

**CONSTRUCTING EXCELLENCE**  
NATIONAL AWARDS 2015  
**WINNERS**



## Introduction

These National Awards take place at a time when market prospects are improving. The recession proved a major threat to companies in the sector, and also affected commitment to collaborative working. Happily, most sectors and regions are on the up, and we hope and expect that excellence will return to the fore in projects - which we see from the winners highlighted in this brochure.

I would like to thank everyone that entered their regional Constructing Excellence Awards, and the teams sat behind them. At Constructing Excellence, we see the evidence not just in terms of the detail within the award entries, but in the feedback we receive and the facts emerging from our research, our workshops and discussions with Government. The priority now is to make sure these great examples of best practice and collaborative working are not kept a secret, we need to share these with the industry to showcase your achievements and continue to share, learn, grow and improve the sector.

**Don Ward,**  
Chief Executive  
Constructing Excellence

Constructing Excellence is a trusted and critical partner to UK Government. Its UK-wide network is instrumental in driving the Construction 2025 strategy through the supply chain. The Constructing Excellence Awards play an important role to inspire high performance in the sector and I am delighted to support CE and the broad range of exceptional organisations involved in it.

UK Construction, FM and property management is worth £250bn/annum (15% GDP) – a significant sector in its own right. It is the ultimate enabling sector, providing buildings and infrastructure to allow the wider economy to perform at its very best. It is important that together we:

- become more attractive for financial and career investment
- increase appetite for collaborative working
- better measure, report and share data about performance
- procure in a way that provides profit and encourages innovation
- align commercial incentives to support best whole life outcomes
- reward value with timely payment

Recognising that Constructing Excellence works with companies that move quicker and faster than others, these awards give prominence to organisations aspiring to 'work better together'.

I challenge every director in every company to use these awards to improve their business performance and to identify next year's winners.

**Peter Hansford,**  
Chief Construction Adviser to UK Government

# Young Achiever of the Year

## Winner

## Danny Branson



## Finalists

- Jenna Graham
- Jason Hyde
- Ester Coma Bassas
- Michael Broadhurst
- Gurpreet Sandhu
- Adrian Speller
- Danielle Kirk-Mitchell

In just five years, Danny Branson has left school, self-funded a carpentry apprenticeship, won a Regional Carpentry Competition, beat thousands of competitors to finish fifth in BBC's national search for Talent of the Year, while securing a series of promotions that now see him as a construction manager for Morgan Sindall.

As a trainee construction manager, Danny has shown himself to be a natural leader, committed to delivering maximum performance on every project. His positive outlook and continuing desire to learn more about the construction industry has made him invaluable to his employer. In addition, he has shown how committed he is to delivering quality for customers, driving forward the sustainability agenda and engaging with young people to give them an insight into our industry.

As trainee construction manager Danny has been responsible for managing tasks on a number of key projects including a new £5m Park and Ride Scheme and a £15m new business school.

Danny's responsibilities range from the day to day organisation of the site, engagement with supply chain partners, stakeholders and neighbours, to the ownership of safety, quality and sustainability objectives, procedures and

targets. Danny's ability to communicate, inspire and manage complex talks is demonstrated through his appointment as lead project manager at Constructionarium, a student based project held at the National Construction College in Bircham Newton. As part of this, Danny has managed the construction of a mini replica of the Gherkin, guiding a group of 30 construction management students from Anglia Ruskin University.

As a trainee construction manager Danny has already demonstrated the ability to galvanise project teams to delivering works which meet customers key requirements identified during the Customer Expectation Questionnaire process, part of Morgan Sindall's Perfect Delivery strategy.

Whether it is managing a £15m project or creating furniture from recycled timber, Danny's priority is always to deliver to the highest standard of quality that goes above and beyond customer expectations with all his projects achieving exceptional customer satisfaction ratings of 10/10. Danny's focus on ensuring projects are delivered to the highest quality with due care and consideration for neighbours and stakeholders and led to him being appointed as a Considerate Constructors Scheme (CCS) Champion.

