

## PROJECT ANGUS

Client:	Defence Estates
Project:	Design and Construction of the new Fleet HQ, Henry Leach Building
Description:	A new build five storey open plan office complex
Services:	Post project evaluation, project management, planning supervisor, quantity surveying services and all design work to RIBA Stage D.
Location:	HMS Excellent, Whale Island, Portsmouth
Project Value:	£16.7M
Delivery Date:	June 2004



### Project Summary

The Henry Leach Building provides 12,635m<sup>2</sup> over five floors of accommodation designed for 850 high ranking military and civilian personnel. Works included external works, (car park, services' infrastructure) plus a roof top plant room. The building was constructed using a steel frame with a reinforced in situ concrete slab supported on piled foundations. The works were procured on a Design and Construct basis and the Pick Everard design team was then utilised to oversee the detailed design process undertaken by the Contractor.

### Scope of Services

As part of the project management duties Pick Everard were required to lead and conduct a Post Project Evaluation and produce a Project Completion Report in conjunction with Client representatives and key stakeholders to review the project and identify recommendations for adoption on future projects. This principally involved:

- Liaison with key project representatives
- Facilitating workshops to identify aspects that went well and aspects that didn't go well
- Analysis of information and comparison of outputs with those predicted in the Business Case
- Assess to what extent benefits and costs have been realised
- Check that changes did not compromise the objectives
- Confirm user satisfaction

- Ensure continued commitment to meet objectives

### Added Value

The following points were noted as project successes and recommendations for future action.

- Strong relationships between the key parties to the project.
- Attention to detail, in particular with regards to interfaces with IT equipment.
- Design refinements to meet the requirements of individual User Groups without delaying the project.
- The adoption of a formal stakeholder management strategy.
- Focussing on programme risk as well as financial risk management.
- Maintaining an accurate list of cost changes (potential and real) to the project.
- Engagement of the tenderers/contractor at an early stage.
- Detailed tender assessments involving all design and client specialists to bring an agreed conclusion within a much reduced timescale, with parties present empowered to act without referral to higher authorities.
- The need for a master plan for developments of any significant size.

- Single point of responsibility within the Client organisation for each area of specialism.
- Incorporation of FM team into the building commissioning process to be planned at an early stage to enable adequate expertise to be made available for training, etc.
- Sufficient Client resources to be available to manage multi-contract projects.
- Management of User expectations, especially with the occupation of naturally ventilated buildings, e.g. to explain that air conditioned buildings have different environmental conditions from naturally ventilated ones.