

GENERAL INFORMATION

PETUS description of tool in use						
Name of the case	New Tredegar Regeneration Scheme					
Name of tools	<ul style="list-style-type: none"> • 'Constructing Excellence' M4I Sustainability Project Performance Indicator Assessment Tool, • New Tredegar Community Partnership • Key Performance Indicators (KPIs), • Environmental Impact Assessment (EIA) • Secured by design tool. 					
Country	New Tredegar, Rhymney Valley, South Wales, UK					
City / region	Caerphilly County Borough Council		New Tredegar ward			
Total area (km ²)	27, 900 hectares					
Population	Pop - 169,519,		pop – 4,945			
Density (people/km ²)						
Tool user's profile	<p>a. Caerphilly County Borough Council (CCBC).</p> <p>b. Local municipality.</p> <p>c. Colin Jones, Project Manager, Head of Performance Management, Caerphilly County Borough Council. Tel:01443 864382 jonesrc@caerphilly.gov.uk http://www.caerphilly.gov.uk/newsandviews/news/pressrelease/1000-1099/1010.htm</p>					
a. Organisation name (municipality, company, etc.)						
b. Field of activity						
c. Detailed contact/feedback (project website, e-mail, address, tel., fax)						
Reviewer, date	AL/JP, visit date: Thursday 8 April 2004					
Short Description of the case						
<p>New Tredegar, a former mining town, is the ninth most deprived ward in Wales with residents experiencing social deprivation and associated health problems as a result of little economic investment over many years.</p> <p>The New Tredegar Regeneration Scheme undertaken by Caerphilly County Borough Council (CCBC) is focused around land reclamation works and the construction of a new school. Associated works include a new road to reduce traffic in the village to create a safer environment, industrial units, a community wing, including an Information Technology (IT) suite/cyber café, a healthy living centre, a crime prevention centre/police station, community hall and a learning centre/library. The whole community will therefore benefit from the cleaning up of contaminated land and a wide-range of facilities that are being built.</p> <p>The development is guided by four tools; an Environmental Impact Assessment; the Constructing Excellence Sustainability Indicator Assessment Tool which guides sustainability of the development, and Construction Partnership and KPIs which affect the Project management.</p> <p>The construction partnership has involved the voluntary sector in all areas and the community is encouraged to be involved in the decision making process.</p> <p>Related PETUS case study: Neighbourhood development: revitalisation of a derelict urban district.</p>						
Sector	Waste	Energy	Water	Transport	Green/blue	Building & Land Use
						X
Scale of project	Component	Building	Neighbourhood	City	Region	
			X			
Status of project	Starting up	Ongoing	Finished	Start date	End date (exp.)	
		X		2003 planning and construction phase.	First phase - Sept 2004. Completion - 2005	

Key words

Regeneration, scheme, land reclamation, deprived, village, school, bypass, communities, partnership, brownfield.

<p>Project</p> <p>a. Object (building, city park, wind farm, etc.)</p> <p>b. Type of activity (regeneration, new development, etc.)</p> <p>c. Type of product (plan, scheme, design project, etc.)</p>	<ul style="list-style-type: none"> • reclamation of contaminated land, • new school, • new road to bypass village, • community building housing an IT suite/cyber café, healthy living centre, crime prevention centre/police station, community hall and learning centre/library, • industrial units to contain a number of small businesses. <p>b. Regeneration of deprived village.</p> <p>c. Scheme.</p>
<p>Tool</p> <p>a. Character (according to WP3final0704.doc)</p> <p>b. Benchmarks (qualitative or quantitative)</p> <p>c. Availability (paid/ free)</p>	<p><i>'Constructing Excellence' M4I Sustainability Project Performance Indicator Assessment Tool,</i></p> <p>This is a self assessment tool using indicators and monitoring. The tool allows the collection data regarding the project profile and assesses project performance against a set of sustainability issues. The tool provides benchmarks that are based on 30 other projects to allow a comparison with other projects. The tool is freely available from the Constructing Excellence website.</p> <p><i>New Tredegar Community Partnership</i></p> <p>This is a management guidance concept to assist partners, including the voluntary sector, to work together to share information and a more open form of working practice. The concept has a number of qualitative aims rather than benchmarks. It is freely available with guidance being available from Constructing Excellence, a UK Government supported organisation. http://www.newtredegar-newstart.co.uk</p> <p><i>Key Performance Indicators (KPIs)</i></p> <p>The UK Construction Industry's Key Performance Indicators are national sets of data against which a project or company can benchmark its performance. This tool involves a score sheet consisting of 10 items including, for example, communication, maximising the skills of the team and creating a pleasant working environment. This score sheet allows continuous assessment to rectify problems. This is an on-site mechanism to assist with completing the project on time. Data required for KPIs and comparisons is available for download from the website www.dti.gov.uk/construction/kpi/.</p> <p><i>Environmental Impact Assessment (EIA)</i></p> <p>An EIA is a statutory process in Europe that is a result of Directive 85/337/EEC introduced in 1985 and since reinforced by amendments in 1997 and 2003 to assist with transparency, public participation and scope.</p> <p><i>Secured by design</i></p> <p>This scheme encourages effective crime prevention and security standards for construction products, suppliers and professionals. Information on Secured by design specifications and standards are available free from http://www.securedbydesign.com/</p>
<p>Decision-making process</p> <p>a. Stage of the tool implementation (preliminary, midterm, etc.)</p>	<p><i>'Constructing Excellence' M4I Sustainability Project Performance Indicator Assessment Tool,</i></p> <p>The M4I questionnaire was completed by the Project Manager at the design stage of the project. Completion of the tool did not involve the public.</p>