# LEADERSHIP & PEOPLE DEVELOPMENT

## Winner Cundall



### Finalists

- Willmott Dixon Construction
- Warden Construction
- Lift & Engineering Services
- CYFLE Building Skills
- Evolution5 Limited
- RG Carter
- Gilbert & Goode Ltd: Apprentice Plus+
- Opus International Consultants UK Ltd

Leadership and people development activity has been driven by the need to equip Cundall's business with the agility and flexibility to respond to changing client requirements, in response to improving market conditions. They support and encourage staff in progressing professional qualifications, supporting further and higher education, and operating accredited in-house-training schemes with a number of engineering institutions.

Cundall's internal seminar programme provides opportunities for their specialists to share knowledge and experience. They encourage their employees to attend technical lectures, external seminars and networking events – all of which help develop their career. They also encourage their engineers to publish papers or contribute to external publications.

Believing that young engineers need to understand, not only their own role, but how they fit within the wider design and build process they participate in a unique (we believe!) partnership with three other businesses within the construction industry (Quantity Surveyors, Architects and Project Managers). Their 'Joint Training Initiative' allows young professionals to 'job swap' for a short period, allowing them to experience another part of the design and build process, building their understanding of the industry as a whole.

Cundall engage with local communities to provide education and employment experience for talented youngsters with an interest in engineering. They also run their own seminars, events and work experience programmes, and support the Engineering Education Scheme, Year in Industry, Arkwright Scholarships, and Reece Scholarships aimed at promoting engineering as a career to aspiring young engineers. Cundall have held a number of external seminars on Education Funding Agency Baseline Designs, World Green Building Week and Fire Engineering. Research and Development is a key element of their best practice strategy to ensure they offer clients the best solutions.

Their company focus is on identifying and developing talent, through an appraisal process which focuses on long-term career planning and recognising excellence, through their annual "Excellence Award". They also reward loyalty through a flexible benefits scheme, and Long Service Awards.

To ensure all staff are aware of news and performance they hold Quarterly Briefings, Staff Forums and also issue regular newsletters. Cundall supports a number of local charities through a variety of activities.

# INTEGRATION & COLLABORATIVE WORKING

## Winner

## P21+ Repeatable Rooms



### Finalists

- Northumbrian Water Group - Accelerated Flooding Programme
- Project Arizona: The Walton Centre
- Penarth Learning Community
- Anglian Water - Love Every Drop Campaign
- i54 Project Delivery Team - i54 South Staffordshire
- Kier & LSI Architects
- Bournemouth Development Company Regeneration Partnership
- York Teaching Hospital NHS Foundation Trust

In response to the government's construction strategy and over a 10 month period, the six principal supply chain partners (PSCPs) – Balfour Beatty, Galliford Try, IHP, Interserve, Kier and Willmott Dixon have collaborated within the Procure21plus framework to develop evidence-based healthcare designs that improve patient outcomes whilst delivering capital construction cost reductions.

The Procure21plus (P21+) non-competitive partnering ethos has facilitated the formation of virtual teams comprising clinicians, patients, academics, managers, designers and others to develop 21 repeatable room arrangements. These include adult acute single bedrooms, 4 bed multi-bed bays; consultation/ examination rooms and mental health bedrooms – with ensuite facilities. Taking their lead from the car industry, where standardisation is common, this innovative work delivers significant savings, with maximum benefit when all the elements are used together. The standard components alone have already saved over £1m, with the potential for £30m per annum savings based on the annual framework spend of £600m.

Principal supply chain members and component suppliers have been involved from the very beginning, willingly providing examples of previous work and freely giving their time and input for workshops and technical review. In total some 40 designers and healthcare planners have been involved in shaping 'room arrangement' proposals. On the components

side, suppliers have worked together to make recommendations on specifications that maintain performance and quality whilst reducing costs.

From development of a process model to the final output of 21 room arrangements, the creation of flythrough videos, an interactive iPad application and BIM files, the programme's success has been borne out of integrated working and a common purpose.

The Repeatable Rooms offer best value and are available to all healthcare providers via a royalty free licence. All NHS clients are encouraged but not obliged to use the standard room designs and components.

