

THE NEWBERRY CENTRE
WEST LANE HOSPITAL, MIDDLESBROUGH

Client – Tees, Esk & Wear Valleys NHS Foundation Trust – xxxxxxxxxxxx
☎ Capital Projects & Developments Dept, Flatts Lane Centre,
Flatts Lane, Normanby TS6 0SZ
☎ xxxxxxxxxxxx ☒ xxxxxxxxxxxx

Architect – Howarth Litchfield Partnership – xxxxxxxxxxxx
☎ 4 Old Elvet, Durham, DH1 3HL
☎ xxxxxxxxxxxx ☒ xxxxxxxxxxxx

Completion – August 2011 (6 Months – On Time)

Value - £1,100,000

Contract - JCT Intermediate Form of Contract

Site Man. - Neale Torr & Neil Laverick

We were appointed as the main/principle contractor to carry out major refurbishment, alterations and extensions works on a live hospital. The work included a considerable amount of asbestos removal. The work involved a catering kitchen, bedrooms, lounge areas, treatment rooms, assisted bathrooms, breakout areas (internal & external) and staff quarters. The site had difficult access to the working area and was adjoined on both sides by live wards (see below), with interconnecting services to these wards and other areas of the hospital passing through our working areas and shared vehicular & access routes (see drawing). The Newberry Centre offers child and adolescent mental health service inpatient accommodation & eating disorder outpatient services. The Westwood Centre - low secure adolescent inpatient accommodation for young people who are experiencing mental health difficulties.



The main fire alarm panel for the building, the CCTV controllers, the fibre optical data cabinet and the panic alarm were all situated within and fed through our working area. We therefore had to work closely with the hospital's maintenance staff and the ward managers and co-ordinate the service installations, strip outs & modifications to ensure that services weren't disrupted and



false alarms were kept to a avoided.

Before works commenced Neale was in constant liaison with the ward managers to ensure that our works

were carried out with the minimum disruption to the running of the hospital. Due to the secure unit adjacent to our site we also had to ensure that our activities did not compromise the safety of the staff and patients.



Management Structure

Due to the complexity and tight timescale of the works we chose a site team that had experience in fast track construction and similar schemes. Initially through the first stages the site was allocated one site manager Neale Torr, but in line with our tender assessment a second site manager was allocated to the scheme for the latter third of the project to ensure that the works were completed to a high standard and on time. Once again we chose contractors that we could trust and had worked with in the past. Unfortunately the only



one to let us down was nominated by the client to undertake the window replacements, however we managed to work around their delays to ensure that the building will still be handed over on time.

Deliveries

The site was within a live hospital site which made access and deliveries more complicated. All deliveries had to be agreed and co-ordinated with the hospital to ensure that their operations and deliveries were not affected. The site also boarded the main access road which is single file, thus the works in this area had to be planned and designed so that access could be maintained at all times. (see Site Plan)



We agreed to use a lay down area slightly away from the works which enabled us to take large deliveries, off load away from the busy areas and then transport into the building in smaller quantities. This kept the number of deliveries down, thus reducing the carbon footprint and costs.

Other materials were ordered on the JIT system and were offloaded and taken straight into the building and incorporated into the works to reduce the onsite storage, thefts and damage.

Lessons Learnt

Due to the building being in use and occupied until the day before we commenced only a partial full refurbishment asbestos survey had been carried out. Upon access the asbestos survey was completed, but unfortunately there was considerably more asbestos discovered than forecast and the majority was found in the areas that we had planned to start first and also in the ceiling/roof void above the main construction access route that we were planning to use. We quickly had to replan the whole project and change the sequencing which obviously led to problems on site and materials reordered, service routes reassessed, etc.. Through planning and working overtime we were able to mitigate the delay caused, but have since tried to ensure that full surveys, including structural and asbestos are carried out well in advance of works commences on site to prevent potential and avoidable delays.

The team also learnt more about modern anti ligature constructional methods and techniques, windows, doors, furniture, etc.

Overall

Throughout the project the liaison continued at all levels and the works have been completed to a very high standard and within the designated timescale. The Eating Disorder Unit will open on time to enable the patients and staff to be relocated from another hospital.

Site Plan

