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PROFILE



WORLD-CLASS FACILITY TO MEET AUSTRALIA'S FUTURE HEALTHCARE NEEDS

Working on a children's hospital creates a team attitude for the subcontractors and suppliers of Bovis Lend Lease.



Since its inception in Australia in 1951, Bovis Lend Lease has always been an industry leader in the creation of innovative and sustainable places. Committed to being number one in its chosen industry, the company was named the largest commercial and community construction company in the 2008-09 HIA-AI Group-Reed Construction Data Construction 100 report, having secured nearly A\$4.4 billion worth of projects.

Within Australia, the company has a

specialist focus on the project management and construction of commercial, retail, healthcare, education, government, water and infrastructure sectors. Across Australia, the company employs about 1,700 staff, with headquarters in Sydney and offices in Melbourne, Brisbane, Canberra, Adelaide and Perth. This staff base includes design specialists as well as professionals committed to providing the very best in multi-site program management, capital works management, and consulting services.

Bovis Lend Lease currently has approximately 50 projects underway, including the Darling Quarter precinct in Sydney and the Charlestown Square shopping centre in Newcastle; around 500 school projects as part of the Building the Education Revolution program; and two of the largest healthcare projects currently underway in Australia – the Gold Coast University Hospital in Queensland and the new Royal Children's Hospital in Melbourne.

THE NEW ROYAL CHILDREN'S HOSPITAL, MELBOURNE

Valued at A\$1.1 billion, Bovis Lend Lease is undertaking the project management, design, construction and transition management of the Royal Children's Hospital for the Victorian Department of Health. The hospital is being purpose-built for the care of children, both now and in the future.

According to Project Director David O'Shaughnessy, stage one is expected to be completed by 22 December 2011. "We are now in the process of finetuning a few aspects before entering the commissioning and operational testing phases," said David. The final stage is due for completion in 2014.

The nature of such a project has a considerable impact on the staff, both within Bovis Lend Lease and the subcontractors who have been brought onboard. "The team is very passionate ▶

about this project, in particular about the significant benefits a facility of this sophistication will deliver to the community," noted David.

Located next to the existing Royal Children's Hospital site, the project involves the construction of a seven-level hospital facility spanning over 165,000 square metres, built by a workforce of over 1,500 Bovis Lend Lease staff, contractors and suppliers. Once delivered, the existing hospital will be demolished and transformed into parkland, meaning that the project will induce no net loss of parkland to the Royal Park precinct.

The project's design is centred on maximising its parkland setting, providing a healing environment for patients, families and hospital staff. A central 'street' has also been incorporated to de-institutionalise the hospital and provide a hub of activity for the community. It is developed for flexibility in design and infrastructure, with capabilities of adapting to new technologies and emerging trends in paediatric healthcare, clinical practices, and models of care. The building will also feature state-of-the-art facilities for teaching and research, both within the hospital and its key education and research partners – Murdoch Childrens Research Institute and the University of Melbourne's Department of Paediatrics.

In addition to these impressive building features, the building has considerable environmental credibility. Environmental initiatives to reduce energy and water usage on the project include rainwater collection for 75 per cent of the roof areas, a blackwater treatment plant, a 10-per cent reduction in overall energy use as compared to a normal hospital, a 2.4-megawatt gas-fired trigeneration plant, chilled beam airconditioning, a biomass boiler, solar panels, and parking spaces for 500 bikes. These initiatives will allow the hospital to become a pioneer in its field.

Suppliers and subcontractors are essential to the achievement of these environmentally sustainable initiatives, as well as the other aspects of the design brief. "Our suppliers and subcontractors have been instrumental in helping us achieve our environmental aspirations and targets to date," observes David. "Good examples of this include researching and sourcing types of insulation that meet the requirements of section J of the Building Code, while not harming or polluting the environment through manufacturing."

When sourcing suppliers for the project, Bovis Lend Lease was highly selective, basing its choice on a number of important criteria. "Selecting the right subcontractor



"Our suppliers and subcontractors have been instrumental in helping us achieve our environmental aspirations and targets to date."

- David O'Shaughnessy

resources is critical to the project delivery," continues David. "We need contractors who understand our requirements and can provide the best knowledge and service. We look at a range of capabilities, including proven performance on past projects which are similar in scale and complexity, as well as their ability to meet the project's time frames, quality, environmental and cost requirements.

"Another issue integral to our business is occupational health and safety. Our subcontractors must have a good safety record, with the ability to cope with a project of this size and complexity. The Bovis Lend Lease team was recognised recently for its commitment to safety for its



work on the new Royal Children's Hospital at the Master Builders Association of Victoria – 2010 National Excellence in Building and Construction Awards.

"At the commencement of the project, the team's pre-construction focus was managing the logistics of the immense site and carefully planning for all safety implications of movements around the site. This resulted in a range of innovative traffic management and site management initiatives that have contributed to the strong safety record of the project."

Given the environmental focus of the project, a proven track record in sustainability is also an important aspect in the selection of subcontractors and

suppliers. "Environmental sustainability is one of our strengths and sets us apart from our competitors," explains David. "Our subcontractors and suppliers must share the same philosophy when it comes to achieving excellence and innovation in sustainability."

Bovis Lend Lease's approach to its relationship with each contractor or supplier changes according to the individual demands of the situation, David says. "How we engage with each supplier and contractor depends on the type of work; for example, a major building services trade such as mechanical service would potentially be a partnership or an alliance, whereas something more straightforward like children's play equipment is likely to be a straight tender."

The new Royal Children's Hospital is being delivered as a Public Private Partnership (PPP) under the State Government's Partnerships Victoria model. This partnership will see the public sector (RCH) continue to operate the hospital and provide all core clinical services, staffing, teaching, training and research, while the private sector (Children's Health Partnership) will finance, design, construct and maintain the new hospital building. The Children's Health Partnership consortium is comprised of International Public Partnerships as equity holders, Bovis Lend Lease as builder, Spotless Group as facilities manager, and architects Billard Leece, Bates Smart and HKS (US).

As a long-term PPP, relationships must run effectively for the successful completion of the project. "Building successful partnerships with subcontractors and suppliers is key to delivering the best results," concludes David. "It's about collaboration. Everyone needs to be on the same page, working towards a common goal and sharing the same passion for the project. If the right level of communication or engagement is not achieved with partners, then the project's quality and performance could be compromised."

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Sarah Sarah Murdoch, Ambassador.

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