



The way the IPI model is set up relies on collaborative planning and working. The fact that there is one cost plan and we all have equal responsibility for the project promotes synergy throughout the team.

**Member
Integrated project team**

Museum of Making Derby Silk Mill

Summary

The Museum of Making is the result of an £18 million project involving the restoration and refurbishment of a derelict museum on the Derwent Valley Mills UNESCO World Heritage Site. The landmark venue tells the story of Derby's 300-year-old history of making on the site of the world's first modern factory.

The complex project, which completed in March 2021, brought together diverse stakeholders and an army of volunteers in an exemplary demonstration of collaboration, facilitated by successful use of the Integrated Project Insurance (IPI) procurement model.

Why this project won

The Museum of Making is an outstanding tribute to Derby's industrial legacy, retaining the historic fabric of the Grade II listed building while transforming the interior into a series of dynamic exhibition and learning spaces.

The client, Derby Museums, chose an early engagement IPI procurement model to promote collaboration, assembling key participants into a single integrated project team (IPT) that worked together to share risk, control costs, take a proactive approach to challenges and achieve the client's goals.

On completion, 100% of the client's success criteria had been met or exceeded.

Examples of best practice

- Early and ongoing engagement of the supply chain through workshops helped suppliers to identify risks in good time, create efficiencies and improve relationships on site.
- Use of behavioural workshops in the pre-construction phase helped to identify the most collaborative project team.
- STEAM principles were applied to define acceptable behaviours, mitigate conflict and maintain good personal relationships.
- The seven alliance members had an equitable share in the financial pain/gain of the project, incentivising the team to work collaboratively towards 'best for project' outcomes.
- 'No right to subrogation' insurance policy reduced risk to individual businesses, as parties agreed not to take out individual PI insurance under a 'no blame' approach.
- Use of BIM Level 2 supported supply chain integration and client handover. Elements of the shared 3D model linked to the O&M manual, providing detailed information for facilities and asset management.



Value

The alliance approach helped to secure additional Lottery funding to mitigate Covid impacts six months ahead of other capital projects. Early engagement allowed potential issues to be identified and resolved before they became costly problems. The collaborative ethos limited cost overruns and time extensions throughout the project.

For example, when the discovery of widespread asbestos added £250,000 to the budget, the integrated team found an efficient solution to offset the costs, saving months of extension time compared to a traditional contract. Local people were involved through an active volunteer co-production programme, with over 36,000 hours contributed to the project.

Call to action

If you are in a similar circumstance then use this form of procurement for a guaranteed and insured price from a collaborative and effective team.

If you have a project that provides outstanding benefits and demonstrates best practice to the standards of this case study, why not enter the CEM Awards next year and share your experience to the benefit of the industry?

Contact details for more information

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