



Association of Consultant Architects  
**10 YEARS OF PARTNERING CONTRACTS**

PPC2000/TPC2005



# 10 YEARS OF ACA PROJECT PARTNERING AGREEMENTS



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All royalties from the PPC2000 and TPC2005 suite of contracts are received by the Association of Consultant Architects and are devoted to the development of best practice in project partnering and term partnering using these forms of contract.

## INTRODUCTION

SIR MICHAEL  
LATHAM

I was consulted on the first draft of PPC2000 prior to its launch at the Building Centre 10 years ago and have described it previously as "the full monty of partnering and modern best practice". The successes of PPC2000, and more recently TPC2005, rest on their clear commitment to integration of the partnering team around a single contractual "hub" and, equally importantly, their clear description of the procurement, communication and project management processes upon which successful partnering depends.

Partnering is a collaborative effort, involving all the construction team. It must be led by clients and should also include architects, engineers, cost consultants, contractors, subcontractors and manufacturers. I regularly say to clients and to contractors that they cannot go to bed on Friday night as an adversarial client or contractor and wake up on Monday morning as a partnering convert. A detailed understanding of the partnering processes, supported by training and independent advice, is what has underpinned many successful projects over the last 10 years.

It gives me great pleasure to introduce this publication which highlights PPC2000 and TPC2005 projects of all sizes across a wide range of construction sectors. By illustrating demonstrable proof of the savings and efficiencies achievable through properly structured partnering, this publication is a valuable record of lessons that should be applied more widely in the future.

PPC2000 and TPC2005 have generated significant cost and time savings for their users, and have also won major awards for the quality of construction and the sustainability of completed projects. Their two stage approach motivates the team to drive down cost in a systematic way. It also helps identify carbon reduction and energy efficiency measures, as well as opportunities for employment and skills during the conditional pre-construction phase. These can be properly costed and jointly assessed with key subcontractors and manufacturers at a time when all team members have the same objective, namely to finalise a brief within budget so that work can proceed on site.

My own company Willmott Dixon has used PPC2000 and TPC2005 on many occasions, backed by commitment from the main board that partnering is the route to achieve success and by training for all our staff on the techniques and processes involved. There is no benefit if a company claims "we are always partnering" but then carries on with the same business practices, exploiting any problem incurred by another party or delaying payment to its supply chain.

All involved in the construction industry should remember the wise words of an American business guru "When you think you're through changing, you're through". In challenging economic times when money has to go further, PPC2000 and TPC2005 offer exactly the techniques that government and the private sector need to secure "more for less" through a combination of cost savings and added value.



# 10 YEARS OF PPC2000 AND 5 YEARS OF TPC2005

BRIAN WATERS,  
PRESIDENT,  
ASSOCIATION OF  
CONSULTANT  
ARCHITECTS

As authors and publishers of PPC2000 and TPC2005, Dr David Mosey and the Association of Consultant Architects have compiled this review describing the wide range of projects and programmes on which the contracts have been used. It includes:

- A summary of the sectors in which PPC2000 and TPC2005 have been applied.
- Short commentaries on PPC2000 and Government Best Practice, PPC2000 and Sustainability and why these contract forms appoint the Constructor/Service Provider at an early stage.
- A total of 28 case studies describing in each case key issues and events and the contributions of PPC2000 and TPC2005 to the success of the relevant projects and programmes.

I hope that you will find this publication of interest and that it will encourage you to investigate further the ways in which PPC2000 and TPC2005 can deliver improved savings and efficiencies combined with improved sustainability outcomes and avoidance of claims and disputes.



## FURTHER INFORMATION

PPC2000 and TPC2005 are used by an ever-increasing range of public and private sector clients. Lists of current and recent users can be found on the PPC2000 website ([www.ppc2000.co.uk](http://www.ppc2000.co.uk)) and further information is available from:

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## PPC2000 AND TPC2005 - PROJECTS AND PROGRAMMES IN DIVERSE SECTORS

Asset Management	<ul style="list-style-type: none"> <li>• AmicusHorizon Repairs and Maintenance (TPC).</li> <li>• Greenwich Council Repairs and Maintenance Alliance (TPC Alliance).</li> <li>• Havelok Homes Gas Maintenance (TPC).</li> <li>• National Change Agent Consortia Programmes (PPC Frameworks and TPC).</li> <li>• Welwyn Hatfield Asset Management (TPC).</li> <li>• Yorkshire Housing Planned and Responsive Works and Materials Supplies (PPC and TPC Alliance).</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Bermondsey Academy London New Build School (PPC).</li> <li>• Hackney City Academy London New Build School (PPC).</li> <li>• Harrow Schools Programme (PPC Framework).</li> <li>• Portslade and Downs Park School Improvement Programme (PPC).</li> <li>• University of Westminster Fit-Out (PPC).</li> </ul>
Health and Care	<ul style="list-style-type: none"> <li>• Poole Hospital Operating Theatres Programme (PPC).</li> <li>• St George's Hospital Key Worker Accommodation (PPC).</li> <li>• Bath &amp; North East Somerset Residential Care Homes (PPC Framework).</li> </ul>
Housing and Regeneration	<ul style="list-style-type: none"> <li>• Bewick Court, Newcastle High-rise Refurbishment (PPC).</li> <li>• Erimus Housing, Middlesbrough Decent Homes Alliance (PPC Alliance).</li> <li>• Glasgow Housing Association Stock Refurbishment and New Build (PPC Frameworks).</li> <li>• Maidstone Decent Homes Programme (TPC).</li> <li>• Nightingale Estate, Hackney Housing Improvements (PPC).</li> <li>• Whitefriars, Coventry Housing Refurbishment Programme (PPC Alliance).</li> </ul>
Leisure and Hotels	<ul style="list-style-type: none"> <li>• Jarvis Hotels, Manchester Piccadilly (PPC – Construction Management version).</li> </ul>
Offices and Public Buildings	<ul style="list-style-type: none"> <li>• Job Centre Plus, National Office Refurbishment Programme (PPC Framework).</li> <li>• Tottenham Court Road, London Office Development (PPC).</li> <li>• HMP Bure New Build Prison (PPC).</li> </ul>
Public Private Partnerships	<ul style="list-style-type: none"> <li>• Sheffield/Kier Limited Liability Partnership (TPC).</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Macclesfield Station Refurbishment (PPC).</li> <li>• Manchester Airport Terminal Upgrade (PPC – Construction Management version).</li> <li>• Surrey County Council Highways Programme (TPC).</li> </ul>

# PPC2000 AND GOVERNMENT BEST PRACTICE

## PPC2000 and Government Best Practice

In 2008, the Office of Government Commerce commissioned Arup Project Management to produce an independent report on partnering contracts which compared PPC2000 with the NEC3 and JCT Constructing Excellence forms of contract. The consequent "Arup Report" is available on-line at [www.ogc.gov.uk/documents/commodities\\_database/OGCContract\\_Review\\_25\\_September\\_2008\\_Final.pdf](http://www.ogc.gov.uk/documents/commodities_database/OGCContract_Review_25_September_2008_Final.pdf).

On the range of evaluation criteria utilised in the Arup Report, PPC2000 scored higher than the NEC and JCT contracts both in the overall rankings and in the category "Leading Excellence in Construction".

## Early Contractor Procurement

The Arup Report approved the two stage structure of the PPC contract and its detailed provisions for early contractor procurement. The report recognised PPC as representing "a complete procurement and delivery system that is distinct from other forms of contract available" (Section 3.1.14).

Arup observed that the PPC Pre-Construction Agreement "is a well thought out method of allowing works to be carried out whilst the documentation for the project is being developed. Providing a document to commence the project which is coordinated with the main contract processes and that prompts the parties to continue with developing the main contract documentation is superior to a stand-alone letter of intent" (Section 3.2.2.1).

Arup identified that PPC2000 through its two stage process can "focus on value at all material points" and "still enable the parties to withdraw if the value profile is not satisfactory" (Section 3.1.3).

## Partnering and Problem Solving

Arup noted that the PPC approach to early contractor procurement should result in the client procuring its contractor "at a point in the process where his Specialist construction and management skills can have a great impact on the project" (Section 3.1.10).

The Arup Report described PPC2000 as a contract that "seeks to place collaborative working at its heart and incorporates processes that it has innovated to encourage users to deliver projects effectively as part of a partnering team" (Section 3.1.1).

Arup noted the mechanisms in PPC2000 to "find methods to resolve points of difference in the interests of the delivery of the project" (Section 3.1.5). It recognised the role of the "Core Group" and the "Partnering Adviser" in identifying and containing disputes so as to ensure that they can be resolved and "can re-focus the partnering team on the delivery of the project" (Section 3.1.6).

Arup observed that through the PPC processes "it is expected that the parties will find that the terms of the contract provide a swifter and more cost effective way of resolving points of difference than they might obtain from other dispute resolution mechanisms available, such as adjudication or litigation" (Section 3.1.6).

The unique features of PPC2000 identified in the Arup Report are illustrated in the following projects and programmes. The results obtained should encourage clients, consultants and contractors to use PPC2000 and TPC2005 even more widely.

## PPC2000 AND SUSTAINABILITY

### PPC2000 and Sustainability

PPC2000, since its original publication, has included "Sustainability" as an agreed objective (clause 4.1) and has recommended a Sustainability key performance indicator (clause 4.2).

PPC2000 includes a definition of "Sustainability" that covers "reduced carbon emissions, reduced use of energy and of natural and manmade resources, improved waste management, improved employment and training opportunities, and any other measures intended to protect or improve the condition of the Environment or the wellbeing of people" (Appendix 1).

PPC2000 is the only form of building contract that, by means of a two stage approach to the creation of design and construction proposals within an agreed budget, enables the client and its team to assess thoroughly the cost and potential value of sustainability initiatives generated by the main contractor and by subcontractors and manufacturers.

These can include proposals as to:

- the most buildable and least wasteful interpretation of consultant designs;
- reduced waste and increased recycling;
- efficient use of energy on site, including modern methods of construction such as off-site fabrication;
- creation of an appropriate Site Waste Management Plan;
- efficient use of energy by reduced maintenance and repair in the operation of the built facility;
- training and employment.

TPC2005 takes further the potential for improved sustainability, through processes of programmed improvement over a long-term relationship.

The Housing Forum report "Turning the Corner"<sup>1</sup> emphasised that "Clients need the means to evaluate the cost of environmental issues and training/employment initiatives and to balance this against their demonstrable benefits". The following projects and programmes illustrate the ways in which PPC2000 and TPC2005 enable clients to make fully informed decisions on all matters relevant to sustainability.

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1 Housing Forum "Turning the Corner", Report of Working Groups, April 2010, Housing Forum working with NHBC



## WHY DO PPC2000 AND TPC2005 APPOINT THE CONSTRUCTOR/ SERVICE PROVIDER EARLY?

When David Mosey originally drafted PPC2000 for the Association of Consultant Architects, he was guided by the findings of the Construction Industry Council Partnering Task Force<sup>1</sup> as to the role of early contractor procurement in successful project partnering. This cross-industry group concluded that successful partnering relationships need to be earned through careful planning and implementation of a range of specific pre-construction activities, and that the earlier the contractor can be involved in these activities the greater the chances of improved results for the client.

PPC2000 and TPC2005 describe not only a deal between the team members but also a journey through the various stages of the project/programme, in particular the build up of design, cost, risk and programming information in advance of start on site. For these purposes, the early conditional appointment of the PPC "Constructor" or TPC "Service Provider" is an essential stage and one that is missing from other published forms of contract.

David Mosey's recent book on early contractor procurement analyses in detail the ways in which this provides benefits for the client and its team members, using a two stage contractual approach that he describes as "process contracting" and for which PPC and TPC are both expressly designed<sup>2</sup>.

The following projects and programmes describe the pre-construction phase contributions made by constructors and service providers and also by a range of specialist subcontractors and suppliers. They demonstrate the clear connection between the choice of PPC2000 or TPC2005 and the achievement of savings, efficiencies and improved performance.

Another significant feature of PPC2000 and TPC2005 has been their exemplary track record in avoiding any form of litigation or arbitration throughout the ten years since publication of PPC2000 and the five years since publication of TPC2005. The ability of the teams engaged under these contracts to resolve problems and differences by agreement is in stark contrast to the large number of disputes that regularly arise under other contract forms. Case studies in this publication illustrate how successful problem-solving is achieved under PPC and TPC.

In reflecting on the reasons why claims arise in the first place, Kumaraswamy<sup>3</sup> identified the top ten causes (perceived by contractors, clients and consultants) as:

- 1 Inaccurate design information;
- 2 Inadequate design information;
- 3 Inadequate site investigations;
- 4 Slow client responses;
- 5 Poor communications;
- 6 Unrealistic time targets;
- 7 Inadequate contract administration;
- 8 Uncontrollable external events;
- 9 Incomplete tender information;
- 10 Unclear risk allocation.

