

Forming Collaborative Supply Chain

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Arup-Mott MacDonald Joint Venture



INTRODUCTION



CONTRACT + COLLABORATION?

- Collaboration is...

“...two or more people working together to create or achieve the same thing.”

- Cambridge dictionary



CONTRACT + COLLABORATION?

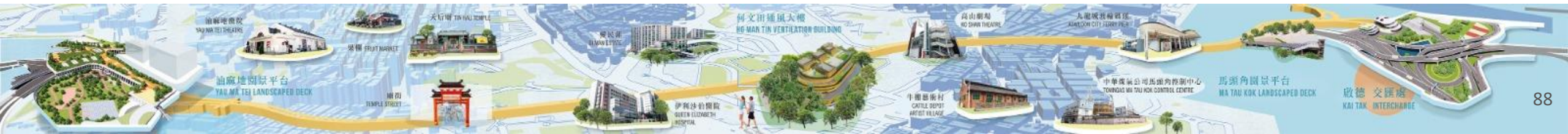
- NEC3 Clause 10.1:

“...shall act as stated in this contract and in a spirit of mutual trust and co-operation.”

- Is collaboration an obligation?

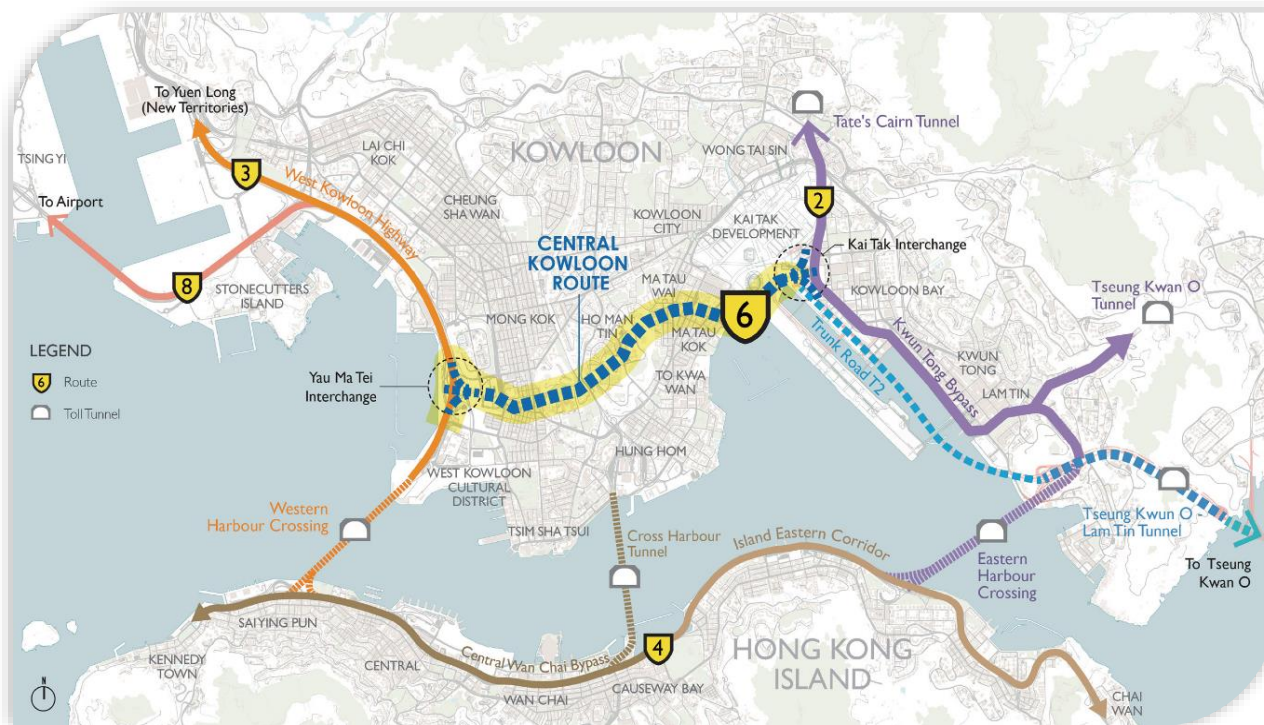
THE PARTNERSHIP

- The Arup-Mott MacDonald Joint Venture (AMMJV):
 - Unincorporated joint venture arrangement
 - We both share a collaborative culture