<p>b. Level (political, technical, etc.) c. Public participation</p>	<p><i>New Tredegar Partnership</i> This was implemented pre-construction stage of the project and has continued throughout. The Partnership is driven by the team but is dependent on full support from the New Tredegar Communities Partnership that includes Alfred McAlpine Construction, Caerphilly CBC, Capita Gwent Consultancy, Stride Treglown Davies, Tandy Building Services Consultants, Bingham Hall O’Hanlon and Chandler KBS and, most importantly, members of the public and community groups.</p> <p><i>Key Performance Indicators (KPIs)</i> KPIs are implemented throughout the construction stage of the project. They are used at a technical level and do not involve public participation. KPIs are completed by the whole team on a quarterly basis.</p> <p><i>Environmental Impact Assessment (EIA)</i> The EIA was completed during the design stage of the project, this was undertaken by a consultant and did not directly involve the public.</p> <p><i>Secured by design</i> Implemented at the design and construction stage to insure that crime prevention and security are maximised. This tool is utilised at a technical/project management level and does not include public participation although it is supervised by the local Police Authority.</p> <p>There have been high levels of public participation and consultation throughout the project. The community involvement in the project has been led by the ‘New Tredegar Communities Partnership’.</p>
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DETAILED INFORMATION

A. Detailed description of project and tool	
<p>1. Description of context (existing strategies, laws, policy, action plans, etc.): EU, national, regional, municipal</p>	<ul style="list-style-type: none"> • The National Assembly for Wales has a legal duty to pursue sustainable development in all it does. This is built into its constitution through section 121 of the Government of Wales Act. • Caerphilly County Borough Council published in December 2000 its draft ‘Sustainable Development Strategy’. Over 100 organisations and individuals were involved in developing the strategy. The draft Strategy sets out how the Authority and partner organisations are working towards achieving more sustainable development across the range of services provided by the municipality. • Caerphilly County Borough Council also have a Sustainable Development Policy (1997): “Caerphilly County Borough will work towards creating the best environment and achieving the best quality of life for the communities of Caerphilly County Borough – today and tomorrow” http://www.caerphilly.gov.uk/thecouncil/sustainabledevelopment/index.htm • As the ninth most deprived ward in Wales, the National Assembly for Wales decided to designate Caerphilly a Community First Area. Formed in 2001, the New Tredegar Communities First Partnership covers the wards of New Tredegar and Tirphil, and is aimed at reducing poverty and helping to improve the lives of people who live in the poorest areas. The communities form a partnership in order to develop a Local Action Plan, which identifies local solutions to local needs. The partnerships include members of the community, people from community organisations, representatives of statutory agencies, such as local and health authorities, the police, and people from voluntary organisations and business.