These findings suggested that claims and disputes arise primarily not because other team members are villains, but because designs and risks are not well communicated. If the parties going into a building contract do not take the trouble to find out each other's views and assumptions, but instead remain at arm's length, then it is no surprise that they will take a cynical assessment of each other's errors or omissions.

1 Construction Industry Council, 1st edition, 2000; 2nd edition 2002, "A Guide to Project Team Partnering"

2 Mosey, D (2009) "Early Contractor Involvement in Building Procurement", Wiley-Blackwell

3 Kumaraswamy, M (1997) "Common categories and causes of construction claims", Construction Law Journal, 13 (1), 21-34



Banwell recognised in 1964 that "To call in a contractor to the site on which a complicated scheme – the planning of which may have taken many months or even years – is to be executed, and to expect him to be able to make himself thoroughly familiar with his task and to settle a right way in which to do it, when the work must start within a few weeks or days, is unreasonable"<sup>1</sup>.

All of Kumarswamy's listed grounds for claims are at least in part attributable to problems in the planning stage of the project and all of them are less likely to arise if the client and its main contractor (with consultants, subcontractors and suppliers involved as appropriate) enter into an early relationship to ensure that the following preconstruction phase activities occur:

- Joint design review and development whereby there is an opportunity for the main contractor and its subcontractors and suppliers to comment on buildability and affordability and to offer alternative solutions (claims 1 and 2);
- Second stage supply chain tendering to encourage the main contractor, after first stage selection, to price or reprice works packages by means of subcontractor or supplier tenders, working jointly with the client so as to iron out errors or omissions in the brief and achieve accuracy in flow down of risk (claim 9);
- Joint risk management whereby the main contractor can make proposals for early risk reduction actions rather than just quoting risk contingencies (claims 3, 8 and 10);
- Advance agreement of a construction phase programme identifying contractual deadlines for key client, consultant and contractor activities (claims 4 and 6);
- Development and implementation of a communications strategy during the preconstruction phase, with clear delegated authority, early warning mechanisms and advance notification of the cost of variations (claim 5);
- Closer client involvement with its project team, for example by attendance at key meetings commencing during the preconstruction phase, so as to ensure access to information other than only via the contract administrator (claim 7).

PPC2000 and TPC2005 provide for all of these preconstruction phase activities. They create a programmed system of early contractor procurement which will influence the project or programme through:

- Assessing and adopting contractor provider (and subcontractor and supplier) contributions to the buildability, affordability and appropriateness of designs;
- Testing the scope for savings through controlled subcontractor/supplier second stage tenders; and
- Assessing and deciding on the viability of new ideas in respect of energy saving, reduced carbon emissions, reduced waste and improved training and employment – and even project bank accounts.

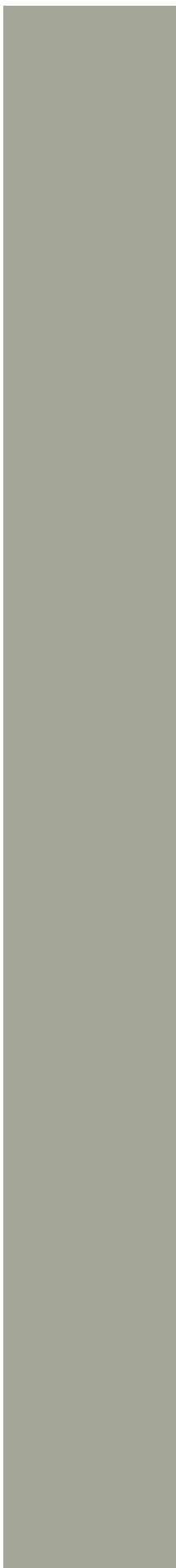
Many of the teams whose projects and programmes are described in this publication have used the services of a PPC or TPC "Partnering Adviser" to guide them through early contractor procurement and the creation of programmed contractual systems for development and improvement of designs, costs, performance and risk management.

Details of accredited Partnering Advisers can be found at [www.partneringadvisers.co.uk](http://www.partneringadvisers.co.uk).

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1 Banwell Report (1964) "The Placing and Management of Contracts for Building and Civil Engineering Work", HMSO, 4

## CASE STUDIES



# AMICUS HORIZON REPAIRS AND MAINTENANCE

£27m TPC contract for responsive and void repairs to housing stock

Client: AmicusHorizon Housing Group

Service Provider: Morrison Facilities Services

Key Issues and Events: AmicusHorizon awarded an eight year £27m TPC term maintenance contract for the provision of responsive and void repairs covering over 7,000 properties.

Its tender focussed on shared service delivery, innovation and communication. In this way, strategic partnering issues were clearly addressed, such as pain and gain incentive models, clear dispute resolution procedures and a partnering timetable.

Contributions of TPC2005:

- Agreement of prices initially on the basis of a schedule of rates with agreed TPC timetable to move to establishment of an "Open-book" approach from April 2011.
- Development and use of "Risk Register" in accordance with TPC2005 template.
- Integration of TPC form of contract with the tender documentation to ensure appropriate evaluation of tenders.
- Development of TPC incentivisation through pain and gain.
- Use of TPC alternative dispute resolution procedures.
- Description of all key activities in TPC "Partnering Timetable".

Marion Burke,  
Head of  
Procurement,  
AmicusHorizon:

"It was vital that we worked against a formalised partnering contract. By electing to use a TPC contract from the beginning we could also use this to shape our tender documentation. It ensured that we did not miss critical elements, such as the development and use of risk registers, as they are an integral part of the contract. In the way that the TPC contract is constructed, with the term brief being a full supporting document, it really helps in contract delivery."

Similar TPC2005 Programmes:

- North Somerset Housing – responsive repairs and maintenance, planned maintenance, grounds maintenance and estate maintenance.
- East Thames Group – housing repairs and maintenance.

"In the way that the TPC contract is constructed, with the term brief being a full supporting document, it really helps in contract delivery."

# BATH AND NORTH EAST SOMERSET RESIDENTIAL CARE HOMES

£12m PPC programme of four residential homes and related facilities for the elderly

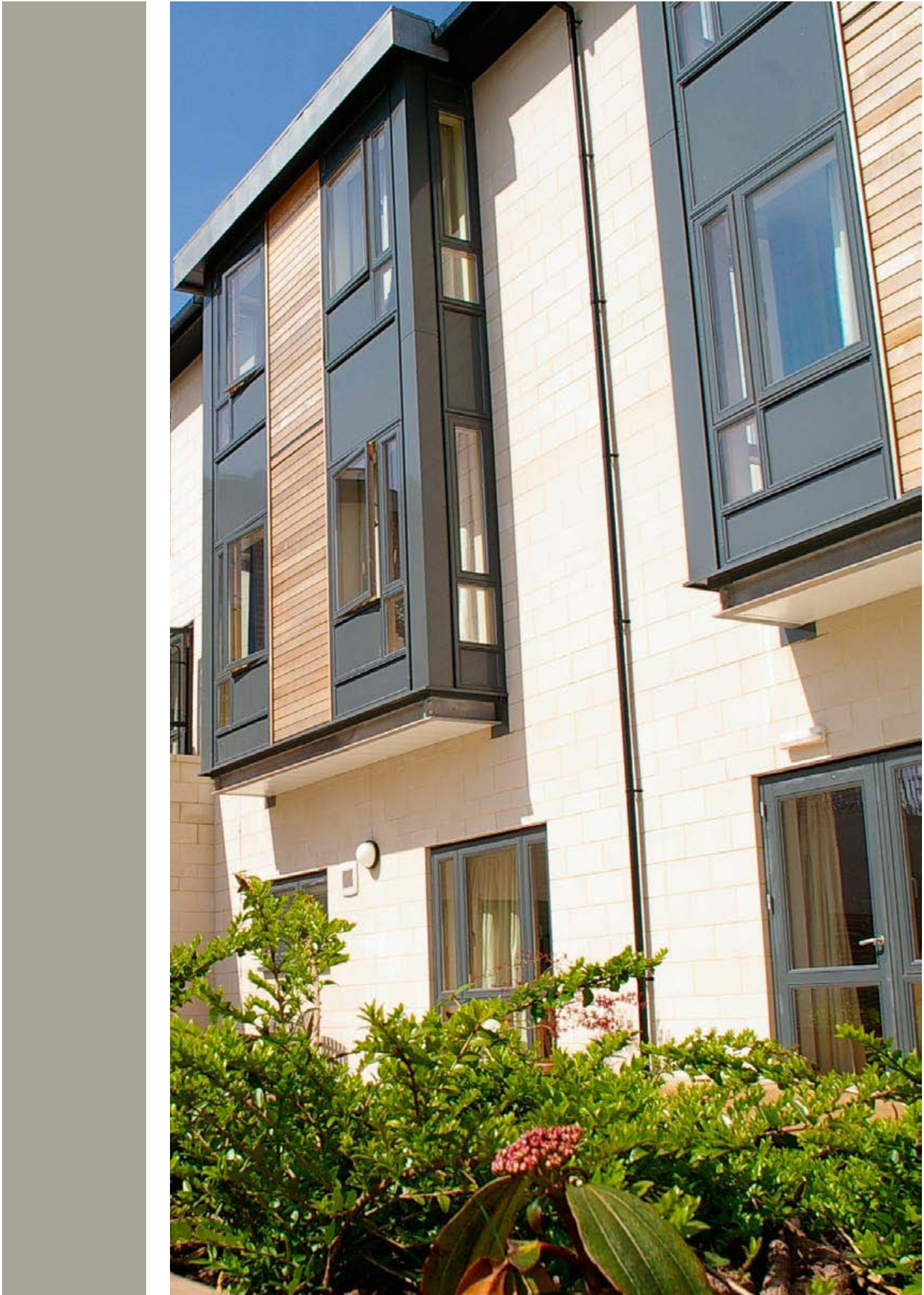
Client/Client Representative:	Bath and North East Somerset Council
Constructor:	Leadbitter Construction
Designers:	PRP Architects, Halcrow Engineers
Partnering Adviser:	Trowers & Hamlins
Key Issues and Events:	<p>Bath and North East Somerset Council selected PPC2000 in order to create an integrated multiparty team comprising its lead designer, constructor and housing association partner Somer Housing Group, to address all cost and risk issues jointly in advance under the pre-construction PPC "Partnering Timetable".</p> <p>The residential care homes programme comprised a mixture of new build and refurbishment projects with demanding deadlines and decant arrangements, as well as an expectation of high quality design. Residents, their relatives and unit managers were actively engaged in the design process through focus groups.</p>
Contributions of PPC2000:	<ul style="list-style-type: none"><li>• Establishment of a clearly defined design/supply/ construction process with PPC "Partnering Timetable" and "Project Timetable" governing the pre-construction and construction phase of each project.</li><li>• By this means, close integration between the roles of the architect as lead designer and that of constructor and its supply chain members.</li><li>• Close engagement with end users and with other stakeholders as PPC "Partnering Team members" or "Interested Parties".</li><li>• Regular measurement of performance and feedback to team members using "KPIs" under PPC.</li><li>• Close cost control under PPC "Open-book" pricing throughout the programme.</li></ul>
Leadbitter Construction:	"Under the PPC arrangement, Leadbitter are involved in the whole process from inception to completion, assisting the client and design team to find the most cost-effective solution throughout each stage of the design."
Similar PPC2000 Projects:	<ul style="list-style-type: none"><li>• Hanover Housing Association - framework for new build extra care and retirement homes.</li><li>• Staffordshire Housing Association/GB Building Solutions/Poole Dick Associates/Hulme Upright Manning/Opus Joynes Pike/Waterman Building Services – new build head office building, extra care scheme and residential housing in Stoke on Trent.</li></ul>

" The most cost effective solution throughout each stage of the design."



