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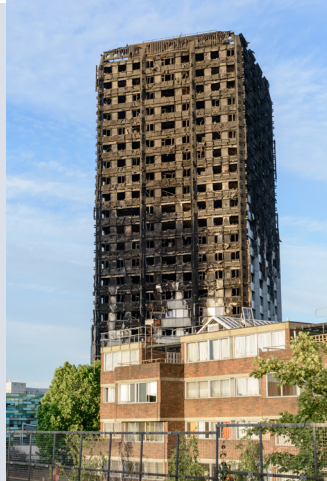
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# PUBLIC SECTOR

Amid Brexit uncertainties and our very own rollercoaster economy, there's no denying it's a trying time for the UK construction industry. Public sector investment is perhaps more important than ever before, and the Government now looks to steady the ship with a raft of high value infrastructure schemes. There are more immediate matters on the Governments agenda however and, in this exclusive eBook, UK Construction Online looks to explore just some of the challenges facing the public sector – issues of innovation, pollution and social housing provision.

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## 10 CLEARING THE AIR: AN EXCLUSIVE INTERVIEW WITH MATTHEW PENCHARZ

London's former Deputy Mayor for Environment and Energy speaks exclusively to UK Construction Online about curbing air pollution on construction sites and the advantages of cleaner, more efficient equipment.

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# Pockets of growth for public sector construction

Against a backdrop of Brexit and ongoing economic uncertainty, the number of public sector construction projects in both the UK and Ireland has continued to flounder over a three year period. And yet, according to Millstream, some regions are beginning to bounce back. Private construction companies in the East Midlands, South West and Yorkshire are experiencing a telling rise in tenders available, all of which bodes well for the future. Millstream's statistics indicate a whopping 42% rise in public sector construction tenders throughout Yorkshire, while the East Midlands and South West have similarly risen by 19% and 16% respectively. What's changed? Millstream say continued investment in the so-

called 'Northern Powerhouse' and 'Midlands Engine' - in addition to firmer assurances over HS2 and a tranche of new City Deals - are likely to be the "key drivers" here. Public sector spending in such schemes as the Great Yorkshire Way in Doncaster, Northampton University's much-anticipated waterside campus and a new school development in Devon have each contributed to the number of tenders locally. According to Millstream, devolved powers and investment in key infrastructure is absolutely critical if this trend is to continue. "The significant rise in public sector construction tenders in Yorkshire, East Midlands and the South West underlines that confidence is returning to the

construction sector albeit in specific areas," said Penny Godfrey, General Manager at Millstream. "It shows how important the public sector is as a target for the construction sector. There are clearly opportunities even if the wider construction environment is still in recovery mode after the hard years of the recession. "While the national picture for public sector construction contracts may remain flat, this surge in regional confidence in the construction sector is heartening."

## Strong start to 2017 for UK construction industry

The latest trade survey from the Construction Products Association (CPA) has revealed that the industry has enjoyed a strong start to 2017, while optimism remains high for the year ahead. Encouraging first quarter performance was reported by SMEs, civil engineering and driven by increased sales, output and workloads. There was, however, a downturn in fortunes throughout the commercial and industrial sectors as 31% of main contractors experienced a decrease in output

in comparison to the same period last year. The majority of sectors a decrease in future orders for both main contractors and civil engineers. The CPA survey also reinforced one of the most pressing issues facing the construction industry as inflation continued to apply pressure to input costs. The figures showed civil engineering contractors (84%), main contractors (86%), heavy side manufacturers (93%) and light side manufacturers (93%) all reported an increase in raw material costs. Rebecca Larkin, Senior Economist at the CPA, commented: "Q1 was a positive opener to 2017 for product

manufacturers, specialist building contractors and SME builders, continuing the momentum built up over the last four years of growth. For main contractors, however, it was only private sector house building that provided the bright spots of activity during the quarter. Falling orders in the commercial and industrial sectors also spilled over into infrastructure in Q1 and signal a broader weakness ahead. "Furthermore, in contrast to the continued rise in costs reported during the quarter, particularly for imported raw materials, building contractors' tender prices are moving in the opposite direction. This suggests that it is margins, rather than clients, that are bearing the brunt of cost inflation."