	<ul style="list-style-type: none"> • New Tredegar is within the Caerphilly Objective 1 area. The West Wales and the Valleys region qualify for Objective 1 because they are defined as requiring maximum levels of European aid. The Programme is divided into 7 Priorities, which then addresses a number of different Measures within the Priorities for example Priority 3 is on Community Economic Regeneration and aims to combat social exclusion by targeting local, community based action on the most deprived communities to increase skills and employability, provide greater access to more diverse opportunities and to improve conditions for business.
<p>2. Description of project</p> <p>a. Background (What caused the initiation of the project?; What was the problem? Who initiated the project?);</p> <p>b. Objectives/aims (sustainability statement – what issues of sustainability were attacked);</p> <p>c. Time interval and stages of project realization;</p> <p>d. Financing – amount, sources, institutions involved, partnerships, levels.</p> <p>e. Other sectors involved in the particular project/problem (conflicts and/or links)</p>	<p>a. New Tredegar is in the Rhymney Valley in South Wales. During the late nineteenth century opencast mining was followed by deep mining in the area. Housing, commerce and transportation facilities were constructed to service workers. However, closure of the collieries in the second half of the twentieth century has seen New Tredegar and the surrounding area become neglected with those seeking employment moving out of the area.</p> <p>The area is the 9th most deprived ward (a geographical area, made up of towns and villages that has its own elected political representative) in Wales and the most deprived in Caerphilly County Borough Council (CCBC). This has resulted in social deprivation and associated health problems and little economic investment over many years.</p> <p>To counteract these problems CCBC have invested in the area to include:</p> <ul style="list-style-type: none"> • reclamation of contaminated land, • new school, • new road to bypass village, • community building housing an IT suite/cyber café, healthy living centre, crime prevention centre/police station, community hall and learning centre/library. • industrial units to contain a number of small businesses. <p>b. The overarching aim of the scheme is improve the quality of life of residents in New Tredegar and the surrounding area by investing in the built environment. This will include environmental, social and economic improvements. The three key innovations of the project are to:</p> <ul style="list-style-type: none"> • Create unique community involvement – partnering arrangement will include the voluntary sector. • Quality led procurement method – concentrates on quality not price to align employer and contractor aims. • A building that educates – a sustainable building with transparent sustainable issues. <p>These are stated as part of the Constructing Excellence Best Practice Knowledge website.</p> <p>The new school will educate 390 children aged between 2 –11 and will replace three local schools. The school is to be known as “White Rose Primary School – Ysgol Gynradd Rhosyn Gwyn”, and will include an Integrated Children’s Centre (ICC) that will bring together education, social services, childcare training and information, health and the voluntary sector, to provide a range of linked services.</p> <p>The school has been designed to achieve ‘Secured by Design’ status, which involves among other requirements laminated glass in windows and a number of CCTV cameras for security. Environmental educational features have been incorporated into the design of the school for example, sections of under floor heating, ventilation systems and rainwater drains and storm water</p>

culverts will be displayed to allow pupils to understand the working of such systems. It is hoped that this might interest children in the building trade for potential future employment.

Other sustainability measures are being undertaken:

- Reclamation of a brownfield site,
- Recovering stone from old buildings to construct retaining walls and drainage channels,
- Crushing waste material to provide a sub base for roads,
- Reuse of storm water – water supplies onsite are currently being monitored to identify whether seasonal variation provides a sufficient source of grey water for the school,
- Sedum was considered for a green roof for the school. This idea was eventually discarded due to potential fire risk and vandalism concerns,
- Programme of reptile capture and relocation and other environmental considerations.



Figure 1 – Construction of Ysgol Gynradd Rhosyn Gwyn School, April 2004

A bypass is being built to reduce traffic along the narrow and congested main road of the village. A number of traffic calming schemes are also being introduced. Industrial units to contain small businesses will be constructed near the bypass as part of the regeneration scheme. One unit will contain a workshop that modifies cars for people with disabilities. Residential log cabins will be built near the unit to house the individuals whilst cars are being adapted.



Figure 2 – Engineering works underway for modification of the road network

c. Planning for the development began in 2000. Construction of the school and community building began in August 2003 and opened for teaching in September 2004. The official opening of White Rose Primary School, Resource Centre and Police Station took place on Friday 22nd October 2004.

