

ADEILADU  
ARBENIGRWYDD  
YNG NGHYMURU



CONSTRUCTING  
EXCELLENCE  
IN WALES



# Awards 2013

Winners

# Introduction



Every year of the CEW Awards our industry continues to impress me. Right across Wales great work is being done every day in our industry, but our CEW Award winners are the best of the best. The innovation and commitment to collaborative working demonstrated in these projects and organisations is outstanding.

From the innovative use of materials to deliver an energy management solution at the Tata Stores by Dawnus through to the example of individuals such as Vince Hanly and Kristian Cartwright, it is clear to me that our industry has the skill, tenacity and vision to succeed in the years ahead. It is inspiring to me that not only do we see and reward the success and consistency of organisations like Leadbitter and Willmott Dixon – winners of the health and safety award and employer of Kristian, our young achiever – but in all of the award entries this year there was evidence of this energy, conviction and desire to pursue best practice throughout the industry's supply chain.

This passion for doing things right is what excites me about our industry and Welsh construction as a whole. The approach and the method demonstrated in projects such as Ysgol Yr Hendre in Caernarfon, winner of the value award,

the regeneration scheme at Blaenau Ffestiniog and the Ystradgynlais Schools Modernisation Programme – winner and highly commended for client of the year – are great examples of this. Sustainability whether it is seen in the pursuit of energy saving measures, management of waste and recycling materials or working with the local community remains central to Government targets and therefore must be at the heart of successful Welsh construction.

All of our winners demonstrate these values, but none of the goals would be achieved without a commitment to team working, integration and collaboration as shown in the Harbour Way winning scheme. This is a huge, complex scheme involving extensive liaison with multiple stakeholders, including Tata and Network Rail. It is exactly the kind of project that could only be achieved by organisations committed to the values championed by CEW.

It is for these reasons that in this year's annual report, we stated that the organisation has come of age. Judging its work and the spirit of our industry based on the award winners contained in this brochure one could argue that Welsh construction is not just mature, but wise and shrewd enough to cope with the poor economic conditions and brave and intelligent enough to innovate to survive and prosper. What's more, it is clear that our industry – represented by our CEW Award winners is totally committed to creating a sustainable Wales, working to maximise the health and safety of its people and customers and is passionate about collaborative procurement.

This attitude – exemplified by our winners – is what will build Wales out of the recession and make our construction industry even better.

**Richard Wilson**  
Chairman, Constructing Excellence in Wales

# Award Judges

**Mark Adams**  
Consultant

**Cath Bone**  
Senior CDM Coordinator,  
Davis Langdon

**Gareth Davies**  
Regional Director (Wales),  
Britannia Construction Ltd

**Peter Davies**  
Chairman Climate Change  
Commission for Wales/Sustainable  
Futures Commissioner,  
Cynnal Cymru, Sustain Wales

**Derek Downer**  
Consultant

**Mike Edmonds**  
Consultant,  
Constructing Excellence in Wales

**Chris Gray**  
Managing Director,  
C D Gray & Associates Ltd

**Rhodri-Gwynn Jones**  
Director & Secretary, CECA Wales Ltd

**Vince Hanly**  
Service Director for Procurement,  
Rhondda Cynon Taf County Borough  
Council

**Keith Jones**  
Director, ICE Wales Cymru

**Colin King**  
Associate Director, BRE Wales

**Colwyn Knight**  
Group Innovation Director, Castleoak

**Brian Morgan**  
Professor of Entrepreneurship,  
Director, Creative Leadership  
and Enterprise Centre, Cardiff  
Metropolitan University

**Fiona Nixon**  
Deputy Director of Estates &  
Head of Projects, Swansea University

**Tony Norris**  
Partner, Geldards LLP

**Stella Saunders**  
Construction Management,  
Cardiff County Council

**Lisa Thomas-Lewis**  
Acting Head of Policy, Value Wales

**Jane Wade**  
Operational Manager (Property),  
Vale of Glamorgan Council

**Andrew Wedlake**  
Operations Manager,  
Galliford Try Infrastructure Ltd

**Gwyndaf Williams**  
Supply Chain Manager,  
Magnox North

# Integration & Collaborative Working Award

Award Sponsored by



## Harbour Way

The project to construct the final part of the Port Talbot distributor road (known as Harbour Way) is large and technically complex, requiring close liaison with multiple stakeholders including Tata and Network Rail. From the start it was decided that collaborative working and a one-team approach were essential to a successful outcome.



The £68 million scheme, which began in 2009 and is due to complete in December 2013, involves the construction of 4.5km of new dual carriageway on a contaminated site. Two new site entrances had to be built for the Tata steelworks, and the project team had to work with Network Rail on the construction of a new bridge over the main Swansea to London railway.

Project participants include the client Neath Port Talbot County Borough Council, lead contractor Costain, Arup and key supply chain partners. Given the multitude of organisations involved, a remarkable degree of integration was achieved by the project team. A project charter was produced detailing the vision, values and objectives. This provided the basis for the project strategy and KPIs. Performance is reviewed monthly by the team, updated annually and signed up to by all. Everyone joining the team is inducted into the project.