# Mayor of London outlines 'Smart City' vision

Mayor of London Sadiq Khan has outlined his plans for London to become the world's leading 'Smart City' - with digital technology and data at the heart of making the capital an even better place to live, work and invest. Speaking at the launch of London Tech Week, Mr Khan said technology was vital to solving many of the biggest economic, social and environmental issues facing the UK. He urged the global tech community to help tackle such issues as air pollution, housing and the future of transport. As part of his plans, the Mayor unveiled a new £1.6M Clean Tech Incubator, Better Futures, which will help 100 London-based small businesses to deliver low-carbon products to tackle the causes and effects of climate change. Better Futures will help kick-start the development of a clean-tech cluster for London, developing

a hub for low-carbon industries in the capital. The Mayor would like to see the capital become a global leader in the use of smart technologies and data to improve public services and urban life. In his speech to London's tech community, Mr Khan also reaffirmed his pledge to appoint London's first Chief Digital Officer (CDO). Recruitment has now begun to find the CDO who will work alongside City Hall, the Mayor's Smart London Board, local authorities and the technology sector to drive the development of smart city technologies and build London's reputation as an exemplar that the world looks to for leadership in urban innovation. The Mayor's Office is also scoping the potential for a new London Office of Technology and Innovation to provide a place where London's boroughs can come together to share best practice, build

collaboration and drive solutions to the challenges they face. Mayor of London Sadiq Khan commented: "As Mayor of this great city - the best city in the world - it fills me with pride to see our tech sector thriving. New technologies are having an enormous impact on our way of life - reshaping our societies, our economies and our culture. "My ambition now is to harness the new technologies that are being pioneered right here to transform London into the world's leading smart city. "The potential for cutting-edge technology to tackle a host of social, economic and environmental challenges is immeasurable. From air pollution and climate change to housing and transport, new technologies and data science will be at the heart of the long-term solutions to urban challenges."

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# WHEN **SORRY** SEEMS TO BE THE HARDEST WORD

It was Elton John that sang the words "...oh it seems to me that sorry seems to be the hardest word.." What a great song. I am pretty sure Mr John was singing about unrequited love rather than legal claims but I just couldn't resist making the connection. Sorry about that.

We all know that in life things do not always go to plan. Accidents involving motor vehicles, poor professional advice, cock-ups in hospitals and so on are part of everyday life.

So, what do we do when things go wrong and we are involved? The instant human reaction is to want to apologise. But, more often than not, people are worried about making an apology, particularly if they are insured and their insurance arrangements make it abundantly clear that if they make any admission of liability their insurance cover will go out of the window and they will be left uninsured to face the claim alone.

If you doubt what I am saying, may I remind you of the Thomas Cook inquest into the deaths of two young children on a Greek holiday whose senior representative

steadfastly refused to apologise at the inquest. Do you think the person wanted to say sorry? Could it be that the representative felt that an apology would amount to an admission of liability? Were Thomas Cook's insurers pulling strings behind the scenes? We will never know.

Now I am no psychology expert, far from it, but I have done my fair share of mediations and I know that a lack of an apology can stoke the fires of hell in the party that has been wronged. I have lost count of the number of times I have heard "if only he had said sorry at the start we wouldn't be here now".

An apology is often a part of a





*The lesson is that an early and genuine apology can do much good at no cost.*



mediated settlement so there is definitely something in this. Could it be that if a party that has committed a wrong apologised at an early stage, an escalation of the dispute might be avoided?

It seems that I am not the only person perturbed by the conceptual link between an apology and an admission of liability. My attention has recently been drawn to a pamphlet published by the NHS Resolution entitled "Saying Sorry". The front page includes the following very wise words. "Saying sorry meaningfully when things go wrong is vital for everyone involved in an incident, including the patient, their family, carers, and the staff that care for them". The pamphlet goes on to explain why, when, who and how the apology should be made. It is an excellent document and available at [www.nhs.uk/claims/Documents/Saying%20Sorry%20-%20Leaflet.pdf](http://www.nhs.uk/claims/Documents/Saying%20Sorry%20-%20Leaflet.pdf). I am not sure who drafted the pamphlet but, whoever you are, well done! So, does saying sorry amount to an admission of liability? Well, The Compensation Act

2006 clearly states that "An apology, an offer of treatment or other redress, shall not of itself amount to an admission of negligence or breach of statutory duty", so the answer seems to be no. But be careful – how you make the apology is clearly going to be important. An insurer may not be too bothered about you saying "I am sorry X, Y and Z happened" but will probably be upset with you if you say "I am sorry I caused X, Y and Z – it is entirely my fault". Do you see the difference?