	<p>New Tredegar is the biggest and most comprehensive construction project undertaken by the council other than Private Finance Initiatives. The scheme is promoted by CCBC and the New Tredegar Communities Partnership (http://www.newtredegar-newstart.co.uk). The Principle Contractor is Alfred McAlpine Construction Ltd. Designers are CCBC Consultancy, Capita Gwent Consultancy, Stride Treglown Davies (Architect), Tandy Building Services M&E Consultants, Bingham Hall O'Hanlon (Structural Engineers). Chandler KBS is acting both as Cost Consultant and Partnering Advisor.</p> <p>d. The total cost of the project is circa £19 million provided by a number of sources including Objective 1 funding and Communities First. The reclamation of the site is being funded by the Welsh Development Agency. The stakeholders in the project include the European Union, Welsh Assembly Government, CCBC and the Welsh Development Agency. The New Tredegar Partnership Board played a key role in driving forward and securing funding for the works. A number of other bodies have been involved: Gwent Association of Voluntary Organisations (who give grants for local projects to promote regeneration within local communities), Groundwork, Health Trust, Local Health Authority, Police, Schools and Colleges and Caerphilly County Borough Council.</p>
<p>3. Description of tool</p> <p>a. Character (according to WP3final0704.doc) - checklists, case-specific tools;</p> <p>b. Availability of the tool (web-based / paper, paid / free, etc.)</p> <p>c. Based on existing tool or newly elaborated;</p> <p>d. Adaptation of the tool to the local context (are there local experts involved in tool's development?)</p> <p>e. Other tools implemented to support the project development</p>	<p><i>'Constructing Excellence' M4I Sustainability Project Performance Indicator Assessment Tool,</i></p> <p>a. This is a self assessment tool using indicators and monitoring. The tool is in two parts:</p> <p>i) project profile – completed once for a project. Collates details about the project such as type of project and site and location.</p> <p>ii) projects performance - measures against a set of sustainability issues, while steering the project towards sustainability. Should be completed on a quarterly basis and considers issues such as water saving measures incorporated, material chosen on best value and plans to monitor pollution.</p> <p>b. The tool is available electronically in Microsoft Excel and in paper format and is available to freely download from the Constructing Excellence website.</p> <p>c. This tool was created by Constructing Excellence in response to the Egan 'Rethinking Construction' targets published in 1998 which was commissioned by UK government.</p> <p>d. The tool did not require adaptation to the local context.</p> <p><i>New Tredegar Partnership</i></p> <p>a. This is a management tool. The concept is fairly general but Constructing Excellence outlines it as: (i) commitment to the concept (ii) self-assessment of the project prior to the partnership (iii) selection of partners (iv) the mutual objective of all the partners (v) agreement on a dispute resolution mechanism (vi) agreement of key performance indicators for assessment of continuous improvement (vii) contractual agreements for the partnership and procurement procedures (viii) an agreement of risks and rewards related to the projects development e.g. targets may relate to KPIs, cost, time etc.</p> <p>b. This is not a web based tool, but an informal concept. Constructing Excellence have produced a fact sheet outlining the concept (http://www.constructingexcellence.org.uk/pdf/fact_sheet/partnering.pdf)</p> <p>c. It is an existing process developed by Constructing Excellence, a government supported organisation working to achieve a step change in construction productivity through focus in innovation, best practice knowledge, productivity and enlargement and partnership working.</p> <p>d. The concept applies to all development programme management.</p> <p><i>KPIs (Key Performance Indicators)</i></p>

a. KPIs consist of indicators and monitoring. The Construction Industry Key Performance Indicators (KPIs) are national sets against which a project or company can benchmark its performance. The KPIs chosen for this project assessed issues such as completing the job on time, on budget, to a high quality together with health and safety etc. An assessment was completed by each member of the team during monthly project meetings to evaluate the performance of the Partnership and to ensure that its stated values became routine and were not left as a well meaning, but little used document. This allowed for any changes in performance to be monitored and responded to immediately if a problem arose. Quarterly KPI reports were produced throughout the projects life.

KPIs are provided to Constructing Excellence who in turn use the information to benchmark with other projects throughout the country. In so doing the New Tredegar project can be compared with national industry standards.

b. Data required for KPIs and comparisons is available for download from the website (<http://www.dti.gov.uk/construction/kpi/>).

c. KPIs are constantly updated to allow the data sets to contain the latest recorded information.

d. Different KPIs will be appropriate to different projects, it is for the projects to identify suitable KPIs for the context.