A partnering workshop was held at the start and a regular 'health check' survey monitors partnering performance. Any issues raised are addressed through action plans put in place by senior members of the team.

To help break down barriers between organisations, team members are co-located in an open-plan office. Common processes and tools have been

developed, such as a web-based portal giving access to all documentation and a web-based contract change management system accessible to client and contractor. The project uses BIM to model structures in 3D which are then shared between parties.

The collaborative one-team approach was invaluable in terms of managing change and solving problems. For example, a target of £15 million of savings was set early on; the team worked together to achieve it by realigning roads, reducing the width of embankments and devising alternative construction methods.

Collaboration with key external stakeholders, particularly Tata and Network Rail, was also critical. For example, the road design required an expensive diversion of electricity cables to the Tata site. A plan was agreed whereby the road would be built on the footprint of the existing stores building, which would be demolished; the cable diversions would be avoided, and Tata would get a new stores building.

The judges felt that a clear strategy and commitment from key stakeholders had enabled the impressive degree of integration achieved on the project, encouraging everyone involved to buy in to the project's values and vision.



# SME of the Year

Award Sponsored by



## Phoenix Asbestos Recovery Limited

Phoenix is a business that sets a standard for other organisations to follow. It has not just embraced collaborative working and a commitment to creating a more sustainable Wales – it has become central to its everyday way of working and is a core ethos, not just a convenient marketing label. An example is its total commitment to health and safety because of its specialisation with asbestos, it is natural that health and safety is important, but Phoenix has taken it a series of stages beyond their competitors.



As well as actively encouraging its clients and contractors to be more health and safety aware and helping them to comply with government policies, customer demands and environmental legislation Phoenix has invested in the latest technology to safely manage this legacy waste. It has developed a live link to all the asbestos removal jobs they carry out so that Clients and the HSE can view the asbestos removal in real time to satisfy themselves that the processes being carried out are fully compliant with legislation. It is typical of a business that looks two or three steps ahead. Right now it is looking into applying for an Asbestos waste transfer station licence. Its aim is manage the disposal of Asbestos waste more efficiently and reduce their carbon footprint from transportation of this waste.

One of the judges commented that: "Phoenix Asbestos Recovery Limited has actively participated in the development of asbestos removal and disposal in Wales, and has demonstrated its capacity and willingness to ensure that the sustainability agenda is continually at the forefront of its activities, on behalf of its clients and the country as a whole."

Phoenix has a commitment to creating a greener environment and these values run through its work and are demonstrated in its collaborative approach to dealing with customers and partners as well their dedication

to the safety, well being and development of their people. What's more, it is regarded by its customers as an example of an SME with innovative ideas, drive and vision to respond to continual changes to environmental, legislative and customer demands. Phoenix has worked collaboratively with a number of organisations including, Caerphilly CBC, Neath Port Talbot CBC, Bridgend CBC, Ceredigion CC, Carmarthenshire CC, Swansea NHS, South Wales Police, University of Wales Swansea, Cardiff University, 3M United Kingdom, Royal College of Music and Drama, Cardiff, Anchem Laboratories, Biffa Environmental, M.O.D., Balfour Beatty, B.A.E. Systems, G.E. Energy as well as numerous building companies.

They are a company that, by demonstrating and promoting best practice, support the agendas of their partners' waste and sustainability agenda by ensuring they are legally compliant with regard to asbestos removal, collection and disposal including fly tipped asbestos waste to minimise the impact on the environment and local communities.



# Sustainability Award – Our Legacy

Award Sponsored by



## Leadbitter Construction

Leadbitter's construction of a further education campus, primary school and special educational needs school was one of a number of projects within the wider scheme to regenerate the former steelworks at Ebbw Vale, known as The Works. As such, Leadbitter aimed to set a benchmark for the other construction projects within the scheme.



The Works is a £350 million joint venture between Blaenau Gwent County Borough Council and the Welsh Government to transform the neglected site into a vibrant and distinctive development with long-term sustainable benefits for the area. It is the first project to have achieved exemplary rating under the BRE's GreenPrint planning tool for creating sustainable communities.

Leadbitter was responsible for creating The Learning Zone, a further education campus, and Ebbw Fawr Learning Community, comprising of a primary and special educational needs school with integrated children's centre. The two projects, worth a total of £53.7 million, began in 2010 and ran concurrently.

The programme was rooted in the overall scheme's strategic vision of a vibrant, sustainable community for The Works. Leadbitter developed a collaborative, open book approach to ensure that all parties worked together to achieve the project objectives. All stakeholders were engaged from concept to completion and post-occupancy use, a process that was facilitated by Leadbitter's effective communication and engagement strategy.

A sustainable development framework has been developed by the client Blaenau Gwent CBC for Ebbw Vale which aims to make The Works an outstanding example of sustainable development in action. Leadbitter more than delivered upon the framework objectives in addressing all three

pillars of sustainability. The local economy received a boost from local employment and procurement, and provision of training opportunities. Social benefits centered on employment, training, communication, interaction with local schools and involvement in community events. Environmental considerations were tackled through extensive use of measures such as photovoltaic panels, green-roof systems, passive solar shading, biomass boiler for heating backup, rainwater harvesting and use of A or A+ rated BRE Green Guide materials. Both completed schemes received an Excellent BREEAM rating.

