



Project £5m-50m



Winner Integrated Alliance North: Ridgaling Water Treatment Works

“ This was a true framework. The community involvement was outstanding; the teamwork was flawless”

Client: United Utilities
Main contractor: Integrated Alliance North
Value: £19.4 million
Start on site: July 2005
Completion: March 2007
Description: construction of a new water treatment works to deliver increased capacity and current water quality standards
Project entered by: KMI+, MWH, United Utilities

Built in 1912, the original treatment works at Ridgaling, near Nelson in Lancashire, was

delivering only 40 per cent of the necessary capacity by the beginning of the 21st Century.

Yet despite this clear inadequacy, the local community was very resistant to the notion of a new treatment works being built on the site. Nevertheless, a decision was made in March 2004 to construct a new plant 300 m upstream of the old works and the contract – the first of its type in AMP4 for the Integrated Alliance North – was awarded.

“We were a new team, using a new form of contract in an alliance that had only just been formed,” says Kevin Cottam, framework director with KMI+, a joint venture between Kier Construction, J Murphy, Interserve Project Services and Mouchel Parkman.

The team had its work cut out. The site was in the middle of an Area of Outstanding Natural Beauty and the local community was totally opposed to the project. “The local paper pub-

lished articles with headlines like ‘Chaos Predicted,’” recalls Mr Cottam. “We had to convince everybody that there would be no chaos.”

The Integrated Alliance – as the name suggests – integrated design and construction completely to enable an early start to the works. The programme was very tight and the budget capped at £20 million.

It was also essential to get the community on-side as quickly as possible and a number of initiatives (such as letters sent to each individual address to give notice of forthcoming activities) were quickly put in place. “Eve-

rybody in the village had my mobile number and if there was any problem they could ring me,” says Jill Doyle, public relations manager for the contractor.

Work started in May 2005, a month early to allow landscaping and the construction of a tarmac access road. Approximately 7,000 lorry movements were taken out of the original design methodology by re-using excavated material for landscaping.

Health and safety management was excellent, with the project recording 250,000 hours without an incident.

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The judges were especially pleased to see two private sector office developments leading the way with sustainable design

Collaborative Engineered Design



Highly commended Integrated Alliance North

Integrated Alliance North

Client: United Utilities
Main contractor: Integrated Alliance North
Value: £400 million
Start on site: April 2005
Completion: March 2010
Description: various works to improve water and waste water infrastructure as part of £2.9 billion AMP4 investment programme
Entered by: Integrated Alliance North

United Utilities is currently in year three of a five-year, £2.9 billion AMP4 investment programme to improve water and waste water infrastructure in the north west of England.

The lion's share of this work is being carried out by the Integrated Alliance North, a consortium comprising KMI+, United Utilities, MWH and GCA. KMI itself is a joint venture between Kier Construction, J Murphy, Interserve Project Services and Mouchel Parkman.

In the previous round of water investment, AMP3, the partners all worked together, but autonomously; this time they have signed up to a bespoke contract that cements the team more closely together. "Everything

is incentivised in AMP4 - we all win, or lose, together," says framework director Kevin Cottam.

A single shared electronic management system streamlines project processes and enables early detailed design on most projects. Mr Cottam says that so far, the Alliance estimates it has saved over 140 project months in this way.

The design team also makes sparing use of 3D computer design. "Used where it's really needed, it's a massive benefit," says Mr Cottam. "We saved £100,000 on one project just through being able to walk the client through in 3D."

The Alliance almost views the entire AMP4 programme (90 projects in all) as one huge project; there is an overview which allows lessons learned to be applied instantly to parallel and future projects. Still with two years to go, Mr Cottam is confident that things can only get better.

THE JUDGES SAID:

"This seemed to be a very collaborative team that is delivering excellent value for its client."

Costain

Client: Rhondda Cynon Taf County Borough Council
Main contractor: Costain
Value: £53.4 million
Start on site: June 2005
Completion: December 2006
Description: construction of 8 km of new road and associated works to relieve congestion in the town of Porth, south Wales
Entered by: Rhondda Cynon Taf, Costain, Fairfield Mabey, Halcrow, Arup, Atkins

"Porth" in Welsh means "gateway", and the town of Porth is often referred to as the Gateway to the Rhondda. But Darren James, Costain's project director on this venture, says "it wasn't a gateway - it was a stifling bottleneck". So the project was designed to ease this bottleneck and let traffic and commerce flow more freely into the Rhondda Valley.

The project comprises 8 km of new and improved roads, 11 new bridges - including the iconic Reola Bridge, an elegant bowstring arch structure over the river - and associated structures such as retaining walls.

The client, Rhondda Cynon Taf Council, made it clear that it wanted a collaborative rela-

tionship with the construction team. That was music to the ears of Darren James. "We're used to partnering, but we were keen to take it to the next level," he says.

The main contractor, client and designer co-located to the same office where Mr James was nominated as team leader by a 'virtual board' of construction team representatives. "I felt comfortable with that," says Mark Adams, the client's project manager. "I hadn't lost any influence but we had all gained the clarity of a single focal point."

The team approach allowed a great deal of value-engineering which both reduced costs and accelerated the programme. "We gave the original specification a good wringing to get all the design redundancy out," comments Mr James. The construction target cost was thus reduced from £71.3 million to £53.4 million and the road was opened to traffic in week 81 of the 104-week construction programme.

THE JUDGES SAID:

"An extremely difficult job of incredible complexity."