Environmental Impact Assessment (EIA);

a. This generic tool is a statutory process in Europe that is a result of Directive 85/337/EEC introduced in 1985 and since reinforced by amendments in 1997 and 2003 to assist with transparency, public participation and scope.

The key elements of an EIA are Scoping (identifying key issues and concerns of interested parties); screening (decide whether an EIA is required based on information collected); Identifying and evaluating alternatives (list alternative sites and techniques and the impacts of each); Mitigating measures dealing with uncertainty (review proposed action to prevent or minimise the potential adverse effects of the project) and Issuing environmental statements (report the findings of the EIA).

b. This is not a web based tool, but the general concept is available from reports, and the directive on EIA: Directive 85/337/EEC.

c. This is a generic tool.

d. There is not one set method for EIA, components of EIA can be adapted to the local context. However this adaptability is often criticised as it prevents comparisons between EIAs.

The EIA was carried out, on behalf of the project promoter, by a specialist environmental consultant

Secured by design – This is a UK police initiative to encourage the building industry to adopt crime prevention measures in design of developments to assist in reducing the opportunity for crime and the fear of crime, creating a safer and more secure environment. It is intended to achieve a better quality of life by addressing crime prevention at the earliest opportunity in the design, layout and construction of homes and commercial premises. In terms of sustainability it also contributes to the Council's strategic commitment to community safety.

The scheme functions on two levels (i) An award to developers who build developments to Secured by Design standards and (ii) A licensing scheme for products which meet police preferred specifications. In order to achieve the award the following safety issues must be considered: Roads and

	<p>footpaths, landscaping (including fencing), street lighting, communal areas, dwelling identification, dwelling boundaries, utilities, car parking, front door, side and back door, French windows, garages, communal entrance doors, flat entrance doors served off a shared corridor or stairway, security lighting and conservatories.</p> <p>a. Information is freely available on the internet http://www.securedbydesign.com/</p> <p>b. The information is currently identified by ACPO CPI for Secured by Design "Police Preferred Specification" licences. Further standards will be added as considered appropriate by ACPO CPI.</p> <p>c. The tool has been developed using UK standards and covers the entire country.</p>
B. Tool implementation	
<p>1. Argumentation for choosing the tool</p> <p>a. What were the reasons for the implementation of the tool? (voluntary or requested by what local, national, etc regulation)</p> <p>b. Who took the initiative for choosing /elaboration the tool?</p> <p>c. What were the criteria for choosing the tool?</p> <p>d. Was there knowledge of other tools and were they considered?</p>	<p><i>Sustainability Indicator Assessment Tool</i> The designers of this tool were looking for partners to use the tool and the project manager was interested in considering sustainability into the project which the tool would help with. It was felt, by the project manager, that the tool would be a useful mechanism to demonstrate innovation in sustainability issues in the project. The tool was completed solely by the project manager and only used once at the start of the project, rather than as a continuous assessment (which is what the tool is designed for).</p> <p><i>New Tredegar Community Partnership</i> The purpose of establishing the partnership was to create dynamic for further regeneration of the area. It is to enable professionals and the 'man on the street' to gain a better understanding of the difficulties they face, to aid communication and develop the spirit of trust and cooperation.</p> <p>The Construction Partnership is more of a general concept that suggests an alternative method of working. It was hoped that the success of partnering in this project will become a model for the future.</p> <p><i>KPIs</i> Part of the Construction Partnership process, KPIs used in this project assessed issues such as completing the job on time, on budget, to a high quality together with health and safety, etc. The use of KPIs allowed the performance to be monitored regularly (monthly in this case) and the results responded to immediately. This helped the targets of cost certainty, reduction in time of construction and reduction in defects to be obtained. In pursuing Demonstration Project status the partnership committed themselves to identifying KPIs to provide the necessary performance evidence base. The indicators chosen, for example, assessing time, budget, etc. were those most appropriate to the project. There are many other tools available but it is important, to ensure proper regard to taking ownership, that those chosen are value adding to the project.</p> <p><i>EIA</i> The implementation of an EIA is a statutory requirement for projects of a certain type and size which this project is included.</p> <p><i>Secured by Design</i> This was included to ensure maximum security for those using the buildings wherever possible.</p>
<p>2. Barriers for the tool implementation</p>	<p>The main difficulty in aspiring to Secure by Design for a school is that there are not many examples of other schools having attained the accreditation.</p>