Given the complexity of several construction works proceeding simultaneously, Leadbitter took a proactive approach to health and safety based on developing a culture of safety. For example, all supply chain supervisors wore a 'black hard hat' visually demonstrating their commitment to the health and safety goals. These 'black hats', as they became known, attended a daily safety meeting to discuss key information, which would be passed to the workforce.

Overall, the judges were impressed by the innovation, involvement, impact, sustainability and value demonstrated by Leadbitter's projects, and concluded that the combined outcome is indeed an exemplar for the wider programme, a yardstick by which the other construction projects on the site can be measured.



# Value Award

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## Ysgol Yr Hendre – Caernarfon

In its first project under the 21st Century Schools Programme, Gwynedd County Council decided to replace a 1970 primary school with a high-quality educational facility that would also be accessible to the community. The £9.3 million programme, procured under a design and build contract with Wynne Construction as main contractor, got under way in December 2009.



The council's vision of a modern, high-quality and sustainable multi-use facility remained intact even after a redesign became necessary to reduce the budget of the original scheme by £2m. This was made possible by close collaboration within the project team and a value engineering process resulting in a re-engineered SIPs solution with no loss of performance or quality. Passivhaus principles producing high levels of insulation and airtightness and use of innovative low carbon technology delivered a BREEAM Excellent building that will reduce running costs in the long term.

The design of the school, modelled on the layout of Caernarfon Castle, impressed the judges with its flexibility and creative use of space and natural daylight. The community was involved from the outset, with children and teachers forming an important part of the design process. Other community groups were also involved to ensure the completed building fulfilled its role as a community amenity and base for services for young people.

Wynne Construction's level of engagement with clients, designers and the supply chain helped to ensure quality. They overcame such difficulties as the restricted access, delays to parallel infrastructure works by a third party, the discovery of medieval and Roman remains, and planning delays.

The judges admired almost every aspect of the project, but singled out the value that accrued to the local community as a result. For example, 83% of the labour costs were spent on people living within Wales, and 79% of the contract spend went to Welsh businesses. Of the suppliers used 71% were located within 20 miles of the site. During the construction period 56 apprenticeship weeks were completed, involving five apprentices and six people studying for NVQs. Project staff assisted with local initiatives and events, and the judges felt the community benefits programme demonstrated a good understanding of the issues in the area with a clear focus on outcomes.

The project completed in March 2012. The building's community hall and rooms are used by groups and agencies throughout the year, and social services have access to a supervised contact suite. At the time of submission, 4,500 hours of use by external bodies had generated over £10k of income. This impressive, high-performing project is regarded as an exemplar for Gwynedd's school modernisation programme.



# Innovation Award

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## Dawnus Construction Limited

Due to the construction of the Port Talbot peripheral distributor road, a new site access for the Tata steelworks was required. Tata seized the opportunity to redesign the site entrance and refresh the site's image through the construction of three visually striking new buildings – a stores facility, visitor centre and training centre. In a generally impressive and well-managed project, the new stores building stands out for the ingenuity of its zero carbon energy solution.



The £12.2 million project was put out to competitive tender in 2011 and Dawnus secured the work largely on the back of the designs produced by its design team allied to a robust cost plan. The early design and build contract ensured that Dawnus and its team would be able to take the scheme all the way through from concept to handover.

The design team, comprising of Powell Dobson (architect), Jacobs (structural engineer) and McCann & Partners (building services), worked closely with the client, contractor and other stakeholders to develop their concepts into energy-efficient buildings that would act as a showcase for Tata's brand and identity. Reducing whole-life costs and incorporating sustainable technologies were prioritised from the start. But what really caught the judges' eye was the way the design for the stores building exploits the local environment to provide a renewable source of hot water and electricity.

Early in the design process, the team realised that waste heat and power generated by the adjacent steelmaking plant could be channelled to provide all the electricity needed by the stores building. Excess steam from the water-cooling process within the blast furnace is routed to the development and converted into low pressure hot water, while power is generated by converting flared gas from the basic oxygen steelmaking plant into electricity.

Craig Bridgeman, Tata's project manager, called it "a great example of the utilisation of recovery of waste energy and reduction in carbon footprint".

The completed building boasts a -0.6 CO<sub>2</sub> emission rate. It achieved a BREEAM Outstanding rating, was awarded an A+ energy rating certificate, and has already won several awards including CIBSE South Wales Sustainable Project of the Year 2012. The scheme is the largest carbon negative development in Wales.

Other sustainability features include extensive use of materials rated A+ or A by the Green Guide, selected with durability in mind to ensure low maintenance costs. Measures such as use of recycled Tata steel products, including aggregates from a crushing and processing facility on the site, helped to divert all site waste from landfill.

Craig Bridgeman commented: "It is our intention to use these buildings as flagship projects to demonstrate how a range of steel products can interrelate with traditional construction components to produce a finished building."



