

Auckland Regional Womens' Correctional Facility



building a lasting impression



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Auckland Regional Women's Correctional Facility

- Collaborative Working Arrangement.
 - 286 bed secure prison facility.
 - \$158.8 million.
 - 20 month build programme.
 - 38 multi-use buildings.
 - 13 hectare site.
 - 1.5km perimeter fence.



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Auckland Regional Womens' Correctional Facility – Contractual Arrangements

- 5 Party Collaborative Working Arrangement;
 - Department of Corrections.
 - Hawkins Construction.
 - Perumal Pedavoli Pty (Architect).
 - Warren and Mahoney (Architect).
 - Beca Carter (Services Engineers).
- Not a separate legal entity but operated as a 'Virtual Company'
- Sub-Contractors engaged in two ways;
 - Traditional sub-contracting arrangement.
 - CWA sub-contractors.



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 **Hawkins**
Construction

Auckland Regional Womens' Correctional Facility – Contractual Arrangements

- CWA Sub-Contractors
 - Cost plus margin and overhead.
 - Margin and overhead established by independent audit of previous three years accounts.
 - Chose own initial risk level for share of gain / pain.
- Engaged on basis of attribute assessment by CWA – not necessarily the most economical
- CWA Trades included;
 - Earthworks.
 - Concrete Placement.
 - Structural Steel.
 - Civil Works & Drainage.
 - Carpentry.
 - Services.
- One set of project specific insurance policies. (PL, PI & CW)
- Target Out-turn Cost – effectively a GMP



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Auckland Regional Women's Correctional Facility

- Benefits
 - Decisions made on a best for project rather than a best for individual basis.
 - No blame – significantly speeded up decision making process.
 - Reduced staff numbers (no man marking or doubling up).
 - Heated Market – prevented significant escalation over duration of project.
 - Flexibility of workforce and ability to direct resource to critical workforce.
 - People genuinely enjoyed working there.



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- Downside
 - Not for everyone – requires a certain mindset (No place for egos!).
 - Establishment of actual cost – difficult and steep learning curve for supply chain.
 - Public Perception – arguably media driven.
 - Under floor heating – most cost effective and vandal proof heating system (whole life costing).
 - Deprivation of liberty not deprivation of basic rights.
 - Labour Loading – aware of sub contractors utilising more labour than required.
 - necessary education of supply chain.



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Otago Regional Correctional Facility



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Otago Regional Correctional Facility

- 350 bed secure prison facility
- Different Challenges to ARWCF
 - Size and location.
 - Availability of Workforce.
- Different Structure to ARWCF
 - Greater number of Core CWA participants.
 - Greater proportion of subcontractors engaged under CWA basis (90%).
- All major decisions had to be approved through the CWA team
- Establishment of Target Cost included only standard risk allowances
 - No allowance for risk in the pricing of trades – risk zero.



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Otago Regional Correctional Facility

- Construction Manager Comments:
 - Allowed to move resource around the site to assist sections/trades which were struggling.
 - Allowed more time to concentrate on the construction aspects rather than contractual issues.
 - Allowed to provide a low maintenance facility.
 - Allowed for a collective team effort to complete the project without any contractual disputes or litigation.



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CWA Summary

- Allows the team to concentrate on building the project rather than being distracted by contractual issues.
- Provides opportunities for the CWA team to become integrated solution providers for the client.
- Creates a culture of trust, open communication, feedback and a desire for continuous improvement.
- Provides the client with better value in terms of whole life benefits.



CWA Summary

- Promotes innovation and creativity within the CWA team for the benefit of the project.
- Removes dispute/claim cultures.
- “The traditional protectionism and contractual games must give way to a more open culture of collaboration, risk management and predictable performance in the best interests of fulfilling the client’s needs” – Strategic Forum (UK).





Partnering and Collaborative Working Arrangements



CONSTRUCTION



INFRASTRUCTURE



ENVIRONMENTAL



INTERIORS



MAINTENANCE



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