<p>What were the main problems in the tool implementation? (Regulation, information available, public awareness, lack of clear SD definitions and benchmarks, communication etc.)</p>	<p>Learning from others was therefore difficult. The designers had to achieve a balance between ensuring the school and its environment is safe and also provides a pleasurable living experience. A significant barrier to using tools is the time taken to implement the tools. Although benefits of using evaluation tools to achieve sustainability can be clearly seen the priority is still to finish the job on time. The ideal situation would be that a permanent member of staff ensures use of tools to increase sustainability. Tools need to be used throughout the entire project not at the start and end as they are traditionally.</p>
<p>C. Influence of the tool on the decision-making process</p>	
<p>1. Description of the decision-making process/ procedures a. Stages b. Levels (political, technical, etc.) c. Sources of information used during the dmp; d. Who are the decision-makers? e. Who made the final decision for the project implementation? Was it political or technical decision?</p>	<p>The project was initially driven by the need to replace 3 dilapidated school buildings and a poor library building. At the same time there was a need to reclaim an area of the village which had been the site of former industry and had been left for many years unused.</p> <p>The Council, with the full support of funders, committed themselves to the project. The Partnership, in consultation with Constructing Excellence, decided which tools would be used. Decisions were made both at a political (strategic) level and technical (operational) level.</p> <p>The sources of information used were many including the Unitary Development Plan, Regeneration Strategies, reports on the effectiveness of Partnership working etc..</p> <p>As part of the Construction Process the contractor was selected on a quality led basis and the scheme was structured to align with the aims of the employer and the contractor in order to ensure that best value was obtained without compromising contractor profit. However decision making on a number of issues was shared with members of the community.</p>
<p>2. Tool in decision-making process a. At what stage was the tool implemented? By whom? (experts, politicians, etc.) b. How did the tool output influence the process (added or skipped levels/stages in the existing decision-making process, etc.)? c. Quantitative goals or benchmarks defined? (If YES, which – and what were they compared to?) d. Was the tool used to support argumentations?</p>	<p><i>'Constructing Excellence' M41 Sustainability Project Performance Indicator Assessment Tool,</i></p> <p>a. This tool is designed to advise and guide on decisions throughout the project. b. The tool was not used as a management process as designed but more as a checklist at the initial and constructional stages of the project. The outcome of using the tool is therefore not an accurate perception of using the tool in its final form. When used as intended, the tool would help measure the projects performance against a set of sustainability issues to help project managers:</p> <ul style="list-style-type: none"> • a guide towards making a project more sustainable; • ask the right questions of themselves and others in running the project; • with a measure of what is being done in sustainability terms; • provide a route to continuous improvement. <p>Using the tool did however illustrate that the requirements set for the development would be difficult to attain within the timescale available. c. The Sustainability Indicator Assessment Tool provides benchmarks – to allow a project to be compared with. The benchmarks in the tool used by New Tredegar were based on the analysis of 30 projects during 1999/2000. d. The tool was used to convince potential funders and organisations such as the Countryside Commission in Wales that a responsible approach was being taken to sustainable issues. This approach has been maintained throughout the project.</p> <p><i>New Tredegar Community Partnership</i> a. The New Tredegar Community Partnership was implemented from the pre construction stage of the project as all people working on site were required to be aware of the partnering scheme. Contractors and sub-contractors had</p>