# Health & Safety Award

Award Sponsored by



## Willmott Dixons Allsafe Health & Safety System

Willmott Dixon's Allsafe system is designed to align with and reinforce the company's ethos of minimising risk to employees' health and safety. Keen to maintain an excellent safety record, the company set out to achieve a step change in attitudes that would embed responsible behaviour in all members of staff, as well as supply chain partners. Ultimately, Willmott Dixon hopes the message will impact on the whole construction industry.



Allsafe is based on an unusual approach to health and safety that focuses on attitudes and behaviour. It makes safe practice a personal issue by identifying individuals' key drivers for returning home safely. The emphasis is on education and raising awareness rather than punishing mistakes.

The Allsafe programme is built on a foundation of statutory and OSHAS 18001 compliance and corporate governance. It addresses fundamental thinking behind attitudes towards health and safety, appealing to individuals' real emotions concerning the effect injury, illness or fatality may have on their loved ones. There are four principal components: values (no one should suffer pain); beliefs (all accidents can be prevented); attitude (everyone has a zero tolerance of unsafe behaviour); and behaviour (everyone looks out for themselves and others).

The message is spread in a number of ways. For example, as part of the induction process new employees are asked to write down what is most important to them on a 'commitments card'. This is displayed where they are working as a constant reminder of why they need to return home safely. Onsite reminders and warnings also reinforce the message, and suppliers are asked to sign the Allsafe Supply Chain Charter.

Health and safety managers from across the company were involved in developing the programme, as well as supply chain partners and external consultants. Willmott Dixon's in-house designer ensured that the printed material has impact and clear messaging.

The company launched the system in Wales in early 2012, organising a roadshow to all Wales sites to introduce the principles to staff, subcontractors, clients and design teams.

The result has been a significant reduction in reportable accidents and a good track record in meeting health and safety KPIs. In the year the programme was launched, only one reportable incident occurred from 22 projects, valued at £85 million.

The judges felt the company had succeeded in embedding a credible health and safety culture within its organisation that fully engaged staff and operatives and had a genuine impact on health and safety outcomes.



# Young Achiever of the Year

Award Sponsored by



This year's Young Achiever represents all that is best about traditional construction values combined with an exemplar approach to sustainability, waste and a conviction about the contribution construction can make to local communities.

Kristian Cartwright, joined Willmott Dixon Construction two years ago as a management trainee but he had already cut his teeth on site as a carpenter. This experience has been brought to his work, where gaining experience across all of Willmott Dixon's departments he demonstrated an acute awareness of the needs of the supply chain and the importance of health and safety onsite. Kristian demonstrates his passion and commitment to the industry by donning the Ivor Goodsite costume to raise awareness amongst school children of the opportunities that construction can offer.

The judges were hugely impressed by his hands on, practical approach to dealing with issues in construction – onsite or in the office. He has shown repeatedly that he is a good problem solver, great with people – devoting time to work with local communities, he received the Construction Ambassador of the Year by CITB for services to the industry.

He has shown that is not only keenly aware of the importance of collaboration and integration, but he is also willing to do something to make team working

really happen. A great example is by organising a 5-a-side charity football tournament to raise much needed funds for Hospice of the Valleys, but which also further improved team relations and site 'spirit'. He also has an appreciation of how construction affects communities. He worked with site teams at The Works site to use local labour, resulting in opportunities for six locally long-term unemployed people to get back to work; each of whom have since gone on to work at other Willmott Dixon Construction projects or have gained employment with subcontractors.

It is typical of his 'out of the box' thinking and his consistent ability to go above and beyond in all that he does. An example of this is when he worked on a project at Gwent Records Office in Ebbw Vale he discovered old job cards, which he then collated and helped to put on display in the GRO museum. This might have been enough for some people, but he then went on to help raise the profile of the Gwent Records Office project by organising a short film, that is now being screened in the GRO museum, highlighting the work of a former GRO employee during its heyday.

Kristian has a real sense of what makes the Welsh construction such a creative, innovative and exciting industry to be a part of – he has a commitment and understanding of its history and place in the economy. In a short time there is not much he has not achieved already. Whether it is being involved with recycling and environmental projects in Blaenau Gwent or introducing adhesive free flooring products in Maesydderwen School, Kristian clearly has masses of potential to achieve even more. He is a great example of the dynamic future represented in the G4C and Welsh construction as a whole.

# The Achiever's Award

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## Vince Hanly – Rhondda Cynon Taf CBC



Anyone working in the public sector – particularly within construction – has to be able to see beyond the bureaucracy and find a way to encourage team working, collaboration and the pursuit of best practice.

It is the only way to achieve value for money, keep costs in budget and deliver tough Welsh Government targets on sustainability and community benefits. But they do one extra thing as well, they look to people like Vince Hanly as examples of how to not just complete landmark schemes, but to finish the job and successfully achieve Government targets into the bargain. That's what Vince Hanly managed as the inspirational influence behind the innovative ECI procurement commencing in 2003 for the award winning Porth Relief Road. He subsequently led the procurement for the equally successful Church Village bypass where the approach to community benefits set a new standard of best practice.

