

Case Study

Client: University of Cambridge
Start date: July 2003
Completion date: September 2006
Value: £48 million
Services: Project Management
Sector: Science & innovation, Higher Education

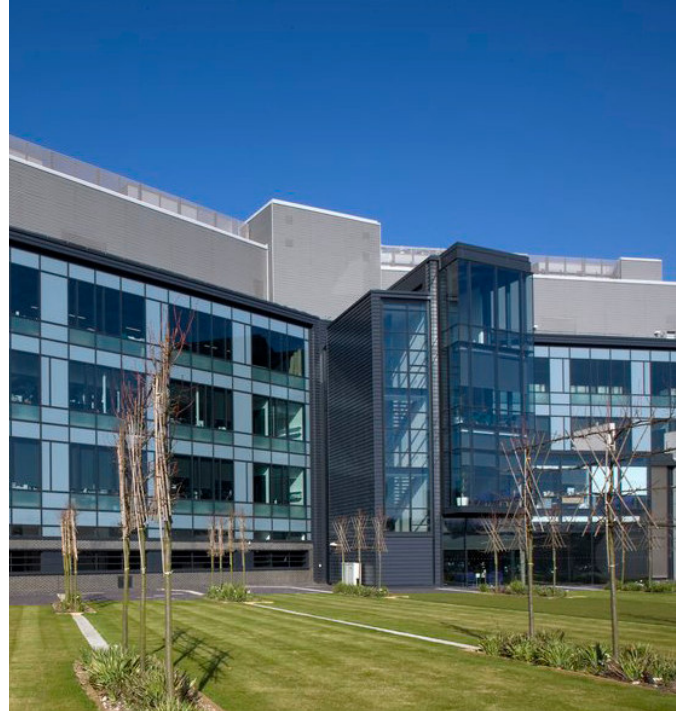
Cambridge Cancer Research Institute Li Ka Shing Centre Cambridge, United Kingdom

Challenges

- Integrating the scheme into the wider Addenbrookes Hospital Campus and ensuring it engaged with the larger development intentions of the NHS Trust, the University and the Medical Research Council.
- Delivery of a facility which is extremely highly serviced with systems reliant on the interaction of one another.
- Compliance with a number of onerous standards governing the type of facility from establishments such as the Home Office and the Government's Anti terrorism Department/LPS.
- Management of end user expectation in the run up to completion. This was particularly challenging as some personnel had changed both within CRUK and UoC during the project duration and the aspirations for the building and the sciences to be carried out changed or evolved in some respects.
- The project struggled to achieve effective completion due to overruns. This presented significant problems to the tenant (CRUK) who was under severe pressure to achieve operational status.
- Commissioning and performance problems arose threatening to delay completion, cause escalating costs and contentious issues with contractors, etc.

Solutions

- Facilitation of land transfers to place the research development in a more prominent location on the site.
- Interaction of systems was assisted by holding weekly early warning meetings.
- Soft landing meetings were introduced onto the project ahead of the occupation of the facility.
- Close working with the parties to facilitate and develop a mutually acceptable solution which addressed their individual concerns and removed the contentious hurdles, enabling all concerned to work together to achieve a successful conclusion.
- Transferred remaining testing and commissioning of one problematic component to the tenants fit out project where it was agreed that the risks and interface with future tenant fit out could be better managed.
- Negotiated with the contractor a full and final settlement of all claims, financial and time based, benefiting the client from the final account being agreed within the authorised budget prior to completion.
- Tripartite legal agreement was established between client (UoC), tenant (CRUK) and contractor, linking the agreement back to the original contracts and warranties thus maintaining all contractual responsibilities.



Results

- Provides greater interaction with the proposed development for other research activities on the campus.
- The soft landing meetings focused on occupation matters such as timetables for moving, operation and maintenance manuals, so paving the way for smooth occupation.
- The solutions worked well with handover being achieved to the tenant in accordance with the agreed programme within the client's budget.

Reflections

- The Cambridge Cancer Research Institute provides a world class scientific research laboratory facility for Cancer Research UK.
- The facility houses a team of world class scientists who will carry out translational research to bridge the gap between pure research and clinical practice.
- The success of the project was the result of considerable negotiation and persuasion coupled with the ability to find pragmatic solutions to resolve the concerns of the various parties. Open and honest dialogue encouraged effective communication and trust.
- Good project management requires the timely delivery of real and effective solutions under, at times, very difficult circumstances.