## BATH AND NORTH EAST SOMERSET RESIDENTIAL CARE HOMES

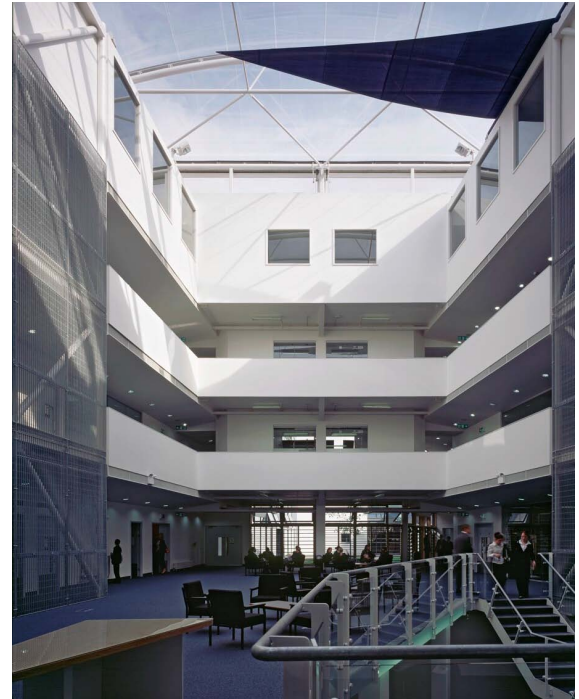
£12m PPC programme of four residential homes and related facilities for the elderly



# BERMONDSEY ACADEMY, LONDON NEWBUILD SCHOOL

£22m PPC newbuild academy school on restricted site

Client:	City of London Academy (Southwark)
Constructor:	Willmott Dixon Construction
Client Representative:	Department of Technical Services, City of London Corporation
Cost Consultant:	Northcroft
Designers:	Studio E (Architect), Dewhurst MacFarlane (Structural Engineer), Max Fordham (Services Engineer), FIRA Landscape (Landscape Architect)
Partnering Adviser:	Trowers & Hamlins
Key Issues and Events:	<p>The City of London Corporation wanted to integrate the roles and responsibilities of all team members to progress design, risk management and accurate costing early so as to ensure that the project could be built within the available budget.</p> <p>The constructor and design consultants were appointed simultaneously under PPC2000 and worked to an agreed timetable of pre-construction activities to develop innovative designs (creating 90% natural lighting and ventilation) that were affordable and achievable.</p> <p>Through agreement of key activities under the PPC "Partnering Timetable" and "Risk Register", the team managed significant risks such as limited site access, removal of on-site contamination, dealing with the presence of Japanese knotweed and most significantly last-minute need to change the site of the required temporary school.</p>
Awards:	<p>The project achieved the status of an exemplar project (Department for Education and Skills), was awarded "Quality in Construction Medium-Sized Project of the Year Award 2006" (Department for Trade and Industry and Constructing Excellence). The project was awarded the "Prime Minister's Better Public Building Award 2006", stating "Partnering between the contractor and design team produced a strong building which benefited from nearly two years of preparation".</p>
Contributions of PPC2000:	<ul style="list-style-type: none"><li>• Pre-construction design development and finalisation of "Open-book" costs under PPC to achieve robust fixed price, supported by detailed information to assist change and risk management.</li><li>• Successful management of on-site contamination and site changes using PPC "Risk Register".</li><li>• Performance measures through "KPIs" under PPC that focused on the client's priorities.</li><li>• Early agreement under PPC of commercial incentive by way of shared savings to motivate improved design and risk solutions.</li></ul>



"... When commissioned at an early stage we... identify potential risks that could be avoided..."



# BERMONDSEY ACADEMY, LONDON NEWBUILD SCHOOL

£22m PPC newbuild academy school on restricted site

John Frankiewicz,  
Chief Operating  
Officer, Willmott  
Dixon Capital  
Works:

"When commissioned at an early stage we involve.....ground work contractors who may be able to identify potential risks that could be avoided through consideration in regard to orientation of the building or the location/availability of drainage services.....".

Similar PPC2000  
Projects:

- City of London Corporation/Galliford Try – Islington Academy.
- Reading Borough Council/Willmott Dixon – Meadway Special School.
- Dorset County Council – numerous schools projects.





# BEWICK COURT, NEWCASTLE HIGH-RISE REFURBISHMENT

£3.5m PPC refurbishment of landmark residential tower block in Newcastle-Upon-Tyne

Client:	North British Housing, now Places for People Group
Constructor:	Kendal Cross Holdings
Client Representative:	Elliott Associates
Architect:	Red Box Design Group
Engineers:	Gilwood Engineering Services/BES Consulting Engineers/WSP
Partnering Adviser:	Trowers & Hamlins

**Key Issues and Events:** Preconstruction phase build-up of supply chain and cost included joint client/constructor selection of a cladding Specialist subcontractor whose package accounted for a significant element of the project (£1.5m).

After start on site, the cladding specialist (Allscott) went into administrative receivership. The client representative was aware that there were no comparable cladding specialists available within a wide geographical radius, and by serving an "Early Warning" notice under PPC2000, the constructor was invited to put forward alternative proposals through the PPC "Core Group".

The constructor's proposed solution was to take on direct liability for cladding, recruiting the insolvent specialist's workforce and buying the required materials cheap from the administrative receiver: a consequent four (4) week delay and additional costs of £7,352 were approved by the client.

Later in the project, when mobile phone companies delayed shutting down their aerials on the roof of the building, the client representative gave early warning of the need for suspension of work. The constructor agreed to identify savings elsewhere in the project that could fund the costs of suspension and the client agreed that any compensation received from the mobile phone companies would be spent on the project: the client recovered £40,000 of compensation and spent it on an improved window-cleaning system.

"... finished on time...  
within maximum  
price...team remains  
firmly on speaking  
terms."

# BEWICK COURT, NEWCASTLE HIGH-RISE REFURBISHMENT

£3.5m PPC refurbishment of landmark residential tower block in Newcastle-Upon-Tyne

Contributions of  
PPC2000:

- Involvement of client and client representative with constructor in early selection and appointment of the cladding specialist, creating clear cost information with which to analyse cost consequences of replacing that specialist.
- Early establishment of communications strategy, utilising PPC "Core Group" and "Early Warning" systems for risk management.
- Clear role for the client participating in core group problem-solving activities.
- Avoidance of claims and cross-claims through early establishment of key individuals authorised to achieve commercially sensible solutions.

David Pearson of  
Elliott Associates,  
Client  
Representative:

"We could have seen contractual claims against both the client and the contractor and worst of all a project not yet concluded, resulting in another cold winter for Bewick Court residents. Instead, the project finished on time and within its maximum price and the team remains firmly on speaking terms".

Similar PPC2000  
Projects:

- Places for People – housing improvements.
- Home Group – housing regeneration.
- City of London Corporation/United House/TP Bennett/Arup – specialist works at Frobisher Crescent, Barbican.



# ERIMUS HOUSING, MIDDLESBROUGH DECENT HOMES ALLIANCE

£105m PPC five-year housing improvement programme in Middlesbrough

Client:	Erimus Housing
Constructors:	ROK, Dunelm Property Services, Erimus Building Services
Partnering Adviser:	Trowers & Hamlins

## Similar PPC2000 Projects:

- Bolton at Home – housing improvement programme.
- Cartrefi Conwy Cyfyngedig – housing improvement programme.
- Cartrefi Cymunedol Gwyneed Cyfyngedig – housing improvement programme.
- Preston City Council – housing improvement programme.
- Your Homes Newcastle – housing improvement programme.

**Key Issues and Events:** Erimus Housing adopted PPC2000 for a programme to upgrade 11,000 houses. All constructors committed to a single strategic alliancing agreement that allowed benchmarking of performance and promoted exchange of best practice.

The programme showed a high degree of co-operation between the strategic partners, for example when one constructor had short-term personnel difficulties and the other two stepped in to assist.

Initially each contract was an annual schedule of rates. By year two, all parties agreed to a new PPC "Open-book" approach and by convergence of best practice and supply chains moved the partners towards adopting common rates. A pain-gain formula shared overruns and savings 50/50 up to 10% over or under the budget. The constructors retained or paid any more than the 10% variances and outturns were the basis for the next budget.

Residents were involved by consultation and choice through the use of a mobile exhibition unit. The average satisfaction score was 9/10. The Erimus investment plan delivery team was commended in the "Integration and Collaborative Working" category at the Constructing Excellence 2007 awards.

Erimus has also used the TPC2005 contract for its lift maintenance, demolition, electrical repairs and grounds maintenance.

**Contributions of PPC2000:**

- The form and language of PPC made it easy to integrate into an overarching framework agreement and strategic alliancing agreement.
- PPC has a built-in provision for "Open-book" pricing enabling the client and constructors to focus on reducing costs while maintaining ring-fenced overheads and profit.
- PPC recognised constructor incentives as an effective way to maintain performance.

Ian Gillespie,  
Investment  
Manager, Erimus  
Housing:

"I cannot believe the co-operation we are getting. We're consistently under budget. You can read PPC2000 without tremendous legal knowledge. Had we done this with a traditional JCT contract, I know we'd have had many battles. Yet I've worked with PPC since 2000 without a single problem turning into a dispute."

... I've worked with  
PPC since 2000  
without a single  
problem turning into  
a dispute."



## GLASGOW HOUSING ASSOCIATION STOCK REFURBISHMENT & NEW BUILD

£1 billion PPC programme to a stock of over 40,000 properties in Glasgow

Client:	Glasgow Housing Association (GHA)
Constructors:	24 framework constructors, including City Building (the direct labour organisation of Glasgow City Council)
Client Representatives and designers:	27 framework consultants
Partnering Adviser:	Savills/Trowers & Hamlins
Key Issues and Events:	<p>Investment of circa £1.2 billion was needed over ten years to bring Glasgow Housing Association's stock up to modern standards and deliver the promises to tenants. Work included heating systems, roofs, over-cladding, kitchens, bathrooms, rewiring, environmental works, windows, doors and lift replacement.</p> <p>To deliver a programme of this scale and complexity, it was essential to involve constructors early, jointly agreeing design and construction solutions before works began and setting clear objectives. PPC2000 contacts allowed GHA to deliver its complex procurement strategy at the same time as stimulating innovation, collaboration and new ways of working.</p> <p>GHA invited PPC2000 bids direct from suppliers for roofing tiles, kitchen units and sanitary fittings.</p> <p>An integrated consultant framework was established covering options appraisals, engineering services, project management, cost consultancy and site supervision.</p> <p>The Scottish version of PPC2000 was selected as the core partnering contract with bespoke framework and strategic agreements developed to form a GHA suite of partnering contracts. GHA's tenants all received some form of improvement works undertaken within two years. Almost £1 billion has been invested in the stock with over 40,000 properties brought up to a modern standard.</p> <p>Glasgow Housing Association went on to use PPC2000 as the form of contract to govern their new build housing projects.</p>

"...pre-construction provisions within PPC were critical to the success of the programme."

". .to get the constructors on board early undoubtedly saved the client...hundreds of thousands of pounds."

# GLASGOW HOUSING ASSOCIATION STOCK REFURBISHMENT & NEW BUILD

£1 billion PPC programme to a stock of over 40,000 properties in Glasgow

## Contributions of PPC2000:

- Unique PPC pricing arrangements and partnering approach gave tenderers' certainty in the scope, volume, location and timing of work and confidence to offer most economic bids.
- Integrated PPC team structure enabled the needs of 63 local housing organisations, 24 constructors and 27 framework consultants to be reconciled.
- Use of PPC "Core Group" was an essential means for joint problem solving and strategic decision making.
- PPC supply chain structure allowed GHA to create supplier framework agreements with key components suppliers, so they had representation on core groups and were full members of partnering team.
- "Value Engineering" under PPC created efficiency savings that paid enormous dividends, achieving some of the best outturn prices in the country.
- PPC support of employment and skills outputs led to exceptional number of apprenticeships, recognised in the Scottish Government's report on community benefits.

## Shane Hughes, Savills:

"The pre-construction provisions within PPC were critical to the success of the programme. The ability to get the constructors on board early and to involve them in the design, programming and scoping decisions before works began undoubtedly saved the client – and the constructors – hundreds of thousands of pounds."

## Similar PPC2000 Projects:

- Wakefield & District Housing - stock refurbishment programme.
- Wirral Partnership Homes – housing improvement programme.
- Derby Homes – new build housing programme
- Plymouth Community Homes/Mitie UK/Frank H aslam/Milan/Connaught/Apollo Property.
- Services - planned internal refurbishment programme.
- Catalyst Housing – new build development and regeneration.