As service director, for procurement in Rhondda Cynon Taf County Borough Council, his vision for what was an £85M scheme, enabled the construction

team to limit the amount of waste dumped as landfill, reduce the numbers of transport movements and provide significant benefits to the environment by avoiding a river diversion as well as engage 47 long term unemployed in training boosting their future prospects. Porth Relief Road was a template from which others learned. The industry watched, learned and followed Vince's example again when he took charge of the Church Village Bypass. This award winning scheme has been written about countless times, but it is a landmark scheme in terms of sustainability and community benefits – all driven by the collaborative procurement managed by Vince Hanly, because he does not just talk, he walks the talk.

His influence has been seen across Wales via his work with CEW and his work with the CIPS South Wales Branch as chair and deputy chair as well as being involved with many of the debates and projects central to the future of Welsh construction. Right now he is at the centre of Rhondda Cynon Taf's Corporate Procurement Unit within the Council. This specialist unit are focused on being progressive; developing 21st century procurement strategies to embrace smarter procurement, technological social and economic developments within the Wales public procurement environment and it is driven by Vince Hanly. It is clear evidence again that he has a long standing commitment to one of the most important values within the best practice and Constructing Excellence movement – collaborative procurement. That's why he is the CEW Achiever for 2013.

# Client of the Year

Award Sponsored by

The project aimed to revitalise the town's environment and economy through physical changes that would showcase its industrial heritage while projecting the image of a confident, forward-looking community. Town centre regeneration is notoriously problematic, often encountering hostile attitudes and easily dismissed as a waste of public money.

## The Blaenau Ffestiniog Regeneration Project



This scheme, however, was marked by Gwynedd Council's success in communicating its passion, commitment and vision to the local community, resulting in a transformational development that has boosted business and enhanced communal self-esteem.

The council formed a partnership with local community group Blaenau Ymlaen/Forward and the Welsh Government to deliver the scheme, which is the first Gwynedd Council project to include community benefit requirements as part of the tender process. Indeed, the project acted as a pilot for the principle of embedding social benefits in Gwynedd's construction procurement.

At the heart of the scheme was a bold and contemporary restructuring of the town centre, involving innovative engineering solutions that looked to the future while building on the town's unique slate quarrying heritage. The client team worked hard to engage public interest in the design concept; community groups, schools and the local history society all had a say in the design, and the judges were particularly impressed by the creative use of community ambassadors and social media to raise awareness and get people involved.

The £4.4 million project commenced in 2007, managed by Capita Symonds on an NEC3 contract with Balfour Beatty Regional Civil Engineering (UK) as

lead contractor. The client team helped to forge strong working relationships between all the parties involved, from main contractors and suppliers to artists, designers, local businesses and funding organisations. As a result, all participants felt that their opinions counted and a positive 'can do' culture emerged.

The emphasis on community benefits during the procurement stage ensured the development of an active community involvement programme. Community members formed part of the client group throughout the project, a liaison officer was appointed as a contact point for businesses and residents, and 13 community consultations were held. The economic and social benefits delivered were many and varied, from improvements to shop fronts and repairs to the local skateboard park to employment and work experience opportunities, re-use of site materials in local community projects, construction workshops and H&S presentations in local schools.

There is no doubt that the energy, passion and enthusiasm of Blaenau Ymlaen/Forward and Gwynedd Council's team was key to the success of this project. The town is already showing renewed growth and attracting higher numbers of tourists, while the impressive community involvement programme should act as a model for future Gwynedd regeneration projects.

## Client of the Year – Highly Commended

### Ystradgynlais Schools Modernisation Programme



When Powys County Council took the bold decision to amalgamate five school construction and refurbishment projects into a single programme, it was in the expectation that the benefits would exceed anything that could be achieved from five separate contracts. The council

felt that a standardised approach to design, procurement and construction would deliver benefits in terms of cost, timescales, quality and safety, as well as enabling a more holistic approach to community benefits.

The £35 million programme, covering the building of four new primary schools and improvements to a high school, represents the single largest investment the council has ever made into leisure and education. With so much at stake, a great deal of thought was put into planning. To facilitate procurement in the delivery of its corporate plan, Powys had already put in place an innovative, regional multi-million-pound construction framework in conjunction with Gwynedd Council and Ceredigion County Councils. The existence of this framework, which operated on the principles of collaborative working, early contractor involvement and embedding of social benefits, was essential in providing a vehicle for the multiple-project procurement process.

By combining five projects into one, a standard 'pattern book' approach could be taken to the design of the four new schools, shortening the design and construction period. A strategic approach to procurement allowed for

bulk buying, which led to reduced costs. Standardisation also made the construction environment safer, for example through increased familiarity with components and processes. Improvements in quality, efficiency and health and safety were enabled through sharing knowledge between sites.

The schools were delivered in 2012, and the results are impressive. All the new schools were completed on time, or early, with the standardised elements delivered more efficiently and faster on each successive site as lessons learned were passed along. There were zero defects affecting handover and no reportable accidents. In terms of sustainability, all the new schools achieved a BREEAM Excellent rating and an EPC rating of A, while 90% of waste was diverted from landfill through reuse or recycling. All the schools operate with 20% low carbon technology.