Even the making of an open offer to settle may not be seen as proof of guilt. The Court of Appeal in *Amber v Stacey* [2001] ALL ER 88 addressed this issue in which it was said "The lesson is that an early and genuine apology can do much good at no cost." But again, care needs to be taken in drafting any such offer. Where does all this leave us? Well it seems obvious that if you are on the end of a claim, an early acknowledgement and apology is likely to take the heat out of an otherwise hostile

situation. BUT. If you are insured, it is always a good idea to get your Insurer to approve any apology you are intending to make before it is made – just to be sure!

So, Mr John, sorry doesn't have to be the hardest word after all, or does it?

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# GRENFELL TOWER: THE CONSTRUCTION SECTOR RESPONDS

*Grenfell Tower, one of the worst incidents of its kind in UK history, has laid bare lax attitudes to fire protection and the limitations of the current building regulations.*

It's a time for introspection, as the industry re-examines its innermost workings. And yet, introspection should not come at the cost of a swift and appropriate response.

Mayor of London Sadiq Khan was among the many urging fast action. In an open letter addressing the Prime Minister, Mr Khan welcomed Theresa May's decision to hold a Public Inquiry, maintaining that it would offer the "best opportunity to get the truth".

In light of local frustration and mistrust, the Mayor also called for complete transparency. Central government and the newly appointed inquiry chair, Sir Martin Moore-Bick, must clarify to the community the Public Inquiry process, he said – specifically in terms of potential timescales and inquiry milestones. What's more, the review must not be hamstrung. Many deem Public Inquiry inferior to inquest, and anxiety remains as to whether the incident will be investigated as fully as it should be. No matter how inconvenient or uncomfortable the findings, only the absolute truth will do.

"The ferocity of the fire at Grenfell Tower shocked the entire country and the Prime Minister has announced

there will be a Public Inquiry," Mr Khan later said. "But it is crucial that any lessons are learned and taken on board at as early a stage as possible. This was the largest and most challenging fire we have seen in this country for decades. And with so many tall buildings in our city, the public need to have confidence that they will be kept safe."

The Mayor has since advised that an interim report be made available during the summer months. And while Sir Martin Moore-Bick has so far refused to be drawn into discussion over the schedule proper, Communities Secretary Sajid Javid has no such qualms.

In June, Mr Javid announced the creation of an independent expert advisory board, the intention being to effect immediate change on matters of regulation and fire protection. The board, which comprises numerous building and fire safety authorities, is to be chaired by Sir Ken Knight – a former London Fire Commissioner and one-time Government Chief Fire and Rescue Adviser.

Also lending their expertise are Dr Peter Bonfield, Chief Executive of the Building Research Establishment; Roy Wilsher, Chair of the National

Fire Chiefs Council; and Amanda Clack, President of the Royal Institution of Chartered Surveyors and a Partner at EY.

"I want to know if there are measures we can put in place now to keep people safe and I want them done immediately," said Sajid Javid. "I want the public to be confident everything possible is being done."

"That is why I am announcing a new expert advisory panel to advise Government on any immediate action that is required to ensure all buildings are safe."

It's a positive first step, though the root cause of the Grenfell fire might be more ingrained than previously thought. Could a change in culture be required? With this in mind, the Chartered Institute of Building (CIOB) has convened its own 'Commission of Past Presidents' to explore issues of build quality in the construction sector. In particular, how can the CIOB make sure certain methods of management and supervision are robust, further the education agenda, and better identify ways in which build quality can be improved?

Immediate CIOB Past President Paul Nash commented: "The recent tragic events at Grenfell Tower have





***The ferocity of the fire at Grenfell Tower shocked the entire country and the Prime Minister has announced there will be a Public Inquiry,***

further underlined the need for an urgent review of the way in which quality is managed in our industry. While aspects of the public inquiry must necessarily focus on the issues of regulation and inspection, I think we have to look beyond this at the behaviours that have led to a lack of focus on quality at all stages of the build process, from design and procurement through to construction and re-fit."

It's a sentiment shared by the Fire Sector Federation (FSF) – a not-for-profit, non-government forum for fire-related matters.

According to Federation Chairman Paul Fuller, the principal issue is one of communication.

"We are gravely concerned in particular about the whole design, specification, supply chain and construction process," said Mr Fuller. "The system is inherently fragmented; meaning decisions about design strategies, products, techniques, certification, competency and auditing, among others, are made in a disjointed and often ineffective and inconsistent manner, with less regard to fire safety than should be the case."

As such, the FSF has extended a hand to policymakers, the view being that the industry needs to have its say in reshaping the UK fire sector for the better.