# GREENWICH COUNCIL REPAIRS AND MAINTENANCE ALLIANCE

£200m TPC maintenance contracts undertaken by alliance of direct service organisation/private sector

Client:	Greenwich Council
Service Providers:	Greenwich Building Services and Kier Building Maintenance
Partnering Adviser:	Cameron Consulting and Trowers & Hamlins
Key Issues and Events:	<p>Greenwich Council reorganised property maintenance into four geographic areas covering some 26,000 tenants and 3,000 leaseholders. Greenwich awarded three ten-year TPC contracts to its DSO, Greenwich Building Services, and the fourth to Kier Building Maintenance, each with a total value of approximately £50m.</p> <p>Performance for the first full year showed immediate improvements with time to re-let vacant properties down by 23% from 43 to 33 days, average time for non-urgent repairs down from 18 to 11 days, complaints down by 50% and post-job satisfaction scores of 95%.</p> <p>Improved communication and joint working were key changes. "Open-book" accounting and supply chain management led to savings to such an extent that the client agreed to extend the scope of work to compensate for falling contract values.</p>
Contributions of TPC2005:	<ul style="list-style-type: none"><li>• The TPC "Core Group" and "Partnering Team" structures promoted communication which ensured the right people were dealing with issues at appropriate levels.</li><li>• TPC's "Early Warning" and "Core Group" systems encouraged collective resolution of problems: Greenwich Council suffered no claims under its TPC contracts.</li><li>• Contract extensions and assessments of achievement were based on performance according to Greenwich's TPC "KPIs" against targets agreed in advance with all stakeholders.</li></ul>
Tyron Stalberg, then Greenwich Housing Services Manager:	<p>"We knew we needed to adopt partnering, but the Council was nervous about how we would make it work. When we discovered TPC made partnering 'contractual', not just bolted on, we felt this was what we needed. You can't opt out! What we didn't realise then was how powerful a vehicle for partnering it really is."</p>
Similar TPC2005 Programmes:	<ul style="list-style-type: none"><li>• Metropolitan Housing Trust/Mears – housing repairs and maintenance.</li><li>• East Thames Group – repairs and maintenance.</li><li>• Leeds City Council/Interserve Property Services – school repairs and maintenance.</li><li>• Bank of England – mechanical and electrical plant repairs and maintenance.</li><li>• The Crown Estate Commissioners – housing repairs and maintenance.</li></ul>

"... TPC made partnering 'contractual', not just bolted on... we didn't realise... how powerful a vehicle for partnering it really is"



# HACKNEY CITY ACADEMY, LONDON NEW BUILD SCHOOL

£30m PPC new build school including fit-out and ICT

Client:	City of London KPMG Academy Hackney Limited
Constructor:	Willmott Dixon Construction
Client Representative:	City of London Corporation
Cost Consultant:	Northcroft
Architect:	Studio E Architects
Engineers:	Dewhurst MacFarlane (Structural Engineers) and Max Fordham (Mechanical and Electrical Engineers)
Partnering Adviser:	Trowers & Hamlins
Key Issues and Events:	<p>The architect, engineers and constructor were appointed simultaneously under PPC2000 to develop design proposals. Midway through the pre-construction phase, it was necessary to move sites and new surveys/designs were required without any allowance of additional time or money. The team were nevertheless able to deliver a new design and to complete construction of the project at the new site early and within budget.</p>
Awards:	<p>The resulting City Academy is the 100th City Academy to have been opened and won the Excellence in Building Schools for the Future Award 2009 for "Innovation and Student Engagement". The pupils described it as "the best school ever", and it also won the Constructing Excellence 2010 London and South East Award for "Integration and Collaborative Working".</p>
Contributions of PPC2000:	<p>The partnering team focused on improved sustainability and achieved BREEAM Schools (2006) assessment rating of very good (2 points short of excellent). The project has a ground source heat pump and photovoltaic panels and also makes maximum use of natural daylight and ventilation.</p> <ul style="list-style-type: none"><li>• Early establishment of a complete PPC "Partnering Team" including the constructor so as to ensure a practical assessment of all design proposals.</li><li>• A strong partnering ethos through client leadership under PPC by the City of London Corporation, supporting the team in meeting significant time and cost challenges of relocating to a new site.</li><li>• Successful risk management when faced with the need to change sites, in adopting a joint strategy that served the needs of the project.</li><li>• Collective team contributions to sustainability improvements, with maximum use of natural light and energy saving techniques.</li><li>• Maximum engagement with stakeholders, including staff and pupils, at all stages of the project.</li></ul>



" It is hard to see how any other form of contract could have focused everyone's energies in such a cohesive, efficient way to deliver such a spectacular building."



# HACKNEY CITY ACADEMY, LONDON NEW BUILD SCHOOL

£30m PPC new build school including fit-out and ICT

Mark Lowman,  
Project Manager,  
City of London  
Corporation:

"The greatest challenge and subsequently the greatest achievement of this project was to completely stop work half way through stage E, relocate to a new site, start the whole design process all over and still complete 29 months later on the original opening date. It is hard to see how any other form of contract could have focused everyone's energies in such a cohesive, efficient way to deliver such a spectacular building."

Similar PPC2000  
Projects:

- City of London Corporation/Galliford Try – Islington Academy.
- Reading Borough Council/Willmott Dixon – Meadway Special School.



# HARROW SCHOOLS PROGRAMME

£70m PPC framework of new build and improved schools

Client:	Harrow Council
Constructor/Lead Designer:	Kier Southern (now Kier London)
Client Representative:	Harrow Council Property and Infrastructure
Partnering Adviser:	Trowers & Hamlin
Key Issues and Events:	<p>Harrow Council obtained funding from the government's post-16 programme and, combining this with its own resources, needed to complete a £70m schools portfolio covering 10 new or significantly enhanced secondary schools. The Council needed a quick start on site to meet ambitious opening targets and not to lose any days of education on occupied sites.</p> <p>The Council used a framework agreement with Kier, drawing down projects using the PPC2000 form of contract. Flexibility was the key as one school had caught fire during the school holidays in August and renovation work needed to be started immediately with installation of temporary classrooms so that the damaged school could re-open in September.</p> <p>The Council wanted a 'one-stop' design and construct service under PPC. Kier was able to assemble a full construction team quickly and accountably in response to a client brief.</p>

- Contributions of PPC2000:
- PPC addressed the client's needs in the construction programme from start to finish. The Council could include all temporary accommodation (for one school a £5m contract alone) as a pre-construction activity under the management of its constructor.
  - The multi-party integration of full design services at "day one" reduced the pre-construction programme by an estimated 9 months, facilitated planning applications and secured agreement to the scope of schemes with schools recognised in PPC as "Interested Parties".
  - Integrated supply chains allowed continuity of work for site management teams.
  - The "Agreed Maximum Price" process offered a time saving against traditional procurement.

Eddie Collier, Head of Property and Infrastructure, Harrow Council:  
"The single contractor and integrated design team has paid dividends. The complete programme has been delivered on time to provide a great boost to education in Harrow. Relations between team members and the schools' head teachers have remained positive in what could have been stressful circumstances'."

- Similar PPC2000 Projects:
- Dorset County Council – schools framework.
  - Durham County Council/Wates – schools framework.

"...delivered on time to provide a great boost to education in Harrow."





# HAVELOK HOMES GAS MAINTENANCE

3-year £600k TPC contract for maintenance of gas appliances in homes and commercial properties

Client:	Havelok Homes
Service Provider:	PH Jones
Partnering Adviser:	Trowers & Hamlins
Key Issues and Events:	<p>Havelok Homes appointed Service Provider PH Jones under a three-year TPC2005 for the servicing and maintenance of gas appliances in some 1250 dwellings and a number of commercial locations.</p> <p>TPC included terms covering access to properties, TUPE employee transfers and liability for damage to tenants' property. The service provider self-certified its work subject to an audit of 10% of jobs by the client.</p> <p>Workshops facilitated by the TPC "Partnering Adviser" clarified each party's role and flagged up some vital pre-commencement tasks to be added to the agreed TPC Partnering Timetable". These encouraged a climate of good faith that eliminated mistrust and promoted a 'can-do' attitude.</p> <p>The parties agreed a range of KPIs with targets and monthly reporting as to safety, customer satisfaction, audit progress, quality of paperwork, timeliness of completing jobs, keeping appointments, doing the work right first time and getting paid on time.</p>
Contributions of TPC2005:	<ul style="list-style-type: none"><li>• The client's tenants' liaison group was recognised as an "Interested Party" under TPC and provided invaluable assistance and liaison.</li><li>• The TPC "Partnering Timetable" guided the parties through a process of change during the first years of the Term and underlined their commitment to meet regularly in order to solve problems and explore efficiencies.</li><li>• "KPIs" under TPC showed trends and provided valuable feedback to the team and the tenants liaison group.</li></ul>
Yvonne Lowe, Havelok's Head of Housing and Maintenance:	<p>"Under the old-style JCT contract we had a blame culture. With TPC partnering is not an add-on, it's how we work".</p>

Derek Corbishley ,PH Jones:  
"TPC2005 is an excellent platform to implement and develop a strong partnering relationship with an agreed set of meaningful KPIs. It's a contract that helps us work together in a spirit of trust and openness and deliver efficiencies and best value for the benefit of all stakeholders."

- Similar TPC2005 Programmes:
- Teign Housing – gas maintenance and safety repairs.
  - West Devon Homes – repairs and maintenance and gas servicing.
  - Plymouth Community Homes – gas installation and servicing.
  - Orbit South Housing Association – gas maintenance.

"With TPC partnering is not an add-on, it's how we work."



# HMP BURE NEW BUILD PRISON

£64m PPC new prison at former RAF Coltishall, maximum stakeholder involvement, very strict budget

Client:	Ministry of Justice
Constructor:	Wates Construction
Client Representative:	Jacobs
Cost Consultant:	Cyril Sweett
Partnering Adviser:	Harlow Associates

**Key Issues and Events:** Ministry of Justice (MoJ) through the National Offender Management Service (NOMS) procured a Strategic Alliance of constructors and consultants for new build and refurbishment projects valued at up to £3bn.

RAF Coltishall was constructed in 1938 and was an active air base until its closure in November 2006. The Home Office had previously considered using the site as an Immigration Detention Centre, the MoJ later decided to convert the site to a Rapid Build Category C prison, providing space for 500 prisoners in order to ease the capacity problem within Custodial Properties. This was to be the first new public funded prison to be constructed since 1982.

MoJ appointed Wates as a strategic alliance constructor, who had undertaken feasibility work on the potential Immigration Centre, under PPC2000.

The high level objectives of this project were:

- The fastest delivery of safe prison accommodation to NOMS technical standards.
- Delivery to a fixed budget of £64m (and not a penny more).
- Follow planning legislation and not put the community at risk.
- Clearly identify risk and manage effectively.
- Deliver the project safely.
- Show that the NOMS Strategic Alliance can deliver value for money.

Planning drawings were submitted and planning achieved in 8 months including determination period of local authority.

The project was delivered in 2 phases to ensure occupation at the earliest opportunity. The first 320 places were delivered in only 40 weeks on site working from when planning was granted.

The second phase and remaining 180 places were delivered 6½ weeks ahead of the agreed contract date. The project was completed under budget. The team used modern methods of construction for all the new build elements, allowing time on site to be reduced to a minimum.

"...all the team became integrated and focused..."

# HMP BURE NEW BUILD PRISON

£64m PPC new prison at former RAF Coltishall, maximum stakeholder involvement, very strict budget

Contributions of  
PPC2000:

Wates had 1 reportable accident during the project - a machine operator broke his wrist whilst greasing his machine.

- The PPC "Risk Register" ensured that risks were appropriately allocated and effectively managed throughout the different stages of the project.
- The team used PPC "Value Engineering" to manage the cost fluctuations and to generate ideas such as new services solutions, structural support to existing structures and secure window details helped to provide nearly £5m of project savings.
- Joint constructor/supply chain delivered key services including design, modular buildings and mechanical and electrical services installations.
- The team used lean planning processes to deliver the agreed PPC "Project Timetable", with phase 2 being 6 weeks early.
- Joint PPC design changed the traditional build kitchen to a modular solution and reduced costs (this change was instigated, designed, procured and built in 20 weeks).
- Use of PPC "Project Timetable" achieved a fully operational prison occupied by its first inmate within 43 weeks from planning.

Geoff Nobbs,  
Wates:

"These results have only been achieved through a partnering approach under PPC2000, where all the team became integrated and focused on the objectives and tested their decisions against each of those objectives."

Similar PPC2000  
Projects:

- Ministry of Justice/Kier – HMP Featherstone 2.
- Ministry of Justice/Kier – HMP Moorland.
- Greater Manchester Police/Birse Building/ Mouchel Parkman/Operon – central control centre.



# JARVIS HOTELS, MANCHESTER PICCADILLY

£17m PPC refurbishment of Manchester Piccadilly Ramada Hotel

Client:	Jarvis Hotels
Specialists:	County Contractors, Gratte Brothers, Swift Asbestos, Curtis Furniture, Skopos Design, CT Jackson, All Facility Services
Consultants:	Jones Lang LaSalle (Project & Development Services), Faber Maunsell, Applied Energy, Baxter Glaysheer, Dunbar & Boardman, JWA Architects
Partnering Adviser:	Trowers & Hamlins

**Key Issues and Events:** Jarvis Hotels' innovative, multi-party, construction management (CM) PPC partnering contract allowed package specialist contractors to be managed by sector-specific lead consultants in place of a traditional construction manager.

The complexity of the refurbishment programme and the need to commence early works pointed towards a CM approach. It also recognised the client's strong relationship with its existing specialist contractors and suppliers.

A major difference from conventional CM lay in Jarvis' early decision to have four construction managers, each leading a workstream (enabling works, refurbishment works, external works and lift works) who, together with the client, formed the PPC "Core Group".

Sub-division for tenancies raised challenges, particularly as to the mechanical and electrical upgrade. Also, the need to keep the hotel operating meant that some parts could not be surveyed in advance of start on site. The team used the PPC2000 contractual "Change" mechanisms to minimise cost and time consequences deriving from this continually evolving scope.

Power cuts, floods and false fire alarms caused disruption. The "Core Group" was used to resolve concerns and to ensure that work stopped if necessary for customer relations.

"...I am not aware of anyone coming away from the project without a sense of achievement..."