An important part of the council's strategy was engaging with the local communities and stakeholders, not just to ensure support for the projects but to facilitate lasting regeneration. Under the programme a strategic approach was taken to community benefits across the sites, with the result that for every £1 spent on the programme, £1.92 was reinvested in the local economy – one of the highest ratios in Wales.

The judges felt that the council's clear, well-planned strategy had delivered excellent results. Following the success at Ystradgynlais, the redevelopment of schools as a 'family' within a catchment area has become a model for school reorganisation and construction in Powys.

# Demonstration & Exemplar Programme



The Welsh Demonstration Programme is an integral part of the CE UK Programme which was established in 1998 and has proven to be an excellent vehicle for the capture and dissemination of best practice knowledge in the built environment sector.

Demonstrations are all about applying innovative practices to projects, processes or organisations that it is hoped will lead to a step-change in performance for the participating organisations. Constructing Excellence in Wales use the learning captured from the Demonstration Programme to influence industry change.

At this year's awards we celebrate the following demonstration project:

- Trawsfynydd Safestores Capping Roofs



CEWales' Exemplar Programme was launched in 2011 by Jane Davidson, the Minister for Environment, Sustainability and Housing at the time. The aim of the programme was to capture the key actions that project teams take at key stages of a project which lead to successful and sustainable outcomes. These are not iconic projects – quite the opposite. These are mainstream projects exhibiting good practices which others can learn from. What is important is that they are rounded and balanced schemes which deliver sustainable outcomes – social wellbeing, good economic performance and environmental benefits. We monitor these projects and develop case studies at three key stages – design stage to describe what actions the team take, construction stage to highlight what was achieved and post-occupation stage to demonstrate whether or not the project actually delivered its intended outcomes. These studies, when combined with specific events and presentations, offer valuable lessons for others to learn from and improve their own practices.

At this year's awards we celebrate the following Exemplar projects:

- A470 Cross Foxes Highway Improvement
- A477 St Clears to Red Roses
- Ffordd Amazon, Swansea
- Gateway to the Valleys School (G2V)
- Llanwern High School
- Merthyr Tydfil Town Hall Refurbishment
- Morriston Secondary School, Swansea
- Newport High School
- Penarth Learning Community
- Tata Stores, Visitor and Training Centre
- Wrexham Industrial Estate Access Road

If you feel you are involved in a project which is delivering rounded and sustainable outcomes that demonstrate value in the built environment and are worthy of sharing with the wider Welsh industry please contact Ed Evans, Director, Exemplar and Demonstration Programmes at:

[ed.evans@cewales.org.uk](mailto:ed.evans@cewales.org.uk)