The aim is to exceed the 14.1% cost reduction target set by the Department of Health. The first P21+ project to use Repeatable Rooms has only just been completed with savings of up to 9% already verified and savings in excess of 20% predicted.

Cultural change has been achieved. NHS Clients are actively seeking to use Repeatable Rooms and requesting other room types, as are healthcare providers outside of the P21+ Framework. Health Ministers have agreed to run a competition for the fourth iteration of the capital works framework 2016-2022 – that will include an extension of this programme to be run by the next principal supply chain partners.

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Balfour Beatty



# HEALTH & SAFETY

## Winner

## Cardiff Business School



### Finalists

- Horsley WTW – Treated Water Reservoir
- Mitchell's Scaffolding Ltd
- Lift & Engineering Services
- Dust Mitigation Project
- Lift & Engineering Services
- RG Carter Ltd
- Sainsbury's Portishead
- Hull Reroofs Project

The £13.5 million project to build Cardiff University's new Business School, overseen by ISG, sought from the start to achieve outstanding levels of health and safety among the workforce and the general public.

Implementing the successful health and safety strategy was underpinned by the integrated and collaborative team working established on the site. At the outset of the project a workshop was held to identify areas of improvement and best practice. From this, a project charter was created and champions for particular areas of focus appointed – including health and safety. This ensured that site-specific challenges were immediately identified and addressed. For example, the city centre campus site, located close to a railway line, was often crowded. The safety of pedestrians in and around the live university environment was addressed through such measures as a gateman, secure site access arrangements and the introduction of safe pedestrian routes outside the site with barriers and lighting.

An innovative health and safety app was developed and distributed to the supply chain to help manage travel safely, including deliveries to the site. Health and safety information and updates for students and staff were displayed on a screen in the business school's existing building. Noise was monitored at stations on the site boundaries and dust was suppressed through wet cutting of materials and dust extraction units fitted to tools. Site staff worked with local cancer charity Tenovus to provide on-site health screening sessions for the workforce and the local community. The site received a merit award from the International Safety Council and active steps were taken to share lessons and best practice, and already the health and safety app has been used on other schemes.

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# HERITAGE AWARD

## Winner

## Lincoln Castle Revealed



### Finalists

- Dunston Staiths Restoration
- The Lion Salt Works
- The Master's House
- Earlham Hall, University of East Anglia
- Pegasus House Renovation
- Sewerby Hall Access Project

The restored Lincoln Castle was revealed to celebrate Magna Carta's 800th anniversary in 2015 with the focuses on their entry of three project phases: the Heritage Skills Centre, the conservation of Lincoln Castle Walls and Lincoln Castle Prison and Subterranean Magna Carta Vault.

The highly sustainable, Heritage Skills Centre, a multi-functional and dynamic building was the first new build development within the castle for over 150 years and is the focal point of heritage crafts and skills development in Lincolnshire. The centre provides hands on experience and application through short courses, lectures, demonstrations and craft apprenticeships. The design of the building is to reflect the natural curvature of the banking within the castle and to be as unobtrusive and sympathetic to the Scheduled Castle as possible.

Protecting and conserving the medieval Castle walls, Lucy Tower, Observatory Tower, Cobb Hall and the Bath House was done through traditional techniques. It was of critical importance to weather proof the paved top surfaces and properly re-point all parapets to prevent rainfall penetration

as it was this that has been the cause of the terrible damage to the castle walls previously. The project comprised installing a complete circuit 'Wall Walk' experience which, for the first time in recent history, offers visitors panoramic views across Lincoln, in particular the Cathedral, it is accessed through the installation of a contemporary lift tower and staircase.

The refurbishment of the Georgian and Victorian Prison buildings, which dates back to the 1700's, was to create an interactive visitor centre. One of the most complex areas of the programme was the new build high secure climate controlled subterranean vault, the new home of Magna Carta and of Charter of the Forest. The vault slotted between the Georgian and Victorian areas of the prison in the old exercise yard. The vault is a hallowed space that evokes respect, anticipation and excitement. Reached by a new causeway, visitors take a journey, to a highlight of the attraction, which features a highly detailed gold leaf inscription of Magna Carta on the wall facing visitors as they enter.