# JARVIS HOTELS, MANCHESTER PICCADILLY

£17m PPC refurbishment of Manchester Piccadilly Ramada Hotel

Contributions of  
PPC2000:

- Advance planning of the preconstruction phase through an overarching PPC "Partnering Timetable", and creation of an integrated team through a multi-party contract, with a "Core Group" of key individuals oiling the wheels through collaborative working.
- Workstreams divided into packages, each dependant on a PPC "Commencement Agreement" issued only when pre-conditions (eg finalisation of surveys, design development and agreement of price and package timetable) were met.
- Attention to critical preconstruction activities needed to minimise disruption on site.
- Use of the PPC2000 "Change" mechanism to deal with evolving and changing scope of works.
- Use of the PPC2000 "Core Group" to manage unforeseeable events.

Michael Kilduff,  
Jones Lang  
LaSalle:

"This was never going to be a project for the faint-hearted. The breakthrough that unlocked the project was to find a mechanism where the entire ethos was about finding solutions, yet still bound all parties into key deliverables. I am not aware of anyone coming away from the project without a sense of achievement".

Similar PPC2000/  
TPC2005 Projects:

- De Vere Hotels – golf and leisure resort, Loch Lomond.
- Whitbread Premier Inn – improvement programme.
- Formby Trust – newbuild swimming pool.
- Paignton Zoo/Dean & Dyball – "Living Coasts" visitor attraction.
- Rockcliffe Hall Hotel – spa and golf course.
- Knowsley Metropolitan Borough Council/Shepherd Construction/2020 Knowsley/Mouchel Parkman/Arup – newbuild sports hall, swimming pool, running track, football pitches and related facilities.

"This was never going to be a project for the faint-hearted"





# JOB CENTRE PLUS REFURBISHMENT PROGRAMME

£737m PPC programme for refurbishment and creation of 969 integrated Job Centres and Benefits Offices

**Client:** Department of Work and Pensions (DWP) and Land Securities Trillium (LST)

**Constructors:** Mowlem plc, Willmott Dixon, B&K Building Services, David Maclean Contractors, Rok Build, Shepherd Construction, Interserve Project Services, Mansell Construction Services, Overbury, Curzon Interiors, Midas Property Services (UK), Longcross, Banner Holdings and Styles and Wood

**Client Representatives:** Seconded from consultancies such as Turner & Townsend, Gleeds and Atkins, coordinated by LendLease Projects.

**Key Issues and Events:** DWP and LST jointly selected a total of fourteen constructors and a range of specialist subcontractors to undertake a nationwide programme for conversion of Job Centres and Benefits Offices to provide combined Job Centre Plus offices. This was a fast-track programme utilising standard designs, materials and equipment adapted to a wide variety of different buildings.

DWP's and LST's joint objective was to create an efficient contract structure to enable a quick startup on site, utilising model PPC processes and contract documents to streamline a nationwide programme. They subdivided England, Wales and Scotland into districts, and a constructor was appointed to undertake works in each district. DWP and LST wanted to ensure that there was a cross-pollination between districts, which was initiated through the use of a single multi-party framework agreement between all fourteen constructors and the joint clients.

DWP and LST also wanted to create a fully integrated supply chain to support the roll out programme, with specialist framework agreements negotiated in parallel with key subcontractors and suppliers. Strict PPC timetables were agreed to govern both the preconstruction and construction phases of each project.

The Job Centre Plus Programme met its objective of transforming the Job Centre and Social Security Network and, with a final cost in 2006 of £737m against a 2003 forecast of £981m, achieved savings of 24.8%.

**Awards:** It won the Building Magazine "Integrating the Supply Chain" Award 2004; the LABC "Services Award for Integrated Site Safety" 2004; the OGC Government Opportunities Award for "Public Procurement Excellence" 2003; and the Building Magazine "Health and Safety Award" 2003.



"...a new approach,  
based on the creation  
of a partnering  
culture across the  
entire supply chain."

# JOB CENTRE PLUS REFURBISHMENT PROGRAMME

£737m PPC programme for refurbishment and creation of 969 integrated Job Centres and Benefits Offices

## Contributions of PPC2000:

Achievements from the use of PPC2000 included:

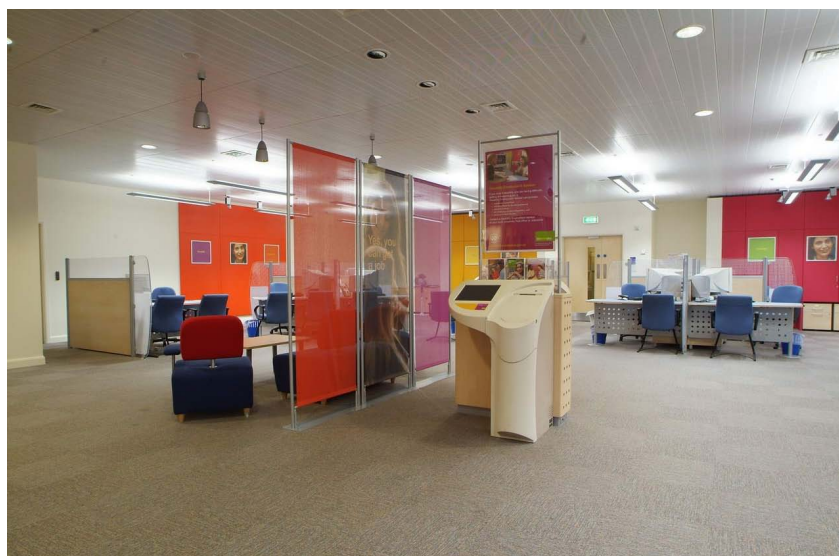
- Implementation of 16-party framework covering £737m Job Centre Plus programme, on same PPC terms with all 14 constructors.
- Standard PPC "Pre-Construction Agreement" for use on 969 projects over intensive series of preconstruction phase processes.
- Integration of roles and responsibilities of seconded PPC "Client Representatives".
- Measured PPC "KPIs" and targets for cost, time, health and safety and environmental impact.
- Agreed stages of design development under PPC "Partnering Timetable" by joint clients' appointed consultants, signed off and costed by each appointed constructor on each project prior to start on site.
- Advance agreement of demanding PPC "Project Timetable" for the construction phase of each project.
- Identification, management and minimisation of risks arising on each site under PPC "Risk Register".
- Identification and achievement of significant savings through PPC "Value Engineering".
- Successful health and safety pre-construction phase processes.
- Integration of the Office of Government Commerce "Gateway" Process with PPC "Partnering Timetable" for mobilisation and risk management of each project.

## Sir Michael Latham:

"The Job Centre Plus project should be congratulated for the success in their drive to introduce a new approach, based on the creation of a partnering culture across the entire supply chain".

## Similar PPC2000 Projects:

- Mapeley Estates - office refurbishment programme for HM Revenue & Customs.
- BAE Systems/Mowlem/Laing/Ballast Wiltshier – office, laboratory and runway construction programme.



# MACCLESFIELD STATION REFURBISHMENT

£500,000 PPC refurbishment including design and construction of new platform canopies

Client:	West Coast Trains/ Virgin Trains
Constructor:	C Spencer
Client Representative:	Heery International
Design Consultant:	Atkins
Cost Consultant:	Faithful & Gould
Partnering Adviser:	Trowers & Hamlins



**Key Issues and Events:** West Coast Trains/Virgin Trains had only a very limited time permitted by the Strategic Rail Authority for the refurbishment of Macclesfield Station, namely forty days of temporary closures over weekends. This led them to establish a PPC pre-construction phase agreement so that, with their constructor, client representative and design consultants, they could establish a reliable construction phase PPC "Project Timetable" that would fit within these tight constraints.

West Coast Trains/Virgin Trains had experience of projects overrunning under construction phase JCT contracts and also of contractors charging substantial premiums for meeting time constraints.

West Coast Trains/Virgin Trains were particularly conscious of the wide range of stakeholders who could influence the timing of preconstruction activities and construction activities. The PPC2000 preconstruction phase "Partnering Timetable" was used to ensure that deadlines for all planning and design stages were agreed and committed to by team members, and that the dates for all on-site activities were visible to and approved by Network Rail, the Strategic Rail Authority and the station manager.

The project involved a seven month preconstruction phase (September 2002 to May 2003) and a five month construction phase (to September 2003) and was completed on time and within budget.

"... PPC2000... should increase the effectiveness and efficiency of the partnering team..."

"... The total process should provide improved value for money..."



# MACCLESFIELD STATION REFURBISHMENT

£500,000 PPC refurbishment including design and construction of platform canopies

Contributions of  
PPC2000:

- Fully designed and costed project under PPC "Partnering Timetable" in advance of start on Site.
- Testing of design assumptions by constructor as to buildability and as to constraints of the construction phase PPC "Project Timetable".
- Joint analysis and management under PPC of risks of tight construction phase so as to minimise constructor risk premiums.
- Maximum involvement of third party stakeholders as PPC "Interested Parties" in approving preconstruction outputs and in agreeing appropriate approach to construction phase.
- Establishment of clear communications strategy under PPC "Core Group" and "Early Warning" systems to create culture of trust and cooperation so that the team could overcome problems on site.

Kevin MacConville,  
Heery  
International:

"Employment of PPC2000 from the initiation stage of the project can and should increase the effectiveness and efficiency of the partnering team including client decision-making process. The total process should provide improved value for money through focusing the teams attention to implement and hence achieve the activities as listed above".

Similar PPC2000  
Projects:

Greater Manchester Police/Harry Fairclough (Construction)/Michael Hyde & Associates/TPS Consult/Operon/McBains Cooper/Jacobs UK/Urban Vision – Middleton station refurbishment.



# MAIDSTONE DECENT HOMES PROGRAMME

£20m TPC programme of works for improvement of existing housing stock

Client:	Maidstone Housing Trust (now Golding Homes)	Contributions of TPC2005: <ul style="list-style-type: none"><li>• Moving from schedule of rates to average order values under TPC preconstruction phase costing process.</li><li>• Materials substitution under TPC "Value Engineering".</li><li>• Apprenticeships generated through TPC focus on training and employment.</li></ul>
Constructor:	VINCI Facilities Building Solutions: Southern Region (formerly Crispin & Borst)	
Specialists:	The Symphony Group	
Partnering Adviser:	Trowers & Hamlins	Garry McNerney, VINCI Facilities: "All parties set out with the common objective to provide the residents of Maidstone with a first class service. Partners working in a spirit of trust and fairness under the TPC form of contract were able to meet these objectives."
Key Issues and Events:	<p>Maidstone Housing Trust (now Golding Homes) had around 3,800 homes of stock types varying significantly, from supported living and low rise flats to street properties, with many in dispersed deprived rural locations.</p> <p>Cost and time efficiencies were key to the client so that savings could be reinvested in the programme, but the works were complex and a robust structure was needed if these efficiencies were to be achieved. TPC2005 was selected as the basis to meet these challenges.</p> <p>Working closely with the client team, VINCI Facilities identified alterations that could be made to the properties to meet design specifications and minimum storage requirements. They also found alternative materials to those specified by the client that matched longevity and durability and gave rise to time and cost savings, sufficient for an additional four properties to be upgraded.</p> <p>The team was tasked with reducing cost and time. Moving away from the traditional schedule of rates and costs per property, a mechanism of three fixed costs was developed that covered all types of property, facilitating greater transparency and planning, and significantly reducing overheads.</p> <p>Working in partnership with Mid-Kent College, VINCI Facilities developed a training scheme that equipped a core team with the necessary skills to finish all kitchen and bathroom works on any given property and:</p> <ul style="list-style-type: none"><li>• eliminated the need for co-ordination of multiple trades;</li><li>• minimised disruption to residents;</li><li>• reduced completion times from 3 weeks to 10 days.</li></ul> <p>A similar partnership with North Kent Construction Skills allowed VINCI Facilities to extend its training outside the business by offering extensive work experience placements, a number of which have now developed into apprenticeships.</p>	<p>Similar TPC2005 Programmes:</p> <ul style="list-style-type: none"><li>• Cartrefi Cymunedol Gwynedd Cyfyngedig – housing improvement programme</li><li>• Regenda – asset management programme</li><li>• Bath and North East Somerset Council – disabled adaptations.</li></ul> <p>" ...TPC...working in a spirit of trust and fairness..."</p>