"The Federation has made an offer to Government to assist. It is calling for

Government to be proactive in helping to develop the most appropriate mix of solutions to make sure a tragedy such as Grenfell Tower can never happen again. We expect a response from Government soon."

Understandably, health and safety has also come under intense scrutiny post-Grenfell. More than 700 organisations and individuals have petitioned the Prime Minister to rethink the "arbitrary deregulation of health and safety," among them global health and safety professionals, leading academics and even some MPs.

"We believe it is totally unacceptable for residents, members of the public and our emergency services to be exposed to this level of preventable risk in modern-day Britain," said the open letter addressing Mrs May. A comprehensive review of the Building Regulations 2010 – specifically Part B, which covers fire safety within England – should be a matter of urgency, the letter stated, with improvements made this Parliament.

"We've seen organisations review and recalibrate their buildings' fire protection arrangements, post-Grenfell Tower," said Park Health & Safety Partnership founder Lawrence Waterman, who previously led health and safety for the London 2012 Olympic Delivery Authority.

"In effect, Grenfell has raised doubts in the minds of the decent-

minded over whether building safety regulations are stringent enough, whether the Government is setting the bar too low. And that's why we, in the safety sector, want Theresa May and her Ministers to rethink their 'one in, three out' approach to deregulation that includes health and safety.

"We're very willing indeed to sit down with the Government to help ensure it promotes smart safety regulations that protect people without being overly burdensome – but it's time to scrap the red tape initiative."

Nathan Garnett, Event Director of UK Construction Week, also implored the construction industry to act swiftly and with the best interests of those affected at heart.

He said: "It seems incumbent on the industry that it must act, and fast, as a sign of respect for those that lost their lives. By making dramatic improvements in the quality and safety of building in the UK, the industry can do something to demonstrate to those who have lost people that action is being taken."

As is so often the case, it has taken disaster on an unprecedented scale to spark debate on building reform. Here, the construction sector has a vital role to play and central government would be wise to take note. But we must not forget the human cost, the true extent of which is not yet known. Never again can there be another Grenfell Tower.



# CLEARING THE AIR: AN EXCLUSIVE INTERVIEW WITH MATTHEW PENCHARZ

*UK Construction Excellence's Matt Brown speaks with Matthew Pencharz about tackling pollution on construction sites and the advantages of using cleaner, more efficient equipment.*

Matthew is the former Deputy Mayor of London for Environment and Energy where he led for the Greater London Authority on environment, energy and smart cities policy. He has since founded MSP Strategies to advise companies in the sustainable urban smart space and is also a Non-Executive Director at Off Grid Energy Ltd.

**What's your opinion on the Department for Environment, Food & Rural Affairs' (Defra) recent consultation on its new UK Air Quality Plan?**

I think the Defra report is a missed opportunity in lots of ways. We have an air pollution challenge in London and other areas, such as Greater Manchester, that have a high population density but also a lot of construction activity going on. The fact is that we aren't just dealing with a transport pollution issue – the construction industry also contributes significantly to reduced air quality.

The report refers to effectively implementing the EU directive around non-road mobile machinery (NRMM) – nothing more ambitious than that.

It doesn't even suggest local authorities look at London's example and use planning systems to tighten the regulations around NRMM. There is a win-win here for the construction industry in that, if companies were incentivised to use cleaner equipment, it brings the advantages of greater efficiency. This means cutting fuel consumption and therefore making financial savings. The whole life cost of the

equipment is also a great deal lower than the older equipment. There is also the health aspect to consider, with workers on the construction site no longer exposed to this type of air pollution. Finally, there is the stimulation of the precision engineering industry in the UK as companies bring solutions to these problems.

**You said the publication of the Defra consultation didn't go far enough. Why do you think this is?**

The Government is only being forced to do this because of the High Court action. I think we all know that if they hadn't lost repeatedly in the Supreme Court and the High Court, we wouldn't have any kind of ambitious plan at all. These clean air zones that the Government is talking about would never have happened.

The Government constantly has to be incentivised, pushed forward perhaps, to take the necessary action to address air pollution. There is also an innate conservatism and a fear of what would be a capital cost to procure the new equipment. This is a very short-termist outlook because the whole life cost of that piece of kit will be a great deal lower than the total expenditure of what they are currently using. There are also the social costs such as the environment to consider.

**What kind of reaction did you get from construction firms in London following the introduction of Greater London Authority's (GLA) regulations for construction equipment?**



The GLA had been trying to do this for quite a long time and we hadn't made much progress so we engaged very heavily with the plant hire equipment and construction companies.