# THE LEGACY – SUSTAINABILITY AWARD

## Winner

## The Abberton Scheme



### Finalists

- The Core, Science Central
- Alexandra Park Restoration, Manchester
- Ysgol Ffwrnes, Llanelli
- Lincoln Castle Revealed
- The Big Parks Projects
- HARC
- Gas to Grid
- Little Kelham

The purpose of the Abberton Scheme was to create a sustainable legacy, that will have long term benefit for the people, businesses and the environment. The key objectives were to secure water supplies for 1.5million people for at least 25 years, prepare and mitigate for the impacts of climate change on the region's water resources, further enhance the wetland habitats and to improve public access and amenity at the site.

The extensive scope of works incorporated within the scheme required the inclusion of several technical disciplines and demanded careful co-ordination and management. The major component of the scheme was the enlargement of the reservoir by 58% (15 billion litres). This required the following key tasks: raising the main dam and increasing the depth and surface area; the construction of four earth dams; construction/modification of four raw water pumping stations; the diversion of 1.8km of public highway; improvements to public recreation amenities including new permissive paths and a new visitor centre and nature reserve and the creation of 200ha of wetland habitat. Further enhancing the habitats was an integral part of the scheme's design and Abberton is now a Site of Special Scientific Interest (SSSI), Special Protection Area (SPA), and a Ramsar Site.

Planning applications included a substantial Environmental Statement containing a comprehensive impact assessment, reflecting the high ecological value of the landscapes involved. The key to success was keeping communities informed and part of the decision-making process. More than 100 public meetings were held and over 700 local residents attended the Drop-in sessions and provided overwhelmingly positive feedback. This proactive stakeholder engagement, starting early in the planning process resulted in permissions being obtained at first application at a local level, by unanimous decision, with minimal objections relative to the size of the project.

Abberton Reservoir now holds an additional 2 litres for every person on the planet and can supply an additional 68million litres a day. The scheme is an exemplar of sustainable construction and development a showcase of what can be achieved when engineers and environmentalists share a common goal; working together to enable man and nature to co-exist in a changing climate.

# INNOVATION

## Winner

## UtterBerry Wireless Sensor Devices



UtterBerry wireless sensors will revolutionize civil engineering instrumentation and monitoring, rendering the task easier to perform, with better measurement precision, and yielding dependable results in real time. They offer almost zero-power electronics, a powerful microprocessor, artificial intelligence and wireless communications. A sensor weighs 15 grammes and is about the size of a box of TicTacs.

Before UtterBerry, civil engineering monitoring devices were large, high-power consumption devices with minimal processing power, which limited their application of wireless sensor technology. Equipment to ensure structures were stable, safe and that construction was not causing disturbance to pre-existing structures nearby required substantial effort during set up, calibration, operation and day-to-day maintenance. Data was collected and transmitted but could not easily be processed or interpreted by engineers.

UtterBerry devices collect, process and interpret measurements in real time, transmitting the information wirelessly to any internet-enabled device. They also use artificial intelligence to analyse trends that predict pending and future events.

UtterBerry devices measure displacement and tilt in three axes, as well as other variables such as vibration, temperature and humidity. The electronics are totally unique with optimally

power efficient circuits and a more powerful microprocessor designed from the ground up. Sensors only wake-up and begin measuring when they detect movement and battery life is measured in years.

The Costain Skanska JV Crossrail tunnelling at Mile End Park and Eleanor Street is a great example where the UtterBerry solution saved millions of pounds, and provided unparalleled monitoring technology, particularly in a sealed environment with no human access. UtterBerry met the desired client outcomes by deploying the tiny devices which require no wires for data or power, no working at height, and with sensors and measurement algorithms delivering meaningful information to site engineers. The system was up and running within one hour.

When benchmarked against other technologies, key criteria included: overall project installation time/complexity (impacting overall price); cost; equipment weight (affecting transportation, fixing); automation of analysis (some systems required backroom treatment of data before reporting); calibration; cabling (installation, weight, cost) and health and safety. Leading edge electronics, combined with onboard artificial intelligence and data reporting to the cloud has successfully been applied to civil engineering monitoring equipment to enable smart infrastructure monitoring.