# MANCHESTER AIRPORT TERMINAL UPGRADE

£2.5m PPC fast-track retail reconfiguration and refurbishment

Client/Lead Designer/Construction Manager:	Manchester Airport Group	Designs were subject to "Value Engineering" to reduce the original budgeted cost and as a result of these exercises plus tight programming, the original project budget of £3.5m was reduced to achieve an outturn cost of £2.5m.
Package Specialists:	Otis (Escalator, Lifts and Travelator), NG Bailey (HVAC Mechanical and Electrical), Gariff Construction (Builderswork, Steelwork and Stairs), BSF (Curtain Walling)	Contributions of PPC2000: <ul style="list-style-type: none"><li>• Adaptation of PPC to create first multi-party construction management contract.</li><li>• Cost savings and client control by direct appointment of package specialists under single PPC contract.</li><li>• Cost savings by PPC preconstruction phase joint "Value Engineering" processes.</li><li>• Cost savings and minimum loss of retail facilities by tight programming under integrated PPC "Partnering Timetable" and "Project Timetable".</li></ul>
CDM Co-ordinator:	Roscoe Capita	
Partnering Adviser:	Trowers & Hamlins	Similar PPC2000 Projects: <ul style="list-style-type: none"><li>• BAE Systems/Mowlem/Laing/Ballast Wiltshier – office, laboratory and runway construction programme.</li><li>• Manchester Airport – baggage handling and arrivals bussing upgrade.</li></ul>
Key Issues and Events:	<p>Manchester Airport Group needed to save money and minimise loss of retail throughput when reconfiguring and refurbishing retail facilities in Terminal 2 of Manchester Airport. It adapted PPC2000 to create a multi-party construction management contract under which it appointed package specialists direct. All parties agreed key dates and deliverables under a single PPC "Partnering Timetable" and "Project Timetable". The team worked in a restricted area of an operational airport terminal alongside immigration and customs facilities that could not be disrupted.</p> <p>Quality and payment issues relating to the finishes of one works package were successfully resolved by agreement of the PPC "Core Group" with the effect of avoiding delay and restoring good working relations.</p>	<p>"...first multi-party construction management contract..."</p>



# NATIONAL CHANGE AGENT CONSORTIA PROGRAMMES

£1.6bn joint procurement by groups of social landlords, many under PPC/TPC

## Client:

A range of consortia including Cyntra, South East Consortium, Advantage South West, Westworks, Procurement for All, Supply Chain Management Group, Eastern Procurement, Central Housing Investment Consortium, Efficiency East Midlands and Efficiency North

## National Change Agent:

Davis Langdon and Trowers & Hamlins

## Key Issues and Events:

The National Change Agent initiative was launched in 2005 over which period a total of 15 procurement consortia have been formed involving 155 social landlords with over 1.3m homes under management.

The majority of the procurement consortia, specifically those named above, have utilised PPC2000 and/or TPC2005 as their preferred form of delivery contract pursuant to multi-client frameworks and alliance agreements and in conjunction with related consortium agreements and long-term second tier supply chain agreements.

Consortia such as Supply Chain Management Group have reengineered second tier supply chain arrangements to create greater savings and efficiencies using the two stage award process under PPC2000. The success of this approach has been proven by Hackney Homes on their decent homes programme where it enabled the client and its constructors to achieve audited savings of up to 20%. Consortia such as Cyntra are establishing long-term relationships for their members with constructors and service providers for programmed improvement works and repairs under their collaborative long-term integrated procurement (CLIP) programme using TPC2005.

To date, the NCA consortia as a whole have achieved:

- Efficiency savings totalling £226m from cumulative expenditure of £1.6bn.
- Over 500 apprentices successfully completing NVQ training to levels 2 and 3 and helped into full employment, with 80% retention.
- Establishment of numerous SME businesses and social enterprises.
- A joint initiative with WRAP to halve waste to landfill.
- Completion of improvements to the homes of over 700,000 residents.

Contributions of PPC2000 and TPC2005:

- Early engagement of constructors and service providers under PPC and TPC "Partnering Timetables" to undertake surveys, value engineering, joint supply chain reviews and full resident consultation.
- Clear PPC "Project Timetables" and "Task" timetables in TPC "Orders" establishing key dates and deadlines for construction activities.
- PPC and TPC "Open-book" costing to establish where savings can be achieved and to balance the cost and benefits of added value initiatives such as improved energy efficiency, waste reduction and training and employment outputs.
- Effective PPC and TPC "Change" and "Risk Management", as a result of which there have been no reported disputes by any of the NCA consortium members with any of their constructors or service providers over the five years of the NCA programme to date.

Sir Bob Kerslake, Chief Executive, Homes and Communities Agency:

["It isn't just the efficiencies that have been achieved. It has also had social benefits as well."](#)

**"It isn't just the efficiencies that have been achieved. It has also had social benefits..."**



## NIGHTINGALE ESTATE, HACKNEY HOUSING IMPROVEMENTS

£13m PPC refurbishment of Rogate House, including specialist concrete works and the cut-through of an existing building to form two separate buildings

Client:	London Borough of Hackney
Constructor:	Wates Construction
Client Representative:	London Borough of Hackney/Leonard Stace
Design Consultants:	Abbey Holford Rowe (Architect), Babbie Allott (Structural Engineer), Lomax Consulting Engineers (Services Engineer)
Partnering Adviser:	Trowers & Hamlins

**Key Issues and Events:** London Borough of Hackney wanted an alternative procurement approach that recognised the complexities of a major refurbishment project and enabled it to achieve time and cost certainty. For this purpose, it commissioned the first local government PPC2000 partnering contract for conclusion with its constructor and consultants.

PPC2000 established the joint basis for development of designs and risk management, with early appointment of subcontractors including concrete specialists and asbestos specialists to analyse design solutions and methods of working. In addition, the entire team agreed the construction phase timetable in advance on the basis of resident consultation to establish an agreed decanting programme.

Multi-skilled specialists were selected for internal works, in preference to traditional trades, so as to require fewer visits to each flat. This was instrumental in obtaining support from residents that was not evident on the earlier similar Alma House project.

The collaborative approach to design also allowed agreement of aesthetic improvements such as external metal balconies which were designed and installed in collaboration with the balcony supplier for a cost less than that incurred at Alma House. Another example of design collaboration involved the constructor recommending metal refuse chutes as a cheaper and simpler alternative to the Alma House precast concrete chutes.

Completion of works at Alma House had taken 115 weeks to refurbish 108 flats whereas at Rogate House it took 90 weeks to refurbish 192 flats. The Rogate House team had worked at approximately double the speed.

Hackney Homes went on to use PPC2000 for their Phase I and Phase II "decent homes" housing improvement programmes (the latter winning an S OPC award and achieving Housing Forum "Demonstration Project" status) and for their Procurement 2010 strategic asset management programme.

### Contributions of PPC2000:

- Joint investigation and planning of complex refurbishment works to achieve accurate and integrated construction phase PPC "Project Timetable".
- Consultation with residents to establish needs and priorities and enlist their cooperation.
- Involvement of Constructor and Specialist subcontractors under PPC in design improvements, "Value Engineering" and Specialist designs.
- Agreement of open-book prices to provide cost information to manage change and risk without dispute.

### Noel Foley, Client Representative:

"The pre-construction phase agreement must be part of the business case review or gateway management process as projects proceed to site. This could then act as a check on rushing to site".

### Leonard Stace, Cost Consultant:

"We needed concrete specialists on board early in case we had to rejig the programme: they would know whether these changes were achievable. A close-knit team with a common objective....was the only way this approach could work".

### Similar PPC2000 Projects:

- Homes for Haringey – housing improvement programme.
- Newham Homes – housing improvement programme.
- Redbridge Homes – housing improvement programme.
- Tarka Housing – housing improvement programme.



"...A close knit team with a common objective..."

# POOLE HOSPITAL, DORSET OPERATING THEATRES PROGRAMME

£2.5m PPC refurbishment of six operating theatres and addition of a seventh

Client:	Poole Hospital NHS Trust
Constructor:	Mansell Construction Services
Client Representative:	McNaughts
Architect:	QP Architecture
Engineers:	Whicheloe MacFarlane MDP and Anthony Ward Partnerships
M&E Specialist Subcontractor:	Lorne Stewart
Partnering Adviser:	Trowers & Hamlins

Clive Radestock, Capital Developments Manager, Poole Hospital NHS Trust:

"Having a mutual contract in place creates peer pressure to those team members with whom performance may be lacking, as the agreement is with each other rather than only the client or contractor. The process of risk management should be an intrinsic part of the project development, with clear lines of responsibility and required action to eliminate and/or mitigate the risk".

Similar PPC2000 Projects:

- Poole Hospital NHS Trust – projects for breast screening unit, ward refurbishment and new atrium.
- Gateshead Health NHS Trust/Amec Capital Projects/Hall & Partners (Special Projects)/Ryder HKS/RW Gregory/WSP Group/Haden Young/William Hare/AJ Wood Projects/Pendant Aluminium – Queen Elizabeth Hospital, Gateshead.
- Northumbria Healthcare NHS Trust – pathology department extension, North Tyneside General Hospital.

**Key Issues and Events:** The client needed to refurbish six operating theatres and add a seventh within twenty-four months while enabling its hospital to maintain a full operating schedule. It also needed its constructor to stop work immediately in the event of an emergency, as noise and vibration would not be permitted in the vicinity of the operating theatres.

The process of establishing the PPC "Partnering Timetable" enabled the parties to agree other less urgent works that could be carried out on site when work on the main theatres had to stop at short notice due to unacceptable noise levels interfering with clinical activity. The timetable also allowed for phased possession to enable the client to retain maximum control of the site.

The constructor and its mechanical and electrical specialist subcontractors undertook detailed design work in conjunction with the design consultants, so that the project could be fully designed and costed before the agreed price was finalised, ensuring that the client did not pay for unnecessary constructor risk assumptions.

- Contributions of PPC2000:**
- Constructor and specialist mechanical and electrical subcontractor design input under PPC2000 "Partnering Timetable" prior to start on site, so as to ensure that a fully designed project was implemented with further design releases not causing delays or misunderstandings.
  - Organisation of phased project in fully operational building under PPC "Project Timetable" jointly prepared and agreed by client, client representative, design consultants, constructor and mechanical and electrical specialist subcontractor.
  - Implementation of complex construction phase PPC "Project Timetable", with involvement of end user clinical teams to ensure integration with their clinical programme.

"...risk management should be an intrinsic part of the project development..."



# PORTSLADE /DOWNS PARK SCHOOL IMPROVEMENT PROGRAMME

£1.66m PPC extension to two existing primary schools

Client: Brighton and Hove City Council

Constructor: Llewelyn Rok

Client Representative: FT Allen

Structural Engineer and Planning Supervisor: Gyoury Self

Key Issues and Events: In a difficult scheme to build above classrooms where children continued with lessons, Brighton and Hove City Council turned to PPC2000 to procure design and construction. The project was also the test bed for more proactive of dialogue with the schools in which head teachers became "part-time members" of the partnering team.

First floor extensions were built over two existing schools (Portslade Infants and Downs Park Special School) in a £1.66m project completed in spring 2003. Both schools needed extra classrooms, yet neither had land for more buildings. Existing classrooms were flat roofed, so new first floor extensions could be erected overhead without disturbing the ground floor structure and its inhabitants.

A steel frame with precast concrete plank floor needed to be erected during the summer holiday at both schools creating a safe working platform ready for the autumn term. That left two full terms over the winter to get the new floors constructed and the whole buildings clad and ready for use by the Easter holiday 2003. Portslade was handed over in February 2003 and Downs Park in March 2003, both on programme.

Contributions of PPC2000: The final account figure was no more than contract sum, despite only a 1.5% contingency and problems encountered in the ground. The Council was entirely satisfied with PPC2000, and extended the Portslade Schools Partnership to include a £2m sports hall and fitness suite at a local secondary school.

- The partnering team members and the Council's legal and audit teams all found PPC easy to use.
- Under PPC, changes were down 75% compared with previous schools projects.
- There were only two defects recorded in each school at handover.
- Rapid construction methods agreed under the PPC "Project Timetable" produced low maintenance, energy-efficient buildings.
- Dialogue with head teachers as PPC "Interested Parties" led to education and construction activities co-existing smoothly on congested sites.

Nigel McCutcheon, Architecture & Design Manager, Brighton and Hove City Council:

"We could not see any other practical way of building the extensions within the time and budget available. The brief was technically difficult and we really needed the contractor's advice early to ensure the design was buildable and was the best value for money. If you use any form of JCT contract you've lost the plot of partnering".

Similar PPC2000 Projects:

- London Borough of Hackney/Neilcott Construction – Lauriston School.
- London Borough of Haringey/Jerram Falkus – Campsbourne Infants and Junior School.
- Dorset County Council/Bluestone – Wyvern Special School.

"If you use any form of JCT contract you've lost the plot of partnering."



# ST GEORGE'S HOSPITAL KEY WORKER ACCOMMODATION

£37.5m PPC scheme: 232/78 key worker/ shared ownership flats, nursery, retail unit & management office

Client: Thames Valley Housing Association

Constructor: Willmott Dixon Housing

Client Representative: Philip Pank Partnership

Key Issues and Events: The project was a two phase scheme key worker scheme:  
Phase 1 completed in August 2009 and Phase 2 scheduled for completion in April 2011.

PPC 2000 enabled the partnering team to work together on an "Open-book" basis from the initial bid stage of the project. This proved invaluable as the constructor and client could work up the detailed design of the project at a very early stage. The flexibility of the client representative and constructor to work collaboratively directly resulted in a financially competitive bid with design and cost of the scheme sufficiently developed for the scheme to be brought to site in the shortest time possible.