It's worth noting that Crossrail, which is obviously a huge civil engineering project in London, mandated the use of cleaner equipment.

This meant that as construction on Crossrail became more advanced, there was a lot of this equipment around. This made it an opportune time to be able to bring in these relatively tight regulations. Quite simply, without Crossrail that would have been a more difficult task. I will be perfectly honest; with hindsight I should probably have been a little bit tighter than I was. It was the first time having regulations on both NOX and PM had been done anywhere in the world and I suppose I was just being cautious.

Now the regulations are in place, the guys currently in City Hall can tighten them as they think is reasonable. I wouldn't be surprised if they brought forward the plans' tightening or implement other regulations around that type of equipment.

What kind of regulations could we see local councils implement if they were to be given the power to do so?

In my view they should start thinking about the stages of NRMM and start mandating, certainly on large construction sites, cleaner equipment to reduce emissions.

I also think they can be brave. When you think about some of the technology coming forward, they really should be thinking about hybrid systems when it comes to mitigating emissions and fuel usage.

Often what happens is you have site managers who contact the local plant hire company and end up supplying a larger piece of equipment because the appropriate sized one isn't currently in stock. You end up in a position with a comically oversized kit running incredibly inefficiently for most of the time.

They haven't considered how battery storage could mean that the temporary battery supply could be utilised.

Like a hybrid car, by flattening out the peaks and troughs you might be able to completely displace a diesel engine or reduce the number of diesel engines on site.

They could establish a hierarchy by properly thinking through what the power demands are on construction sites and encouraging companies to explore cleaner equipment options. This isn't regulation for regulation's sake; this is going to save companies a lot of money. When they go to the big hire companies, the hire costs may be slightly greater because you

have two units – the generator and the battery storage unit – but the fuel saving will be huge; perhaps savings of up to £800 a week. You can imagine over the course of a 12-month contract how much money can be potentially saved.

It's regulation that helps businesses to save money and reduce their environmental impact.

Given the importance of housebuilding and major infrastructure projects, does it make tackling this issue all the more pressing?

London has the greatest density of population and half of the country's development going on there. It's quite clear that the health impact from NRMM on London is far more profound than on areas with less densely populated cities.

When you think of some of the upcoming projects, HS2 is much bigger than Crossrail and a huge civil engineering project that will go along for a decade or so.

In my view, this is the perfect place for HS2 Ltd, DfT etc to push the envelope on regulations and demand cleaner equipment.

This would reduce the cost of building the project, which is no small thing, and its environmental impact.

You would also have a similar situation as we did with Crossrail, where you get all this equipment onto the market and that is a great driver for other projects across the country. It becomes easier to say to the plant hire companies and construction industry that the equipment is available. We won't be talking about things that aren't available on the market yet.

What kind of alternative technology is on the market?

One of the best examples is a temporary power generator. This is essentially the battery storage to mitigate or even displace diesel generators.

Imagine having a 100 KVA generator set on a construction site. When it's on a decent load it works perfectly well, but for most of the day and certainly the night it's going to be running at 10-15% load. Just like a vehicle, it runs incredibly inefficiently for litres burned for kilowatt hours produced.

So just like a hybrid car, if you effectively flatten that out, you could run it at 70% load for seven or so hours a day, which is enough to do all the things required on site and also top up the battery.

Then during the quieter periods, overnight particularly, you just need a battery running. This could save hundreds, if not thousands of pounds of fuel per week. You also have the

advantages of reducing the noise and air pollution levels.

Do you think a policy similar to the scrappage scheme for older plant would be an option?

From the Government's point of view, like all things, it would come down to cost. You would need to look at the business case but I would suggest there is a good health case to get rid of some of the filthy old generators, similarly with the older diesel cars. If you are going to introduce regulations, you need to make it easy for people to comply with them.

Are there any other advantages in adopting cleaner machinery?

One thing to consider is the noise level. Construction sites in the city have restrictions in place on working hours. If you have more silent running battery-powered equipment, you could begin work earlier on site and get on with tasks that don't create a lot of noise.

That is quite a powerful economic case to use these solutions.

Do you think there is enough awareness among construction companies about the alternatives to running a traditional generator?

That is part of my criticism of the Air Quality Plan; it's very focused on transport. Understandably so as it is the main source of air pollution, but by making marginal improvements in all the sources you can have a profound effect.