### Finalists

- Pride Hospitals – Hopewood Park
- Erwood Bridge Refurbishment Scheme
- X-LAM Alliance
- West Midlands Virtual Hospital
- Lydia Eva Court: Dementia Care Home
- Dynamic Simulation Modelling combined with BIM
- Medical Records: IMT Building Royal United Hospital
- A1 Leeming to Barton, Improving LGV Driver Behaviour

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# VALUE

## Winner

## Huddersfield Royal Infirmary



### Finalists

- North Tyneside Living
- A465 Dualling Brynmawr to Tredegar: Delivering Added Value
- The Barn, University of Nottingham
- HARC
- County Hall Refurbishment
- Medical Records: IMT Building Royal United Hospital

Collaborative relationship between with the Trust, Interserve and their partners has provided long-term value and has significantly improved the condition of the estate and the environment for staff, patients and visitors. Two of the four behaviours expected from all Trust employees include putting the patient first and working together to get results, these behaviours are embedded within the dedicated project team who are based on the site. The ProCure21+ framework gives the partners a unique opportunity to improve and innovate, ensuring value for money and the highest clinical outputs for patients and staff.

The Trust, Interserve and the partners have listened via post occupancy evaluations and project reviews and captured lessons learnt from project to project. These have facilitated and created in an environment of continuous improvement which has helped squeeze every pound for the Trust during a period of deep austerity.

The collaborative relationship has achieved many of the goals recognised within the 'Construction 2025' vision; namely reducing costs, project programmes and emissions whilst delivering high levels of customer and product satisfaction. The quality of care is improving has been highlighted in recent patient surveys and independent audits from the Care Quality Commission.

Some of the tangible benefits of their work include:

- The ward redevelopment programme has generated around 20% cost saving from the initial ward project.
- The operating theatre programme is generating savings of circa 16%.
- The delivery timescale for the ward refurbishment programme was reduced from the original 26 weeks per ward to 17 weeks per ward, this is a 34% saving.
- The Trust has also invested heavily in energy efficient plant and technologies, these include energy
- efficient boilers and LED lighting and they are starting to see a significant reduction in emissions.
- Trust operations are more efficient, helping to reduce waiting times and increase patient throughput.
- Whole life costing from the outset is reducing maintenance and operational costs through more savvy selection of products and materials.



Calderdale and Huddersfield   
NHS Foundation Trust



# SME OF THE YEAR

## Winner

## Hodgson Sayers Ltd



### Finalists

- DES Electrical Contractors UK Ltd
- Thomas CMS (Holdings) Ltd
- Pro Steel Engineering
- VincentStokes
- RISE Management Consulting
- Uni-Safe Access
- Plowman Craven Ltd
- PDF Erection Services
- M.B.Roche & Sons Ltd

Established in 1979, as Hodgson & Allon, the company began primarily as a roofing contractor. Over the years they have developed and diversified considerably to include building works, fencing and metalwork fabrication. In 2007 the company invested in a new headquarters and production facility and in 2013 appointed John Sayers to Managing Director. This saw a new future direction, planned growth and development strategy.

As a company who aspires to act in a professional and transparent manner, they have increased their participation in those organisations which seek to improve standards, both within our sector, and in the wider business arena. They are participants in the regional Chamber of Commerce local area committees and one of their Managers leads the North East Roof Training Group, an organisation set up in 2001 to encourage companies to train their operatives to the highest calibre. Through their blog, social media channels and traditional media they have contributed to discussions on a wide range of subjects including apprenticeships, business ethics, recruitment and training, technological developments within the sector, the Living Wage Foundation, CITB Be Fair anti-bullying and the effects of Health and Safety to name but a few. 2014 also saw the compilation of their first ever Annual Report, outlining their successes and innovations, as well as detailing the principles and ethics which underpin every business and policy decision they make.