PPC enabled preconstruction work to be carried out at the same time as a final "Agreed Maximum Price" (AMP) was being agreed in which all risks had been quantified. PPC also gave the partnering team the incentive to be proactive in managing risk and expenditure so as to earn rewards available through the shared savings mechanism, openly reviewing buying gains obtained through subcontractor and statutory authority orders.

Monthly critical analysis ensured that financial risks could be eliminated or quantified. This proved highly successful, allowing the client to instruct change instructions which increased the quality of the project further, safe in the knowledge that costs would be confined within the AMP.





## ST GEORGE'S HOSPITAL KEY WORKER ACCOMMODATION

£37.5m PPC scheme: 232/78 key worker/ shared ownership flats, nursery, retail unit & management office

Contributions of  
PPC2000:

- Rapid development of design and costing under the PPC "Partnering Timetable" to allow early start on site.
- Flexible PPC management of Change.
- Achievement of buying gains through PPC "Open-book" supply chain costs.
- Tight PPC cost management allowing changes to increase project quality.

Nick Warmington,  
Philip Pank  
Partnership:

"This is perhaps our best example of partnership working facilitating a winning bid underpinned by a robust contractual structure."

"...perhaps our best example of partnership working"...





# SHEFFIELD/KIER LIMITED LIABILITY PARTNERSHIP

£65m per annum TPC joint venture to provide building repair and maintenance services

Client: Sheffield City Council  
Service Provider: Kier Sheffield LLP  
Client Representative: Sheffield City Council

Dave Sheridan, then Managing Director, Kier Sheffield LLP:

"Since the formation of the partnership we have made significant progress towards achieving our aim of providing a repairs and maintenance service that is unparalleled throughout the UK."

Key Issues and Events: A £65m per annum TPC joint venture to provide building repair and maintenance services to 55,000 council homes and a range of other council buildings such as libraries, schools and social services centres.

A trailblazing contract transformed Sheffield City Council's repairs and maintenance service through a joint venture with Kier Group. Sheffield was the first local authority to exploit the cost and efficiency savings possible with a limited liability partnership (LLP) combined with a TPC term partnering contract. The contract involved the transfer of 1,200 staff from Sheffield's direct labour organisation to the LLP which assumed responsibility for the Council's repairs and maintenance of housing and other public buildings as well as some modernisation and new construction.

Worth around £65m annually, the principal aim of the contract was to achieve 'best value' for the residents and the Council. Decisions implemented via the partnership with Kier under TPC2005 resulted in a major improvement in service together with lower unit costs. The contract has also been a vehicle to tackle social inclusion via innovative training and employment projects.

Awards: The contract has earned numerous awards including the Local Government Chronicle award for "Public/Private Partnership of the Year", "Beacon Status" and the 4Ps "Innovation Award".

Contributions of TPC2005: TPC made specific provision for performance measurement which after the first three years showed:

- 94% of Tasks completed on time.
- 96% of urgent repairs attended to within the permitted time.
- tenant satisfaction in housing repairs at 86%.
- Integrated TPC communications and review systems assisted in successful implementation.
- The TPC "Open-book" approach pricing underpinned the principles of profit share and incentivisation.

Sir Bob Kerslake, then Chief Executive, Sheffield City Council:

"I am confident that Kier Sheffield LLP's success is set to continue and that present and future generations of customers can be justifiably proud of this innovative venture."

4P's Report:

"The Kier Sheffield LLP has been a great achievement and success to date for both Sheffield City Council & Kier Group Plc. This unique partnership is driving forward the enhanced benefits of partnership to invest and maintain the housing and property of the Council".



"...providing a repairs and maintenance services ..unparralled throughout the UK"

# SURREY COUNTY COUNCIL HIGHWAYS PROGRAMME

£340 million TPC Highway Maintenance and Engineering

Client: Surrey County Council

Service Providers: Carillion Highway Maintenance; Ringway Infrastructure Services

Partnering Adviser: Trowers & Hamlin

Key Issues and Events: Long-term strategic partnering arrangements were set up by Surrey County Council with two service providers for highway maintenance and engineering services and works totalling approximately £340 million over a 10 year term. Innovative programme management systems were used to drive quality and price savings through a long-term partnered approach. A key objective was to avoid a traditional approach under which service providers priced substantial risk elements without transparency.

A TPC Partnering Contract was developed to allow alternative categories of orders (reactive and planned repairs and capital works) to be instructed and clear contractual timetables to embed partnering processes.

Surrey is now reprocurring its highway maintenance contracts using TPC2005. Performance management processes have been developed for the new contract which link payment of the service provider's profit to performance. The TPC open-book approach to pricing provides Surrey with transparency in the build up of the service provider's prices (including a separation of central office overheads, site overheads and profit) and provides for a cost reduction incentive mechanism. This links into the communication processes in TPC allowing core group review of performance and allowing the core group to agree action plans to remedy poor performance.

Contributions of TPC2005:

- TPC provided the contractual mechanisms to market test direct labour and key sub-contract packages, fully involving Surrey in the process and providing transparency of the build up of prices.
- TPC allowed Surrey to compare prices and drive the value for money process.
- The TPC "Partnering Timetable" created clear contractual programmes for annual expenditure and for programming individual tasks. This enabled better programme management, allowing the service providers to resource appropriately on an annual basis and Surrey to effectively manage its programme.

Similar PPC2000/TPC2005 Projects:

- Durham County Council/Balfour Beatty: Highways Programme.

"TPC2005 is like my i-phone. It's intuitive"

Jason Russell, Head of Change & Performance, Environment & Infrastructure, Surrey County Council



# TOTTENHAM COURT ROAD, LONDON OFFICE DEVELOPMENT

Major PPC commercial mixed use development to provide new retail, office and residential buildings

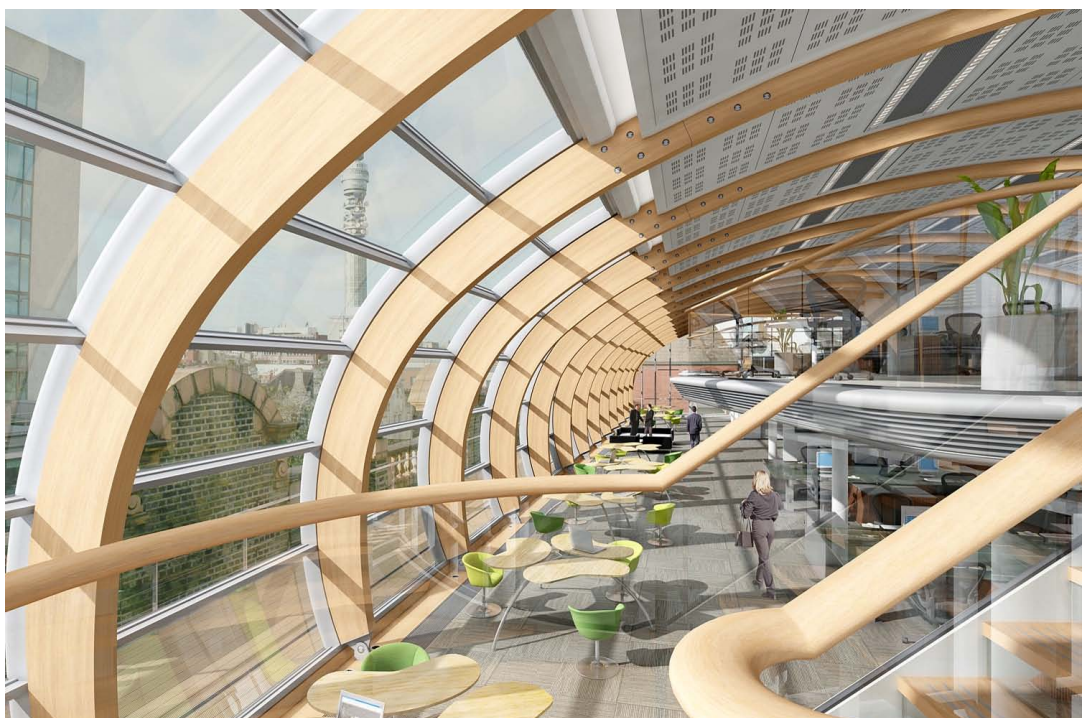
Client:	City of London Corporation
Constructor:	Costain
Client Representative:	Mouchel
Cost Consultant:	EC Harris
Design Team:	Watkins Grey International, Campbell Reith and Roger Preston & Partners
Partnering Adviser:	Trowers & Hamlins
Key Issues and Events:	<p>The team members had to deliver a new state of the art office building within the confines of an existing 19th century façade. The façade had to be protected whilst the new office building was built inside it, and then the two were joined together with retail units below. The project included a further site for residential development.</p> <p>The City of London Corporation selected its design consultants and constructor at the same time and utilised the conditional preconstruction phase appointment under PPC2000 as a basis for the team to establish firstly the feasibility of the project and then its detailed designs.</p>
Contributions of PPC2000:	<ul style="list-style-type: none"><li>• Fully integrated multi-party PPC design and construction team.</li><li>• Joint feasibility study under first stage PPC "Partnering Timetable" to establish viability of project and of innovative designs.</li><li>• Joint planning and detailed design under second stage PPC "Partnering Timetable".</li><li>• Successful completion of major commercial project on two sites in Central London under PPC "Project Timetable".</li></ul>
Peter Snowdon, Projects Director, City of London Corporation:	"Using PPC2000 encourages a high level of collaboration between all team members which was certainly the case on this project. This collaborative philosophy enabled the Core Group to resolve the sometimes difficult issues referred to it quickly."
Similar PPC2000 Projects:	<ul style="list-style-type: none"><li>• Foreign and Commonwealth Office – newbuild British Embassy, Doha, Qatar.</li><li>• Standard Chartered Bank – newbuild bank, Gambia.</li><li>• Trustees of the Blackie/Gorston Developments Co/ KKA/Youden Briggs/Alan Johnston Partnership/ National Design Consultancy/Philip Dunbavin Acoustics/Atherton &amp; Partners – redevelopment of the Blackie/Great Georges Cathedral in Liverpool to create a cultural and arts centre.</li></ul>

"...PPC2000 encourages a high level of collaboration between all team members..."



## TOTTENHAM COURT ROAD, LONDON OFFICE DEVELOPMENT

Major PPC commercial mixed use development to provide new retail, office and residential buildings





# UNIVERSITY OF WESTMINSTER FIT-OUT

PPC £2m corporate services relocation and fit out project in Central London

Client:	University of Westminster
Constructor:	Mulalley
Client Representative:	Northcroft
Architect:	Robert Hutson
Partnering Adviser:	Mills and Reeves
Key Issues and Events:	<p>The University of Westminster needed to undertake a fit out project in Central London in order to consolidate the University of Westminster's corporate services departments. The works involved design of an office fit out, installation of new mechanical and electrical engineering services, new partitions, ceilings and decorations.</p> <p>The use of PPC2000 ensured a fast project turnaround and enabled construction works to commence prior to full completion of the mechanical and electrical services design. Nevertheless, the team completed the project within the agreed budget.</p>
Contributions of PPC2000:	<ul style="list-style-type: none"><li>• Co-operative approach working under a tight PPC "Project Timetable" to deliver works on an existing site.</li><li>• Overlapping design and construction under flexible PPC processes without cost overrun.</li></ul>
Sam Bailey, Northcroft:	<p>"We are very proud of our extensive track record of supporting clients, particularly in education, with the management and delivery of their projects to budget and the desired quality. In using PPC2000 we have seen it provide a framework for collaboration between all the parties ensuring everyone has the same end goal."</p>
Similar PPC2000 Projects:	<ul style="list-style-type: none"><li>• Reading University – campus facilities.</li><li>• South Kent College – campus facilities.</li></ul>



"...A framework for collaboration... ensuring everyone has the same goal."

# WELWYN HATFIELD ASSET MANAGEMENT

£160m TPC contract for responsive maintenance and voids

Client: Welwyn Hatfield District Council

Service Provider: Mears Group

Key Issues and Events: Welwyn Hatfield Council, in Hertfordshire has 9,500 homes. Its TPC contract with Mears led to better quality for more satisfied customers and created a rigorous system for measuring performance. The Council's TPC contract also cut the time that properties were vacant by 66% and involved Mears in the process of signing-up new tenants.

The shake-up in performance had clear financial advantages beyond the social benefits of housing more people and cutting the time they spend in temporary accommodation. For example, the capital cost of increasing housing capacity (by building more houses instead of shortening the time properties are empty) would have been about £10m.

Customer satisfaction, independently measured by MORI and monitored by a tenants panel, showed solid improvements in landlord service, value for money, and quality of repairs and maintenance. Viewings accompanied by Mears increased the number of tenants accepting the first property offered from 30% to 80%.

The Council's approach to partnering under TPC was recognised in the Institute of Building Management awards.

