, has an important role as the leading Welsh local government forum for the management of property assets in the public sector. With close links to the Welsh Assembly Government and the Wales Audit Office the main purpose of the organisation is to assist authorities with sharing best practice, training and development needs, and the development of common standards. CLAW welcomes the opportunity to sponsor the CEW Awards for 2010 and looks forward to continued and strengthened links with CEW for the future. www.claw.gov.uk



BRE Wales

BRE Wales was set up in August 2005 with the objective of facilitating sustainability and innovation in the built environment. BRE is ideally placed to provide an extensive range of value added consultancy services and best practice guidance on the delivery of low carbon buildings. BRE are world leading experts on Passivhaus, low energy refurbishment, renewable energy, the Code for Sustainable Homes, BREEAM and energy modelling. These services will help the sector meet the challenges of providing sustainable, affordable, quality buildings that people enjoy living and working in.



Value Wales

The Welsh Assembly Government established its Value Wales arm as a catalyst for change across the public sector, to help organisations achieve real and sustainable improvements and realise value for money opportunities. The Welsh Assembly Government has set out its commitments to sustainability and Value Wales undertakes to incorporate delivery of these commitments through its work with the public sector. For some time Welsh Assembly Government has been at the forefront of developing Sustainable Procurement across the Welsh public sector and more recently has focused onto Construction as an integral part of its agenda and this is reflected throughout the work of Value Wales



Morgan Cole

Morgan Cole offers an all encompassing commercial law service to business clients. Our construction, engineering and projects group is a recognised leader in its field which offers strength and depth. We offer pragmatic, commercial advice at competitive rates from specialist lawyers who are hardworking and committed to supporting your business.



Waste & Resources Action Programme

WRAP works across the UK to help businesses and individuals reap the benefits of reducing waste, develop sustainable products and use resources in an efficient way. WRAP Cymru was established in 2008 and its delivery plan reflects the objectives of the Welsh Assembly Government's new Waste Strategy "Towards Zero Waste". Our work within the construction industry involves a voluntary sector agreement 'Construction Commitments: Halving Waste to Landfill'. Working with clients, developers and principal contractors we are changing procurement practices to promote the setting of minimum targets for reducing and reusing waste and for specifying materials with high recycled content. WRAP has also recently published Design out Wastes Guides for both Building and Civil Engineering Projects. We are delighted to be invited by CEW to sponsor the Waste Minimisation Award as part of their construction waste reduction activities.



ChandlerKBS

ChandlerKBS provides cost and project management, procurement and taxation advice on major UK and European schemes across many sectors. With offices in London, Cardiff, Bangor, Belfast, Edinburgh, Exeter, Dusseldorf, Berlin and Paris we are well placed to serve our clients wherever we are needed.

ChandlerKBS has supported the principles that underpin the CEW agenda for many years and specialises in advising clients on the best way to establish collaborative working arrangements.

ChandlerKBS recognises the importance of innovation in the construction industry and is particularly pleased to sponsor this year's CEW Innovation Award.



South East Wales Club

With so much construction and regeneration work going on in the east of Wales the SE Wales Club has an important role in reaching out not just to the industry itself, but to the communities affected by the developments. It organises events to share best practice amongst members, to educate school children and local people and plays a central role in creating a sustainable future for the industry in SE Wales.



Hugh James

Hugh James is a top 100 UK law firm and a leading Welsh practice, delivering a comprehensive range of legal services across the UK from offices in Cardiff and London. This highly innovative firm creates competitive advantage through a blend of quality advice, excellence in client service, and bespoke technical systems. The firm's highly-regarded construction, energy & projects team, recognised as one of the top 20 construction legal teams in the UK, advises the public and private sectors on every aspect of construction and engineering projects, including the energy sector.

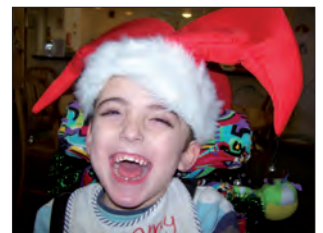


Costain

The Costain Group is one of the UK's leading construction and engineering companies and was founded in 1865. It has featured in some of the world's major construction projects including the Channel Tunnel and won the Supreme Award at the Construction News 2009 Quality Awards. It is playing a major role in the provision of new facilities for a range of sectors ranging from waste to transport. Current projects include the £397 million contract with Greater Manchester Waste Disposal Authority and a £225 million contract with Southern Water for a new wastewater treatment works in Brighton. Costain is also working on the £297 million engineering, construction and inactive commissioning of the Evaporator D project at Sellafield.



Tŷ Hafan



Tŷ Hafan is the Constructing Excellence in Wales nominated charity once again this year. Many of you will already know that Tŷ Hafan offer comfort, care and support for life-limited children and young people and is dedicated to improving the quality of life for the whole family. We have seen for ourselves this unique service, which extends right into the heart of the family home. For Tŷ Hafan to provide their care service completely free of charge to families in Wales, it has to raise millions of pounds every year. That's why the CEW team does all it can to help. In 2009 and 2010 a CEW team completed the Tŷ Hafan Welsh Three Peaks Challenge. Since becoming our nominated charity in 2009, CEW members and supporters have raised £13,728.20 for Tŷ Hafan. Thank you for your support for this fantastic cause.

**ADEILADU
ARBENIGRWYDD**
YNG NGHYMRU



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EXCELLENCE**
IN WALES

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