Penyrheol Comprehensive School Rebuild Project – CEW Demo 2009

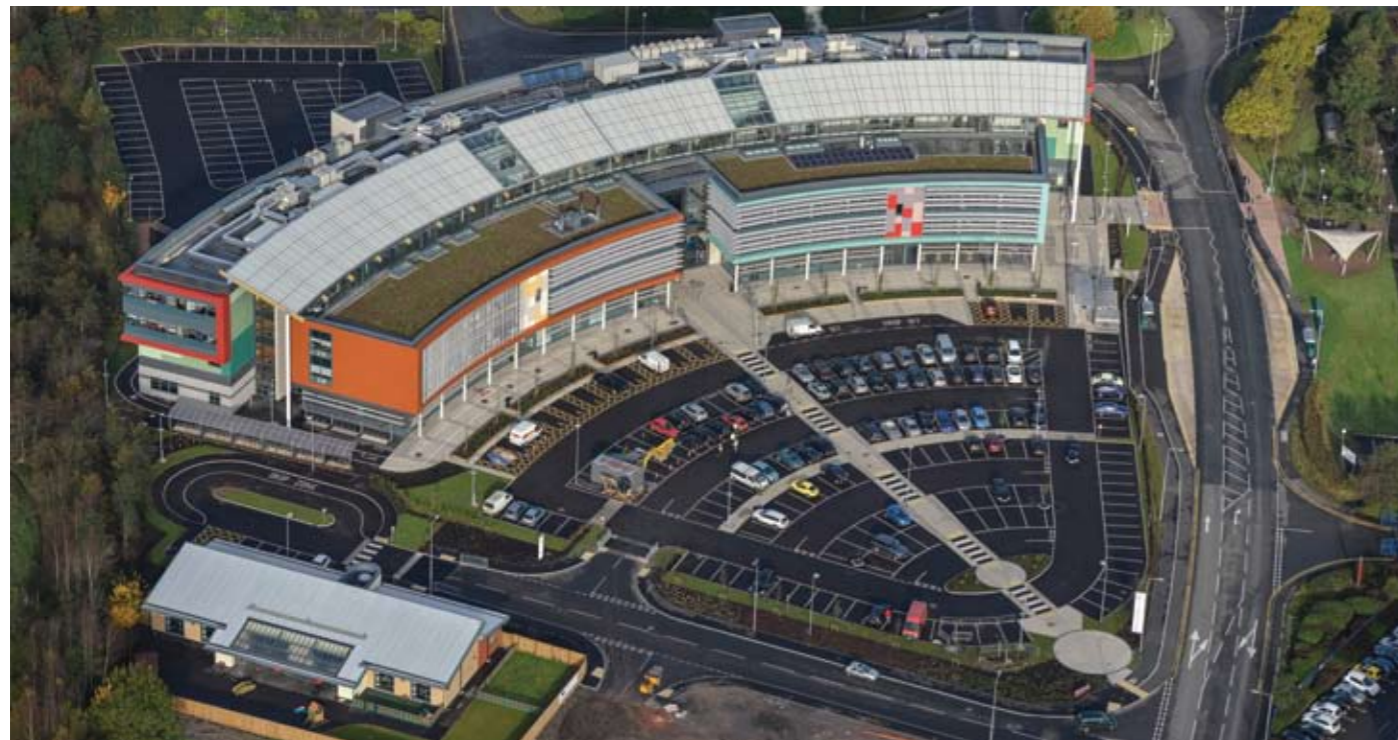
# Project of the Year

Award Sponsored by



## Taf Ely Learning Campus

The project overcame several challenges on its way to delivering this new technical college in Nantgarw, South Wales. The delivery team impressed by the way it overcame the limitations of a traditional contract, local concerns and budgetary pressures to hand over a state-of-the-art learning facility that is also a valued local amenity.



The £28 million campus caters for students taking vocational courses and A levels as well as adult learning. In addition to the college building there is a crèche, gymnasium, refectory, shop and café. The project was procured under an NEC Option C form of contract, whereby the designer was appointed by the project managers, Gardiner and Theobald. This was a challenge for main contractor Laing O'Rourke, but a clear client brief coupled with early engagement of all parties and the culture of collaboration established at the start ensured early acceptance of the design.

Collaborative working paid off at an early stage when the budget was reduced, necessitating a value engineering process to identify opportunities for savings.

The main innovation was the use of Building Information Modelling (BIM) and offsite manufacturing to save time and costs and enhance safety. A design and manufacture assembly process was used, which included a precast frame and a modularised M&E installation. BIM enabled a clash detection process to be implemented at an early stage, and allowed other issues to be reviewed and changed earlier in the process. BIM was also used for site inductions, allowing operatives to easily visualise a site operation or logistical challenge.

The project scored highly on waste minimisation and sustainability, with extensive use of recycled materials and low carbon technologies helping it to achieve a BREEAM Excellent rating. A proactive approach to community engagement, including the appointment of a community liaison manager and participation in local events and initiatives, helped to overcome local worries about noise and disruption, build support for the project and add value. A genuine legacy was left to the community in the form of the renovation of Oxford Hall, a dilapidated local community building. The site staff, client team and supply chain worked hard to refurbish the hall and hand it over to the local community.

On a project that impressed on many levels, one stand-out feature for the judges was the strategic use of the scheme as a learning facility for the construction students on the existing campus in Nantgarw, who turned the scheme into real-life work experience. It is telling that Laing O'Rourke has drawn extensively on the project for examples of best practice, and to support its own process of continuous improvement.



# Sponsors



The Association for Project Safety (APS) is delighted to be associated with the Constructing Excellence in Wales (CEW) Awards and in particular the high quality submissions made for the Health and Safety Award. APS, like CEW, is committed to improving the industry through the shaping and sharing of best practice and congratulates all of the award winners and runners-up for their determination to make tangible improvements to construction health, safety and the environment.



BRE is an independent research-based consultancy, testing and training organisation, offering expertise in every aspect of the built environment.

We help clients create better, safer and more sustainable products, buildings, communities and businesses. BRE is wholly owned by the BRE Trust, with profits used to progress the state of knowledge in the construction industry and drive forward cutting edge research and the dissemination of information.



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 public sector. With close links to the Welsh Government and the Welsh 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 2013 and looks forward to continued and strengthened links with CEW for the future.



The Welsh best practice clubs are vibrant clubs providing a stimulus for the sharing of ideas and best practice across each region as well as building important links with each other and industry groups. The Clubs have an important role in reaching out not just to the industry itself, but to the communities affected by the developments. They organise events to share best practice amongst members, to educate local people and play a central role in creating a sustainable future for the industry in Wales.



The Chartered Institute of Building is at the heart of a management career in construction.

Our focus is on those entering and already in a management career in construction. By delivering qualifications and certifications that meet the needs of a changing industry.

We work with members, employers, academia and governments across the globe to drive forward the science, practice and importance of management in construction.



Room4 Consulting Ltd is one the UK's leading providers of improvement expertise for clients and suppliers in the construction industry. Our unique approach is based on the fundamentals of achieving excellence in construction through the continuous drive for improvement and innovation around the changing needs of the built environment and its stakeholders. Room4 have enjoyed delivering BIM, Procurement and Work Winning events with CEW this year and are pleased to support CEW at this year's awards.



Kier's local offices offer a comprehensive construction service to both the public and private sector throughout Wales and the south-west of England. We participate in a wide variety of frameworks, which brings our clients the added benefit of early stage contractor participation to review value engineering and affordability. Recent examples include the Torfaen single contractor framework, SCAPE minor works framework, and refurbishment works for PRUPIM in Haverfordwest. We also began work in May on the Cardiff International Sports Village to deliver the first two phases in the residential quarter with private developer Greenbank.



