

## Project Profile

### Andover | North Site Redevelopment

<b>Client</b>	Ministry of Defence
<b>Client Sector</b>	Defence
<b>Project Value</b>	£41m
<b>Services Provided</b>	Prime Contracting
<b>Project Size</b>	280,000 sq ft
<b>Architect</b>	
<b>Contractors</b>	



**MoD Andover forms the UK headquarters for the Defence Logistics Organisation. Situated within a 35-acre site, this major project comprises 280,000 sq ft of accommodation including offices, training facilities and a lecture theatre for 780 staff, a gatehouse, an Officers mess and bedrooms for 68 live-in members, a technical building incorporating a tank maintenance facility, sports amenities, a day nursery for 50 infants, a 650 space car park and extensive landscaping works.**

A £41 million capital works contract, the project also includes a seven year compliance (maintenance and operation) period, which is linked to a range of performance and service quality key performance indicators.

Whilst acknowledging the client's normal practice of appointing a principal contractor for the project, Rider Levett Bucknall analysed and evolved the brief and proposed a 'next stage' response: - a unique, consultant led construction alliance - as being the ideal solution to the project's complex needs.

As prime contractor, Rider Levett Bucknall assembled and managed a 'virtual organisation' known as Rider Levett Bucknall Prime Solutions (BAPS), to work collaboratively with the client team to deliver the works by offering a complete design and build operation and on-going maintenance service.

The BAPS core team consisted of Bucknall Austin, Pearce Construction, Thomas Vale, Southern Electric Contracting, Percy Thomas, Hoare Lea, URS Thorburn Colquhoun, Halcrow and Hyder Consulting.

The success of this approach lay in the planning and set-up: Although Rider Levett Bucknall was the appointed prime contractor, they ran the project as a collaborative partnership. The project had its own project board, made up of director representatives of each core team organisation, which met monthly to review and resolve key project issues – with all decisions made democratically: no single organisation, including Rider Levett Bucknall, held a casting vote.

There was also an ethos of shared responsibility across the core team which was applied irrespective of where a problem originated; each member had a shareholding in the "virtual organisation" and all benefits and liabilities were equally apportioned regardless of blame.

Through this collaborative approach, the team delivered the scheme on time, below cost and with increased quality throughout. The facilities are delivering true best value through life with greatly reduced energy and maintenance requirements – and the team are continuing to consistently deliver the services below the required target costs during the compliance stage.

Following the success of the Andover project, prime contracting has become Defence Estates (DE)'s major procurement route for all capital and facilities maintenance works, with Andover used as the model for all smaller to mid-range projects.

Andover North Site is widely used as a benchmark for prime contracting best practice by DE and is featured in DE publications including 'DEEP' and 'Better Defence Buildings'. It has also received a number of awards and accolades, including BIFM PFI/PPP Project of the year Award in 2002 and was featured in the 2004 NAO Report for Best Value. It was also awarded a retrospective demonstration project status by Constructing Excellence having achieving 'the highest scoring ever achieved'. Individuals from the BAPS organisations and the Client team received individual awards from the Chief of Defence Procurement for Team working. The project also features in the Informa book 'Partnering and Collaborative Working'.

*"I was delighted to see that Rider Levett Bucknall and Defence Estates shared the BIFM Award for PFI/PPP 'Project of the Year' for your work on the Andover North Site project. This is well deserved and very welcome recognition by the industry of all that you and your team have achieved there..... we would not have had a project without a prime contractor and supply chain able and willing to embrace the vision."*

**Ian Andrews CBE TD, Second Permanent Under-Secretary of State for Defence.**