THE OPPORTUNITY

- Central Kowloon Route (CKR) project

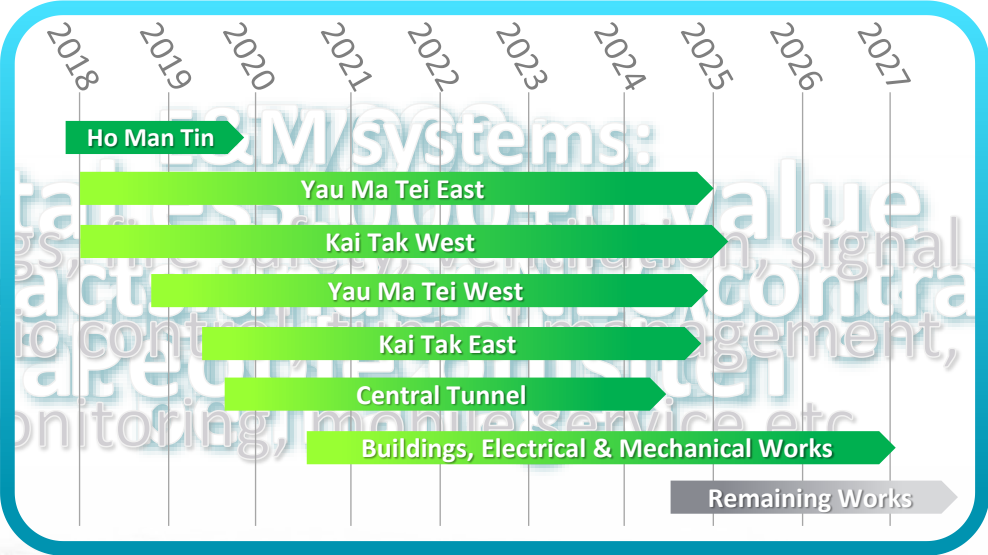


- 4.7km dual 3-lane urban highway
- Highways Department of Hong Kong SAR Government
- D&C Consultancy started in 2011
- Construction started in 2017
- Target road commissioning in 2025

