

# Case Study: Teamworking to deliver excellence in site management at Admiralty Quarter, Portsmouth



The Admiralty Quarter development in Portsmouth consists of 566 residential apartments, where 135 of the units are affordable housing being constructed for Southern Housing Group. The development also includes 5,500 square feet of commercial space.

Works started on site in January 2006 with Ardmore Construction appointed as Crest Nicholson Regeneration's main contractor. In Autumn 2006 it became apparent that the site was behind programme and that handover dates might be in jeopardy due to a combination of inclement weather and problems with the supply chain.

## Steps taken

Crest responded with additional project management resource, working closely with Ardmore to provide support. Three major re-sequencing exercises of the plot handover dates were negotiated. This improved the buildability of the scheme and recovered lost time without the need for excessive acceleration works, thus keeping the contractors costs down.

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The open and honest relationship between Crest Nicholson and Ardmore ensured that an excellent site management team was formed. The team built good relationships and maintained regular communication with a wide range of stakeholders including the operators of the public car park, the housing association, the tenants of the commercial units, the local residents and the Crest sales and customer services departments. Crest Nicholson and Ardmore worked actively to ensure that the site was run safely, efficiently and effectively to minimise the inevitable disruption arising from a large complex project.

As a result, zero complaints have been received from local residents, the project is to time and cost, and the quality of the apartments delivered has been consistently high.

## Highlights

- February 2008 – The Admiralty Quarter team won Ardmore's Safe Site of the Year Award and passed the 1,000,000 safe hours worked without a reportable accident. Nine members of the site team also won safety 'Oscars' as recognition of their individual contribution.
- The site's score under the Considerate Constructors Scheme improved from 33.5 in September 2007 to 36.5 in August 2008 which has resulted in the site winning a Considerate Constructor's Scheme 2009 Award.
- In October 2008, Nick Finden, Ardmore's Site Manager, was awarded an NHBC Pride in the Job Award and announced as the Regional Winner of the multi-storey category. He went on to represent the region at the NHBC's Annual Pride in the Job Awards grand final in January 2009 and was named a 'Supreme' winner beating more than 18,000 site managers to scoop the prestigious accolade.

