

Constructing Excellence

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Importance of Client Leadership in Managing a Collaborative Approach to Procurement

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“A 7-year journey into Collaborative Working”

- Porth Relief Road (2003 – 2007)
- Church Village Bypass (2006 – 2010)
- South-east Wales Highways Contractor Framework (2007 -)

The start of the journey in 2003...

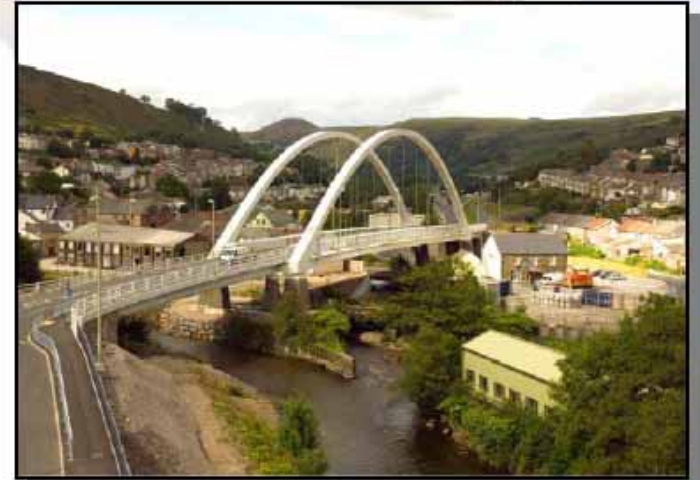
Porth Relief Road

Key Features

- 6km single carriageway
- 'Rheola' bow string arch feature bridge
- £100m project
- Main works May 2005 – Dec 2006

Key Risks / Challenges

- Constrained urban corridor
- Railway
- River
- Utilities diversions
- Rock 'cut' – geotechnical issues
- Earthworks balance



Porth Relief Road

Procurement / Delivery

- 2-stage
- Early Contractor Involvement
- Client Requirements: Quality submissions
 - Value Engineering
 - Community Benefits
 - Community Relations
 - Sustainability
- Workshops
 - Integrated delivery team
 - Challenge (risks, opportunities)



Porth Relief Road

Benefits of Collaborative Approach

- Works cost reduced by £18m
- Economically inactive – 49 employed
- Local labour
- Local suppliers
- Sustainability



Porth Relief Road

Recognition of Success

- Special Award – Constructing Excellence (Wales)
- UK Effective Partnerships Awards - Institution of Highways & Transportation
- 'Best of the Best' Award Constructing Excellence UK 2007
(Community Benefits, Community Relations, Value Engineering, Sustainability)



Encouraged by the progress with the Porth Project, we decided in 2006 to take some further steps along the Collaborative Working road...

Church Village Bypass

Key Features

- 7km single carriageway
- £90m project
- Main works Sept '08 – Sept '10

Key Risks / Challenges

- Landfill sites
- Flood plain
- 4 European-protected species
- 300,000 buried tyres
- 700,000 cu m of earthworks
- Utilities



Church Village Bypass

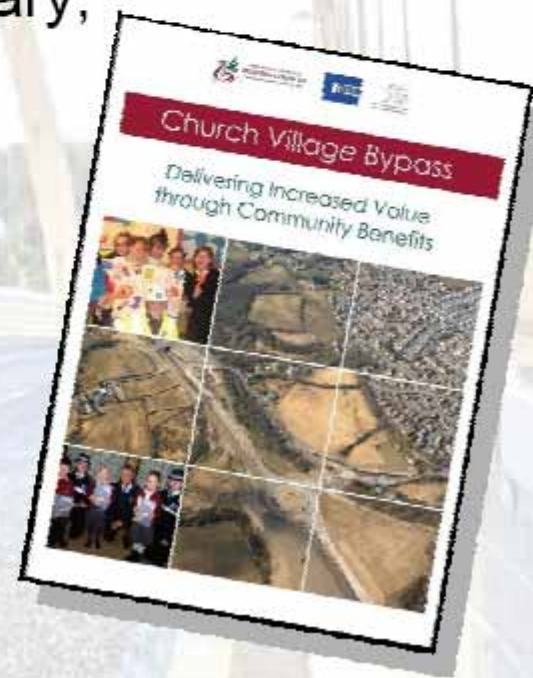
Procurement / Delivery

- Adopted 'best practice' from Porth
- 2 stage, ECI
- Refinements:
 - Design and build
 - Value engineering – greater emphasis
 - Community Benefits – employment, education, community relations (higher expectations)
 - Quality assessment: targeted areas of interest / concern; responses in two parts: experience, application to Bypass
 - Incentivised contractor to control/reduce Client risks

Church Village Bypass

Benefits of Collaborative Approach

- Works budget down by £35m (now £70m)
- Employment of economically inactive – 72
- Educational initiatives – pre-school, primary, secondary, further and higher.
- Community Relations – visitor centre, newsletters, schools DVD
- Sustainability – tyres, recycling, CCW
- 'Added Value' paper



So in 2007, we took a further step down the road of Collaborative Working...

South East Wales Highways Contractor Framework

Background

- Porth & Church Village Bypass experiences
- CSS/CECA procurement initiative
- Sewta – capital programme
- Making the Connections – reduce procurement costs
- Constructing Excellence

South East Wales Highways Contractor Framework

Features

- Clients: 10 LA's, WAG
- Contractors: 10
- 4 years: Apr 2009 – Mar 2013
- Individual Contracts < £10m

South East Wales Highways Contractor Framework

Key Benefits

- Community Benefits
- Waste
- Integrated delivery team (contractor input to design)
- Improved performance – time, cost, quality
- Capturing 'best practice' – continuous improvement



What I have learned on the journey so far...

Client Leadership

- Vision – clear objectives
- Procure contractor (and delivery team) to meet objectives
- Ask the right Quality questions: “responses contractual”
- Add experience to support client/project manager
- Early involvement of whole team
- Join with other clients to maximise benefits

Client Leadership

Two Key Messages

- Client creates the climate for success (or otherwise) – contractors (and other delivery partners) will respond
- Responsibility to maximise value for every public £ spent
 - add value
 - drive out 'waste' in all areas of project delivery