Contributions of TPC2005:

- Void turnaround time more than halved under TPC "Orders", leading to quicker lettings and increased rent receipts.
- Under TPC "Open-book" pricing the annual cost increase for maintenance jobs ran below inflation.
- TPC's "many examples of good practice" attracted praise from the Council's District Auditor.

Welwyn Hatfield also created a 10-year gas TPC contract, a multi-party TPC contract for surveying and removal of asbestos, and a Streetscene contract based on TPC2005.

Similar TPC2005 Programmes:

- Liverpool Mutual Homes – asset management programme.
- London Borough of Redbridge/Morrison – asset management programme.
- Wigan and Leigh Housing Company/Wigan Borough Council – asset management programme.

"...Welwyn Hatfield used TPC to enable significant efficiencies and social enhancements..."

Geoff Clark, former Chair of the Council's Tenants Panel:

"The reduced void turnaround time has enabled more families to move in and the tenants really like the viewings which are much friendlier."

Peter Sharman, former deputy Chief Housing Officer, Welwyn Hatfield Council:

"Welwyn Hatfield used TPC to enable significant efficiencies and social enhancements to be yielded through the collaborative partnering approach with Mears"



# WHITEFRIARS COVENTRY HOUSING REFURBISHMENT

£230m PPC programme for 19,700 homes, £160m TPC contract for responsive maintenance and voids

Client:	Whitefriars Housing Group	Costs were reduced to such an extent that Whitefriars could fund its entire anticipated programme.
Constructors:	Wates Construction and Lovell	
Specialists:	Graham Holmes and Anglian Windows (Windows Specialists)	Contributions of PPC2000: <ul style="list-style-type: none"><li>• PPC "Core Group" exchange of information and shared best practice, leading to use of the most economical common kitchen supplier.</li><li>• Agreement and implementation of a shared approach to training via the Housing Plus Agency</li><li>• Regular PPC "Core Group" consultation to identify opportunities for improved efficiency leading to more rapid turnaround on site.</li><li>• Joint engagement of key specialist subcontractors to join integrated PPC team under direct client appointments of windows fabrication and installation specialists and suppliers of kitchens and bathrooms.</li><li>• Reduced client need for external consultant support once the agreed PPC pre-construction phase and construction phase procedures became well-established.</li></ul>
Client Representative:	Officers of Whitefriars Representative: Housing Group with support from Savills.	
Partnering Adviser:	Trowers & Hamlin	
Key Issues and Events:	<p>Whitefriars Housing Group set up a strategic partnering arrangement with windows specialists Graham Holmes and Anglian Windows in late 2000, the first use of the published PPC2000 Project Partnering Contract. This programme was expanded to comprise a total of £230m of refurbishment work undertaken by Wates Construction and Lovell.</p> <p>A three way framework agreement between Whitefriars, Wates and Lovell awarded annual programmes of work according to available client funding, constructor performance on previous work and constructor capacity for further work.</p> <p>When the framework agreement was set up, Whitefriars did not have sufficient funding to cover its entire programme, and efficiencies were essential in order to reduce anticipated costs. Lovell had obtained cheaper prices from its long-term kitchen supplier, and Wates agreed to utilise the same kitchen supplier, with all consequent savings reverting to the client.</p> <p>In addition, establishment of a steady volume of work enabled both constructors to operate using a stable workforce and to increase their efficiency on site, for example reducing the turnaround time for the installation of new kitchens from three weeks to two weeks per flat. Reduced time on site achieved savings in preliminaries costs of £2m, all reverting to the client.</p> <p>The client, with both constructors and in partnership with Mowlem, established the Whitefriars Housing Plus Agency which secured training opportunities for 38 people in the first year and a total of over 200 during the programme as a whole.</p>	<p>Dave Smith, Director of Wates Group: "Supply chain includes the client. If there is regular business with continuous improvement the supply chain will work".</p> <p>Similar PPC2000 Projects:</p> <ul style="list-style-type: none"><li>• Home Group – west region development programme.</li><li>• Merthyr Valleys Homes – major works programme.</li><li>• RCT Homes – major improvements programme.</li><li>• Walsall Homes – housing refurbishment alliance.</li></ul>

"If there is regular business ...the supply chain will work."



Whitefriars  
Partnering  
Initiative

# YORKSHIRE HOUSING

PPC/TPC R&M Contracts, Planned Works Framework Agreements & Building Materials Supplier Contract

Client: Yorkshire Housing

Constructors: Connaught Partnerships and Rokbuild

Service Providers: Connaught Partnerships, Rokbuild and Travis Perkins Trading Company

CDM Co-ordinator and Quantity Surveyor: Bernard Williams Associates

**Key Issues and Events:** Yorkshire Housing Group (YHG) provides more than 16,000 affordable homes throughout Yorkshire in 15 local authority areas and also provides management services to over 900 leaseholders. YHG provides care and support for people with learning difficulties, helps vulnerable people stay independently living in their own homes, provides nearly sub-market and market rent homes and acts as the Government's local agency for its "HomeBuy" products.

YHG needed to procure works in three areas (North, South and West Yorkshire) comprising responsive repairs and maintenance, cyclical maintenance, disabled adaptations, voids maintenance, internal and external improvement works and other environmental improvement works to YHG's housing stock. YHG also required one service provider to provide building supplies to its DLO.

YHG awarded framework agreements with annual PPC2000 call-off contracts in respect of its planned works programme and TPC2005 (2008 version) contracts in respect of its strategic repairs and maintenance programme and its building supplies contract.

The PPC2000 contracts were tailored to implement an "order-based" system. The constructors built up sectional pricing and timetables for a PPC2000 Sectional "Commencement Agreement" to authorise work on site. This enabled YHG to operate a flexible service when carrying out planned works, with a quick turnaround time from commencing surveys to start on site.

The TPC2005 "building supplies" contract took into account obligations in relation to delivery and transfer of risk and title of the supplies.



"...providing good quality, customer centred services."



## YORKSHIRE HOUSING

PPC/TPC R&M Contracts, Planned Works Framework Agreements & Building Materials Supplier Contract

Contributions of  
PPC2000 and  
TPC2005:

- Flexible contract forms adaptable to meet YHG's particular requirements.
- Integrated PPC and TPC planned, responsive and supply chain contracts to establish a consistent approach across the team.
- Timetabled PPC preconstruction phase processes to enable rapid start on site.
- Open-book pricing under PPC and TPC to allow analysis of costs and supply chain negotiation to achieve savings and added value.

"...value for money  
through  
procurement..."

David Bolton,  
Yorkshire Housing  
Group:

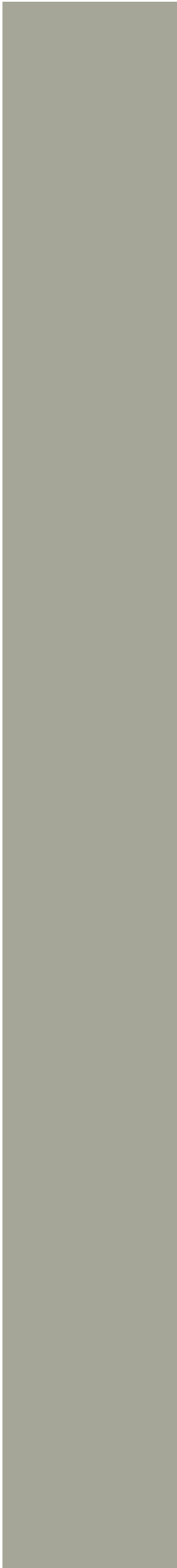
"The early life of our partnership has focussed on programme delivery and meeting the decent homes standard along with providing good quality, customer centred services. Our partnership to date has delivered this with our customers receiving better service delivery and benefiting from major investment works in their homes. A further key objective for Yorkshire Housing was to demonstrate value for money through procurement and we have achieved this with the throughput of work to date."

Similar PPC2000/  
TPC2005 Projects:

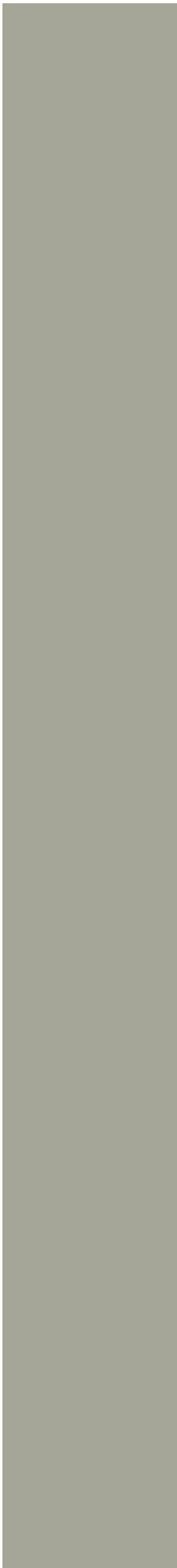
- Brighton & Hove City Council/Mears – asset management programme.
- Great Places Housing Group – asset management programme.
- Preston City Council – asset management programme.



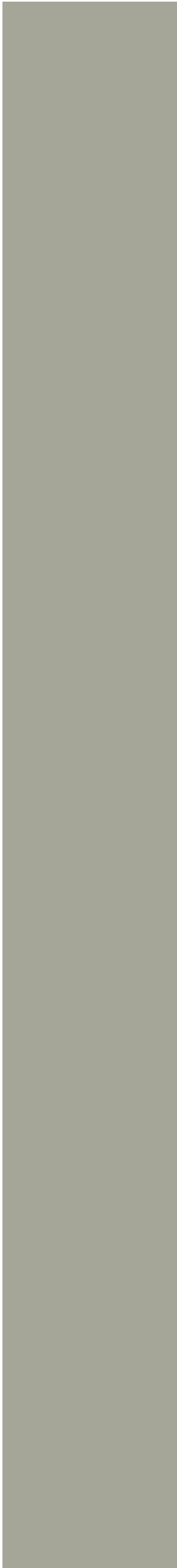
## NOTES



NOTES



## NOTES





# PPC/TPC USER GROUPS

## PPC/TPC Steering Group

The PPC/TPC Steering Group consists of experienced user members of PPC2000, SPC2000 and TPC2005. The inaugural group formed in 2003.

The PPC/TPC Steering Group sets policy, supports the regional user groups and has editorial control over the PPC/TPC newsletters.

At September 2010 members of the PPC/TPC Steering Group are:

Russell Poynter-Brown – Davis Langdon - Chair

Mary Bennell - Amaben Ltd

Shane Hughes - Savills

Paul King - Rider Levett Bucknall

Garry McInerney - VINCI Facilities Building Solutions

David Mosey – Trowers & Hamlins

Kevin Murray - Ministry of Justice

Paul Nicholls – United House

Geoff Nobbs – Geoff Nobbs Consulting

Philip Pamment – PRP Architects

Peter Sharman - Mullalley Construction

Tyron Stalberg - PML Group

Neil Thody – Cameron Consulting

Nick Warmington – Philip Pank Partnership

Bob Wren - RJWA Consulting

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Jenny Jackson, Harlow Associates Ltd

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Steering Group  
Co-ordinator  
& User Group  
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## PUBLICATIONS AND PURCHASING



PPC2000 and TPC2005 are tools recommended by Constructing Excellence as a means of helping to implement the principles of Rethinking Construction, although this recommendation does not bind this body into any legal obligation created by parties who make use of the contract. PPC2000 and TPC2005 are also endorsed by The Construction Industry Council, as a sound basis for those wishing to combine a clear partnering ethos with practical contracting considerations.

PPC2000 (Amended 2008) is the first Standard Form Project Partnering Contract and TPC2005 (Amended 2008) is the first Standard Form Term Contract. They provide a foundation and route map for the partnering process and can be applied to any type of partnered project or programme.

For Partnering Teams wishing to appoint a Partnering Adviser to assist them in the implementation of PPC2000 and TPC2005, details of accredited members of the Association of Partnering Advisers can be accessed on [www.partneringadvisers.co.uk](http://www.partneringadvisers.co.uk)

Contracts and guidance:

PPC2000 (Amended 2008) - ACA Standard Form of Contract for Project Partnering

SPC2000 (Amended 2008) - ACA Standard Form of Specialist Contract for Project Partnering

SPCShort Form (Issued 2010) - ACA Standard Short Form Specialist Contract for Project Partnering

TPC2005 (Amended 2008) - ACA Standard Form of Contract for Term Partnering

STPC2005 (Issued 2010) - ACA Standard Form of Specialist Contract for Term Partnering

PPC International - ACA Standard Form of Contract for Project Partnering

SPC International - ACA Standard Form of Specialist Contract for Project Partnering

Guide to the ACA Project Partnering Contracts PPC2000 and SPC2000

Guide to the ACA Term Partnering Contracts TPC2005 and STPC2005

Introduction to Pricing under PPC2000 and PPC International

Further  
Information:

[www.ppc2000.co.uk](http://www.ppc2000.co.uk)

To Purchase:

[www.ACArchitects.co.uk/publications](http://www.ACArchitects.co.uk/publications)

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