As a responsible employer and proud of the industry in which they work, they are active members of organisations including CENE, NFRC, NFB, Competent Roofer, Trustmark & British Safety Council which reflect and celebrate improvements in quality, environmental and Health & Safety standards. They also hold accreditations with CHAS, SafeContractor, Achilles B2, Constructionline and BRE Loss Prevention Certification Board. In their pursuit of improvements in performance they were one of the first construction companies in the North East to recognise the importance of externally verified quality standards, achieving ISO 9002 standard in 1996, they now hold ISO9001:2008, ISO14001 as well as developing towards OHSAS18001 and BS11000 standards, in addition to the Loss Prevention Certification Board. All this demonstrates their commitment to developing and implementing externally audited, constantly verified best practice standards.

In this their 35th year in business they have embarked on 35 initiatives for communities in which they live and work as a celebration of their achievements.

# BIM PROJECT OF THE YEAR

## Winner

## Príde Hospitals – Hopewood Park



### Finalists

- The National Graphene Institute
- BskyB Believe in Better Building
- Mayfield School
- Rosalind Franklin Building
- 66 Queen Square, Bristol
- A1 (M) Leeming to Barton Improvements

A 'one team' collaborative culture underpinned the BIM response for this project, driven by a need for early client engagement and effective communication with the hospital's stakeholders. The coordinated response, enabled by co-location of the design teams, appropriate management software and the use of innovative techniques to not only construct the project but walk the client and stakeholders through a 3D model of what they could expect of their finished facility.

Medical Architecture was the overall BIM coordinator for this Northumberland, Tyne and Wear NHS Foundation Trust mental health hospital in Sunderland. All consultants used Autodesk Revit 2012, with document management provided by Asite for coordination of Revit and Navisworks models and files during the design phase.

The coordinated BIM response allowed for the early engagement of principal subcontractors, full design synchronisation and clash avoidance and detection. The models were readily available to be reviewed at design team meetings to efficiently resolve issues and ensured everyone on the team was working towards the same goals.

Collaborative working was demonstrated further when the architects co-located with the service engineers in their office for two weeks as part of the 'one team' culture that was instilled throughout the project. This approach was extremely beneficial for both parties, providing them the ability to coordinate room-loaded information during this period of intense design work and stay on programme.

Working with the contractor, Laing O'Rourke, the design team provided accurate and coordinated information in BIM to allow building elements to be sent directly for offsite manufacture. These included structural concrete panels (with coordinated openings for services), steel frame, timber frame and en-suite pods. Clash detection/avoidance was also a major benefit, saving costly rectification on site by finding the problems sooner. Using the Navisworks model also allowed the design team to engage the client and stakeholders in new ways. Using the architect's own 3D equipment library they were able to incorporate loose and fitted furniture and equipment into the model. This not only allowed the generation of 3D room-loaded drawings but were able to use the model to 'walk' them through the building, showing them how it would appear when constructed.

# CLIENT OF THE YEAR

## Winner

## Stockton Borough Council



### Finalists

- Liverpool & Sefton Health Partnership (North West)
- City & County of Swansea (Wales)
- Leicestershire Fire & Rescue Service (East Midlands)
- Heathrow Airport Ltd (South East)
- Sandwell MBC (West Midlands)
- Airbus UK (South West)
- The University of York (Yorkshire & Humberside)

Stockton Borough Council has a clear vision to create a vibrant, welcoming destination with high quality public spaces, a mixture of retailers and markets, great restaurants and world class events to be proud of. This aspiration is being delivered across a range of projects in the area which include improvements to public realm, public transport links and associated infrastructure.

Stockton was named in the 2011 'Portas Review' as one of the first 12 pilot towns in support of the wider Town Centre Regeneration Investment Plan and received funding from the initiative.

The regeneration of Stockton High Street, branded by the Council as part of the 'Rediscover Stockton' initiative, will have a huge impact on the future of the town centre for local businesses and residents. Stockton is already seeing positive public reaction to the works which are preventing further decline and bringing communities back together.

This vision is the main driver for how SBC operate as an organisation, motivating them to develop relationships to deliver benefits for not only main contractors, but their suppliers in turn. This underpins successful delivery and fosters a culture of excellence which benefits all stakeholders.