	<p>to be willing to take part in order to be awarded project contracts. Partnership in practice includes management issues, for example, creating a chain of prompt payment between contractors and subcontractors.</p> <p>b. The project has been chosen as a case study for good partnering by Constructing Excellence, because of three project innovations, that are as a result of the tool:</p> <ul style="list-style-type: none"> • Unique community involvement, • Quality led procurement method, • Creating a building that educates. <p>The partnering scheme includes all stakeholders from contractors to members of the community. As part of the process the contractor was selected on a quality led basis and the scheme was structured to align with the aims of the employer and the contractor in order to ensure that best value is obtained without compromising contractor profit.</p> <p>c. The goal of the project is to produce a finished product which exceeded the expectations of the end users. To provide the building blocks for future regeneration. To demonstrate best practice.</p> <p>d. It agreed aims of the project were that the construction project would:</p> <ol style="list-style-type: none"> 1. To unlock community potential and inspire the community through the successful delivery of a beacon regeneration project by long term partnership. 2. To meet the aspirations of all members of the Partnership. 3. To work in harmony with the environment and seek to minimise disruption and maximise safety. 4. To have fun and enjoy the experience. <p><i>Key Performance Indicators (KPIs)</i></p> <p>a. The KPIs were used throughout the construction phase.</p> <p>b. The use of KPIs by each member of the team at the monthly project meetings ensured that problems could be dealt with immediately rather than becoming an issue at a later date. This positive outcome of KPIs was furthered by the annual publishing of the KPI results.</p> <p>c. The benchmarks used in the KPIs also originate from other projects. KPI results are given to Constructing Excellence who use the information to benchmark with other projects throughout the country. In doing so the New Tredegar project can be compared with other projects throughout the country.</p> <p>d. Use of the KPIs as explained above, ensured that problems were dealt with immediately rather than becoming issues at a later date.</p> <p><i>EIA</i></p> <p>a. The EIA was, as required by law, carried out prior to starting the project.</p> <p>b. The EIA for this project involved an in depth survey of flora and fauna, of wildlife including bats, otters etc.. Designed to identify and mitigate the potential environmental impacts of a project by achieving environmental, social and economic benefits through complementary design and good project management. In this case, an ecology officer was employed on site to monitor construction activities and their impact on the ecology of the area. This resulted in the construction of otter fencing, holts and burrows. In addition bat and reptile surveys have resulted in reptiles having to be moved from the development area following a planned capture regime and relocated to other parts of the site unaffected by the works. Work has been undertaken to fit in with seasonal variations in behaviour, for example, repair work to a bridge has been timed to avoid the fish spawning period between May to October.</p>
<p>3. Transparency of decision-making</p>	<p>a. The project team involved the members of the local community, which included regular meetings and consultations regarding decisions to be made</p>

<p>process</p> <p>a. How was the information of the dmp disseminated? - directly (decision makers – public) or indirectly (decision makers - NGO, PR company, etc. - public); sources of dissemination used (mass media, internet, brochure, etc.)</p> <p>b. How was the public involved?</p> <p>c. Was there a public discussion over the project and at what stage of the project development?</p>	<p>on the project.</p> <p>b. There has been close community involvement throughout the project which was entitled the ‘New Tredegar Community Partnership’. At the start of the project a two day meeting was held for the team to be fully established and the roles understood. At this meeting the certificate below was discussed and agreed on. This has been signed by members of the community partnership and is displayed in the site office for a constant reminder of the goals and for anyone visiting the project to see.</p> <div data-bbox="614 468 1437 1023" data-label="Image"> </div> <p><i>Figure 3 – The New Tredegar Regeneration Partnership certificate of aims</i></p> <p>Community representatives were invited to every site management meeting, which are in addition to the regular Communities First meetings that are held every six weeks. The Community Partnership has a subgroup that meets to discuss and approve any changes to the design and have been involved in, for example, selection of roof tiles and bricks to fit with the local context. 90% of Community members involved in the scheme are of retirement age. This is a result of retired people having more time to attend meetings, especially those arranged during the day.</p> <p>Project brochures are distributed about the project to the community twice a year. These are hand delivered to every household in the locality, around 2000 in total.</p> <p>c. In 2002 a 3-day exhibition was held in the village to outline the scheme to the public. 600 local people visited the display, and talked to people from the local council, Groundwork Caerphilly, Gwent Association of Voluntary Organisations, Caerphilly Local Health Group and the local police are a sample of the organisations involved in the exhibition.</p>
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D. Expert assessment/analysis/comment of the tool effectiveness