In London, you're talking about 8-9% of total pollution coming from NRMM on construction sites – it is a considerable amount. If a few percent can be knocked off that plus the reductions coming from vehicle fleets, replacing old boilers, etc you are really getting somewhere. Clearly, you need to focus on the big sources like taxis and buses where there isn't that many of them but they have a big impact. However, you do need to consider everything.

There is a way of doing it that isn't financially onerous but actually saves money.

Air quality as an issue has rocketed up the scale. When I started in this industry years ago, it was an interest of a minority group of environmentalists. Now, it's clearly of serious public concern, which is a good thing because it means action is being taken.

I would say it is very much focused on diesel vehicles and hasn't yet blown up on other sources. We shouldn't be blind to NRMM, the use of polluting generators at events, domestic boilers and other sources.





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The logo graphic consists of three overlapping rectangular blocks. The top block is blue, the middle block is green, and the bottom block is pink. They are arranged in a staggered, 3D-like fashion.



# “IT’S ALL ABOUT THE DATA”

Dennis O’Keeffe, Infrastructure Programme Director at the Velindre NHS Trust in Wales, is looking to build a £200M+ specialist cancer treatment centre. He explains why he’ll be writing the transfer of BIM data into the contract, using Velindre’s ‘Enterprise BIM’ initiative that is being developed with Mott MacDonald.

Acres of words have been written about the efficiencies and advantages Building Information Modelling (BIM) brings to design and construction. But, as a public service client, we feel there’s a certain amount of asymmetry in the industry. We haven’t seen the full benefit of BIM, especially in the operational phases of a project. Public Private Partnership (PPP) has become a normal way of procuring new health facilities. A substantial part of a PPP service contract is taken up by the 25-year concessional period. During that stretch, the client – usually the NHS in the UK – doesn’t have the full apparatus of data to really monitor the performance of the building. The construction industry is at

the point where it can create and capture data during design and construction. The capability exists to monitor operational performance, analyse data, and make decisions based on that. I want access to it all. To get it, we need to lay out the PPP contract with operation and ultimate handover back to the public sector in mind. Access to data will enable us, as client, to truly participate and collaborate in the operational phase, from a position of knowledge. Enterprise BIM

At the moment it feels like data is owned exclusively by the PPP contractors working for us. As an analogy, we’re like the kid with their nose pressed against the sweet shop window. We, the public sector clients, are looking in, but we can’t

touch the sweets. We want in on it. We need to write it into the contract, because experience shows that if it’s not in the contract it may not get done!

Why does this matter so much? In today’s increasingly digital age, I’m told supermarkets can now tell from shopping habits when couples are going to get divorced. And there’s almost no part of our lives that isn’t touched by the internet. That’s the power of data! The challenge to designers, builders and asset managers is to become digital natives and data scientists – far beyond ‘bricks, mortar and concrete’. We want, in our own modest way, with our new cancer centre project in Cardiff, to make BIM and data work for us.





***The construction industry is at the point where it can create and capture data during design and construction. The capability exists to monitor operational performance, analyse data, and make decisions based on that. I want access to it all.***



It's only when a building goes live that you know if you're actually achieving the aims you had at the outset and put into the design and construction specifications. As clients we not only want to be able to use data to drive operational efficiencies; we want to learn from our experience as procurers, so that we can make each subsequent project better than the one before. Without performance data, we're blind.

Let's be blunt: without 'Enterprise BIM', we will continue to operate at a relative disadvantage in the operational phase of the PPP concession, compared to suppliers who do use BIM effectively. It's to our advantage - or at least less to theirs - if we know what the energy performance is, when repair and

maintenance are required and what the response time to call-outs is. Enterprise BIM also has the potential to make the evaluation of the bidder's designs and the procurement process more efficient and effective.

Live data would also help us influence better behaviours. One of the big problems in hospitals is energy wastage. From a facilities management perspective, getting people to change their culture and habits is the golden goose. Real-time data would help build consciousness of what's going on. Above all other interests, data transparency and transfer is in the interests of those for whom health facilities exist: clinics and hospitals that are designed, built and operated better ultimately benefit people

suffering from illness, by enabling better care and the redirection of precious capital from heating bills to treatment.

Operational Gains  
Hospitals are complicated buildings. I want the best design, and information and control during operation. There's no point having a sports car if you're going to drive it like a delivery van.

That's why I'm putting data sharing into the contract for the PPP that will deliver my new facility. If the industry responds as I hope, by 2022 we will have a fabulous new building, bringing world-class cancer treatment, an exemplar not just for healthcare, but the whole public sector. We'll have a sports car and the ability to drive it.



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