For the High Street project, this enlightened approach started at tender stage with SBC carefully considering how the tender submissions would be appraised. The weighting of the submissions split 30% price / 70% quality set out from the beginning the importance of delivering best practice, added value and excellence throughout every project phase. It was evident that the 'how' and the 'why' were more important than the 'how much' and with this approach has delivered high quality standards and value throughout.

The procurement method used has also been important in creating a culture of excellence. By empowering the contractor through ECI, benefits are realised throughout the initial stages of the project by identifying and maximising efficiencies across the board, demonstrating savings in costs

and programme, and encouraging innovation and best practice in construction. Their relationship operates a pain/gain mechanism to drive opportunities to realise efficiencies. This way of working characterises the culture created by SBC across the lifecycle of projects. Collaboration is placed at the heart of the process to ensure success is delivered whilst developing open and honest working relationships.

# ACHIEVER OF THE YEAR

## Winner

## Louise Brooke-Smith



### Finalists

- Geoff Hunton
- Martin Nicholls
- Rachel Vincent
- Nathan Jarman
- Sarah Lewis
- Steve Hindley
- Tom Dolan

Louise has built up a successful and award winning national planning and development consultancy over the past 21 years which is regularly seen as being in the top ten independent consultancies in the UK. She and her team have been recognised by the Royal Town Planning Institute for the past 5 years as a Practice of 'Excellence' and awarded Regional Planning Practice of the Year in 2011. Led by Louise, the company's national client base has grown and advises a range of international clients.

As RICS Global President, Louise was Chair of the RICS Governing Council, a body bringing together 65 senior professionals from around the world to set the profession's strategy and to ensure the Institution is meeting its public interest obligations. In that role she has blazed a trail in several notable respects: she has spearheaded the RICS' Africa Strategy, which has taken RICS presence beyond South Africa, to establish three regional hubs. She recently chaired the first RICS Governing Council Meeting in Africa in Johannesburg in March 2015, and hosted a landmark real-estate summit bringing together high-level delegates from across the continent.

As the RICS first female President, Louise has been an advocate for diversity across the property world and has been an inspiration for a more inclusive approach to the

construction and infrastructure industries. She has led the 'Surveying the Future' campaign which highlights the breadth of career choices across the profession and has spearheaded a 'visible women' initiative which has supported women spokespeople across the UK, an initiative which is to be rolled out internationally. Reflecting her diversity work, Louise has recently been named as 'Outstanding Woman in Construction 2015'. She has fronted RICS's 'property in politics' campaign, which has led to the main UK political parties adopting RICS recommendations on housing, land and property ahead of the 2015 General Election. She has been invited by UK Government onto advisory panels for The Cabinet Office, DCLG and DWP. She has also made a great impact in China and the Far East alongside the Lord Mayor of London, and Mayor Boris Johnson. Beijing city authorities requested specific meetings with her to explore planning and infrastructure issues and meetings with the Prime Minister of Malaysia have helped in changing the legislation to open the doors to overseas surveying professionals to working in Malaysia.

Louise balances her RICS ambassadorial duties with her consultancy work in the UK together with her family obligations showing that, with the support of a good team, it can be done!

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# PROJECT OF THE YEAR

## Winner

## Dawlish Emergency Project



### Finalists

- Littlehaven Promenade and Seawall
- Redcar Leisure and Community Heart
- Lincoln Castle Revealed
- Penarth Learning Community – Leadbitter
- Archbishop Beck School
- Phase 1 Restoration of Bletchley Park
- Barclaycard Arena
- The Abberton Scheme
- Castleford Waste Water Treatment Works
- University Hospitals Bristol  
Redevelopment Projects

Damage to the UK's infrastructure, caused by the winter storms in February 2014, culminated in the devastation in Dawlish. Rebuilding the washed away railway was critical to communities and businesses in the West Country. To plan and deliver this project in a short timescale would have been challenging in normal circumstances, never mind the appalling weather and surging tides, collaboration and ingenuity of Network Rail, multiple contractors, stakeholders and the community working together to achieve a common goal.