<p>1. Assessment by tool users</p> <p>a. Were there measurable improvements as a result of the tool implementation</p> <p>b. Were there any spin-offs or consequences?</p>	<p>The project manager found the tools useful and effective that it is hoped that CCBC will use Sustainability Project Performance Indicator Assessment Tool, Community Participation and KPIs on other projects in the future.</p> <p>The Partnering philosophy is used as a management tool, the project manager believes it has been so successful that other Caerphilly projects are likely to use the partnering principles in future. The Council accepted this method of working for this project because of the strict statutory deadline to complete the opening of the school on time for the new academic year. The</p>
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<p>c. General view on the tool? Lessons learned?</p> <p>d. Potentials for further use of the tool?</p> <p>e. Will the actors recommend it or use it again - why / why not?</p>	<p>project manager also feels that significant savings on procurement in terms of both cost and time have been made by having the contractor involved at the earliest stage in the design process and being aware of what needs to be achieved.</p>
<p>2. Reviewer's assessment of the tool (usefulness, sustainability relevance, who are the actors excluded? etc.) Suggestions and needs for further development of the tool</p>	<p>The sustainability of the project has been guided by public health issues, community education, safety and economic regeneration. The Partnership is responsible for the management of the KPIs within the project. This ensures that the KPI questionnaires are regularly answered, and results are acted upon. There is also a consultant ecologist employed to ensure maintenance of the areas biodiversity.</p> <p>The use of the tools discussed above has contributed to the sustainability of the project. It is believed by the project manager that the project will be completed on budget, on time and having been produced to a high quality, as a result of using these tools.</p> <p>Although the benefit of using tools can be clearly seen, it is the time taken to use them that is a problem. A general feeling is that tools should be used throughout the project, not just at the beginning or end. It was felt that the management of the sustainability of a project should be a full time role in larger infrastructure projects such as this.</p> <p>It was found very useful to set out and focus on three main objectives a) unique community involvement, b) quality led procurement, c)a building that educates, throughout the project rather than having many main sustainability considerations which would provide overwhelming as a target.</p> <p>Benefits from involving the community in the scheme. One way of assessing how sustainable the scheme has been is whether the population remain in the area, this will be a long term measurement.</p> <p>The Sustainability Indicator Assessment Tool has many positive features of including the fact that it is:</p> <ul style="list-style-type: none"> • Straightforward to use with a clear layout; • Further explanations are available within the tool; • The results of the indicator scores are clearly displayed in graphs and a spider web type chart. <p>The Construction Partnership appears to produce successful results in terms of improved project management. It is able to be applied to a wide number of projects.</p> <p>Positive features of KPIs include:</p> <ul style="list-style-type: none"> • KPIs are regularly used in the construction industry which therefore makes comparison straightforward and more reliable. • KPIs are regularly checked, this ensures that attention is continually focused on relevant points e.g. on a clients specifications or on environmental targets. • KPIs can show past performance and allow assessments to be made about what needs to be done to improve the situation. • The continuous use of KPIs – including the sharing of information, keeps people informed. • KPIs allow performance to be continually observed, e.g. if accidents

	<p>happen continuously month after month, KPIs can help reveal a pattern. However,</p> <ul style="list-style-type: none"> • KPIs can be too complicated, • KPI information can become out of date when not regularly updated. • If there are other problems on site it is often hard to remember to do a KPI assessment as it is considered less of a priority.
E. Additional information on the case study available	
Websites	<p>New Tredegar Communities' Partnership (2004) http://www.newtredegar-newstart.co.uk</p> <p>Constructing Excellence (2004) http://www.constructingexcellence.org.uk/</p> <p>Constructing Excellence New Tredegar Regeneration Scheme Project Number 390 http://www.constructingexcellence.org.uk/bpknowledge/details.jsp?plD=390</p> <p>Caerphilly County Borough Council Press Releases: <i>Exciting new future for New Tredegar</i> http://www.caerphilly.gov.uk/newsandviews/news/pressrelease/0600-0699/0685.htm</p>
References concerning the case but also the key words or problem (papers, articles, reports, laws, etc.)	<p>New Tredegar Communities' Partnership (2004) <i>March 2004</i> Newsletter, New Tredegar Communities' Partnership</p> <p>Rethinking Construction Centre for Wales, New Tredegar Regeneration – Demonstration Project 390 <i>Rethinking Construction in Wales</i> Rethinking Construction Centre for Wales Ltd, Cardiff.</p>
Other sources (Interviews, conferences, discussions, etc.)	<p>Meeting between Welsh School of Architecture staff, Joanne Patterson and Anna Leron and Colin Jones, Caerphilly County Borough Council Engineering Management Consultant on the 8 April 2004.</p> <p>Copy of a presentation <i>New Tredegar Regeneration</i> from Colin Jones, Caerphilly County Borough Council Engineering Consultancy Manager.</p>