AECOM's mission is to help our clients reduce energy consumption, develop renewable sources, cut carbon emissions and improve grid reliability. With 120 years of experience in more than 100 countries around the world, we have conceived, planned and built energy projects, totaling more than 140,000 MW installed capacity, 24,855 miles of transmission lines and c£450 million of energy efficiency and optimisation improvements. Currently the lead consultants to the Welsh Government in its review of Part L of the Building Regulations, AECOM can provide energy analysis and planning, environmental management, conceptual design, engineering, procurement, project management, construction management and asset management.

Our Program, Cost, Consultancy experts, Davis Langdon- an AECOM company, provide cost consulting, project management and associated specialist consultancy services to private and public sector clients. Structured around our clients' sectors to provide industry relevant advice, our PCC specialists deliver a comprehensive suite of construction consulting expertise providing services that focus on reducing client risk, improving value and assuring outcomes on projects in all market sectors of the built, social and natural environments.



The G4C is primarily targeted at young professionals, but it also embraces all newcomers to the industry and recent graduates who have an interest in the Welsh built environment and developing their career. The club aims to promote and develop young people within the industry, supporting emerging professionals, fostering their ideas and promoting their ability to benefit the wider industry.



Arup was founded in London by Ove Arup in 1946 with an initial focus on structural engineering. Now with 14 offices across Great Britain it has since grown into a truly multidisciplinary organisation.

Arup has worked across Wales since 1970 and is now the most substantial and diverse consultant in the Principality. Notable projects in the built environment include the design of the Wales Debating Chamber and substantial contributions to the Millennium Centre and Stadium. In the fields of health and education the exemplary projects of Swansea University and the Design 4 Life program.

Arup has helped develop infrastructure in Wales, delivering and planning major highways, including the new M4 and A465 Heads of the Valleys Dualling, contributing to the wind farms program and has also undertaken various water and waste water projects including Cardiff's innovative Waste Treatment Works most recently, we have been appointed by Network Rail to develop proposals for the electrification of the valley lines.

Arup brings together broad-minded individuals from a wide range of disciplines and encourages them to look beyond the constraints of their own specialisms.

This unconventional approach to design springs in part from Arup's ownership structure. We are one of very few truly independent major design consultants with the firm owned in trust on behalf of its staff. The result is an independence of spirit that is reflected in the firm's work, and in its dedicated pursuit of technical excellence.



GRIFFITHS is a regional civil engineering and construction company with a record for reliability and timely performance in the successful completion of a wide range of project works throughout Wales and the Border Counties.

Individual projects range in size from £10k to over £40m covering all aspects of civil engineering and building such as major highway construction, city and town centre refurbishment, urban regeneration projects, industrial development infrastructure, industrial buildings, land reclamation, canals and waterways, water, utilities and rail.

We were established in 1968 and employ a strong team of dedicated staff in support of a well-trained and competent local workforce. We have an in-house plant fleet that includes specialist earthmoving, road surfacing and a full range of other modern, quality assured operated and non-operated civil engineering plant and equipment. We have two in-house companies which specialise in surfacing and recycling. We have been involved in some of the most prestigious and important infrastructure projects throughout our region. Drawing on decades of experience to deliver successful, sustainable and often award-winning projects, our value engineering expertise delivers the best possible and most cost effective solutions time after time. By directly employing our large and loyal workforce, owning our own extensive plant fleet and only using highly specialist sub-contractors when necessary, we control the quality and delivery of everything we do. This extends to ensuring the health & safety and wellbeing of all our employees and the communities in which we work, minimising our impact on the environment and maximising sustainability.

www.alungriffiths.co.uk

## Breast Cancer Care



Breast cancer is the most common cancer in the UK. One person every ten minutes is diagnosed with the disease and frighteningly, one in eight women will develop breast cancer in their lifetime.

Our vision is that every person affected by breast cancer receives the best possible treatment, information and support. From diagnosis, through treatment and beyond, Breast Cancer Care is the only UK-wide charity dedicated to providing round-the-clock emotional and practical support to anyone affected by breast cancer

There are almost 30,000 women and men living across Wales with a breast cancer diagnosis. The confusion and fear this causes will be felt not just by the person diagnosed but by their family and friends too. Breast Cancer Care Cymru wants to be there for every one of them. We bring people together, provide information and support, and campaign for improved standards of care. We use our understanding of people's experience of breast cancer and our clinical expertise in everything we do.

Emma, from Cardiff has been supported by Breast Cancer Care and says -

'When I was diagnosed with Breast Cancer I needed to understand as much as I could about the illness. Instead of having to be on the phone to my doctor 24/7 I relied on Breast Cancer Care's excellent resources. I read the booklets, went on-line and rang the helpline and learned everything I could. Being able to access reliable, clinically accurate information really helped me to cope with the emotional side of my diagnosis. It enabled me to take control.'

As a charity that receives less than 1% Government funding we rely on the generosity of individuals, companies and organisations like Constructing Excellence Wales so that our services remain free and readily available to those who need them. Your support means that when breast cancer overshadows life, Breast Cancer Care can be there for the person underneath.

**Thank you for your support**





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