Evacuated local residents were the main public interface for the project team with daily drop-in and weekly meetings arranged to keep them informed of ongoing progress. The project team worked with local students, on site and at local colleges to answer questions and present the project from an education perspective. Network Rail coordinated daily dialogue with No. 10 and the Cobra committee during this time.

Work continued 24/7 with an average of 300 people daily and 150 each night working tirelessly to re-open the line. Whilst rebuilding the infrastructure was the common goal, protecting people and communities remained top priority. With the working demands fatigue was controlled by rolling shifts and it is estimated 300,000 site hours attributed to the works.

Prime Minister, David Cameron, praised the 'Orange Army' of engineers as they became known, for their "herculean effort".

Some of the key best practices which really drove the project success can be summarised as:

- The arrangement of collaborative engagement with a group of contractors.
- Use of a pre-agreed emerging cost form of contract in an emergency situation allowing contractors to react quickly with the insurance of a suitable contract in place.
- Attention to the needs of workforce with catering at several locations.
- Confidence to obtain expert advice at all times.
- Twice daily meetings to discuss changing conditions and develop new solutions.
- Avoid conflict between contractors working jointly to engender a can do attitude to achieve a specific goal.

This project is a great example for why others should embrace the collaborative working culture on all construction projects.



# PROJECT OF THE YEAR

## Highly Commended Lincoln Castle Revealed



### Finalists

- Littlehaven Promenade and Seawall
- Redcar Leisure and Community Heart
- Dawlish Emergency Project
- Penarth Learning Community – Leadbitter
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Protecting and conserving the medieval Castle walls, Lucy Tower, Observatory Tower, Cobb Hall and the Bath House was done through traditional techniques. It was of critical importance to weather proof the paved top surfaces and properly re-point all parapets to prevent rainfall penetration

as it was this that has been the cause of the terrible damage to the castle walls previously. The project comprised installing a complete circuit 'Wall Walk' experience which, for the first time in recent history, offers visitors panoramic views across Lincoln, in particular the Cathedral, it is accessed through the installation of a contemporary lift tower and staircase.

The refurbishment of the Georgian and Victorian Prison buildings, which dates back to the 1700's, was to create an interactive visitor centre. One of the most complex areas of the programme was the new build high secure climate controlled subterranean vault, the new home of Magna Carta and of Charter of the Forest. The vault slotted between the Georgian and Victorian areas of the prison in the old exercise yard. The vault is a hallowed space that evokes respect, anticipation and excitement. Reached by a new causeway, visitors take a journey, to a highlight of the attraction, which features a highly detailed gold leaf inscription of Magna Carta on the wall facing visitors as they enter.

# PROJECT OF THE YEAR

## Commended Penarth Learning Community



### Finalists

- Littlehaven Promenade and Seawall
- Redcar Leisure and Community Heart
- Lincoln Castle Revealed
- Dawlish Emergency Project
- Archbishop Beck School
- Phase 1 Restoration of Bletchley Park
- Barclaycard Arena
- The Abberton Scheme
- Castleford Waste Water Treatment Works
- University Hospitals Bristol  
Redevelopment Projects

The facility comprises of a newbuild mainstream secondary school and special education needs (SEN) school with a respite building, designed to deliver flexible teaching and learning with a multi-agency approach to support and care. From the outset the delivery team was determined it would be an exemplar project in every sense.

The judges decided it had succeeded triumphantly in all areas, with community involvement and school engagement standing out as particular achievements. The headmaster of the new SEN school confirmed that the school was listened to as an equal partner, leading to the inclusion of impressive facilities such as therapy support rooms with advanced sensory equipment. Both new schools offer community access to such facilities as sports

halls and performance spaces. One nice touch was the way local trees have been propagated by the children, with cuttings planted in the new school. As much as £32 million of the £39 million project budget was spent in Wales, and 1,422 people were employed from within a 25-mile radius. Targeted recruitment and training set a high benchmark, achieving 100 new-entrant person weeks for every £1 million spent.

The new buildings, rated BREEAM Excellent, incorporate the latest sustainability features, from passive building design and exposed thermal mass to solar hot water generators and combined heat and power (CHP). Processes such as fabric first and onsite microgeneration were adopted during construction to minimise future carbon emissions.