CENTRAL KOWLOON ROUTE

6

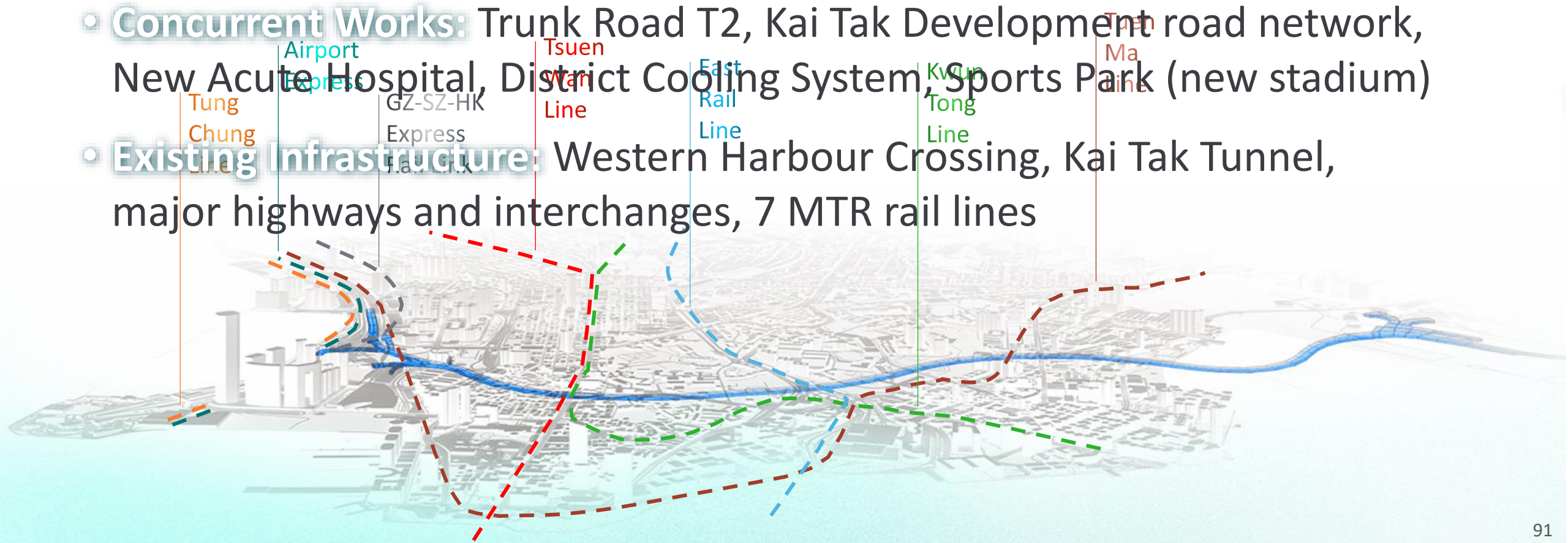
Concurrent
Construction
Contracts



CENTRAL KOWLOON ROUTE

Major Interfaces and Existing Facilities

- **Concurrent Works:** Trunk Road T2, Kai Tak Development road network, New Acute Hospital, District Cooling System, Sports Park (new stadium)
- **Existing Infrastructure:** Western Harbour Crossing, Kai Tak Tunnel, major highways and interchanges, 7 MTR rail lines



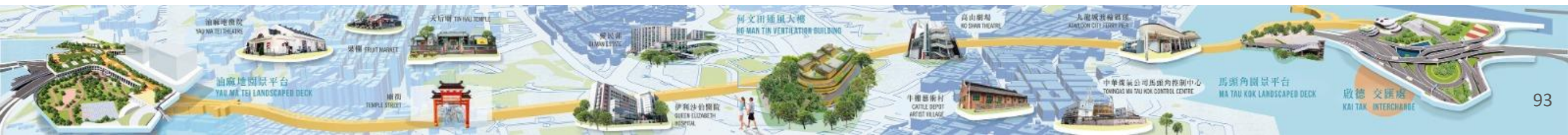
CENTRAL KOWLOON ROUTE

Major Interfaces and Existing Facilities



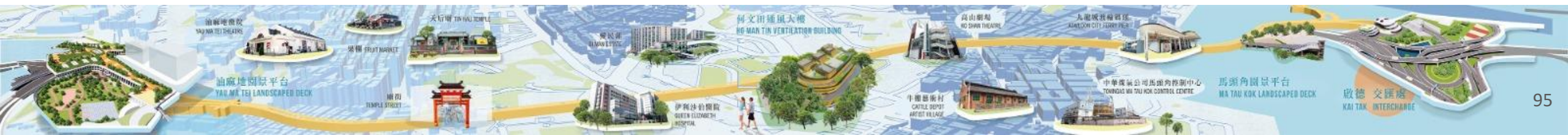
AMMJV'S COMMON OBJECTIVES

- Quality delivery and technical excellence
- Commercial performance and cost-effectiveness
- Reputations and positive influences



DRIVING THE CHANGE

- AMMJV facilitated the decision to change from GCC to NEC ECC Option C for the remaining works contracts
- Explored and proposed amendments to address local policies and industry's requirements, which became the basis of updates and enhancement in government standard library for contracts.

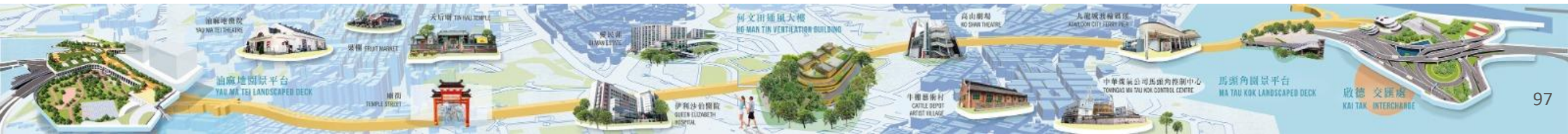


FOSTER TRUST & TEAM SPIRIT

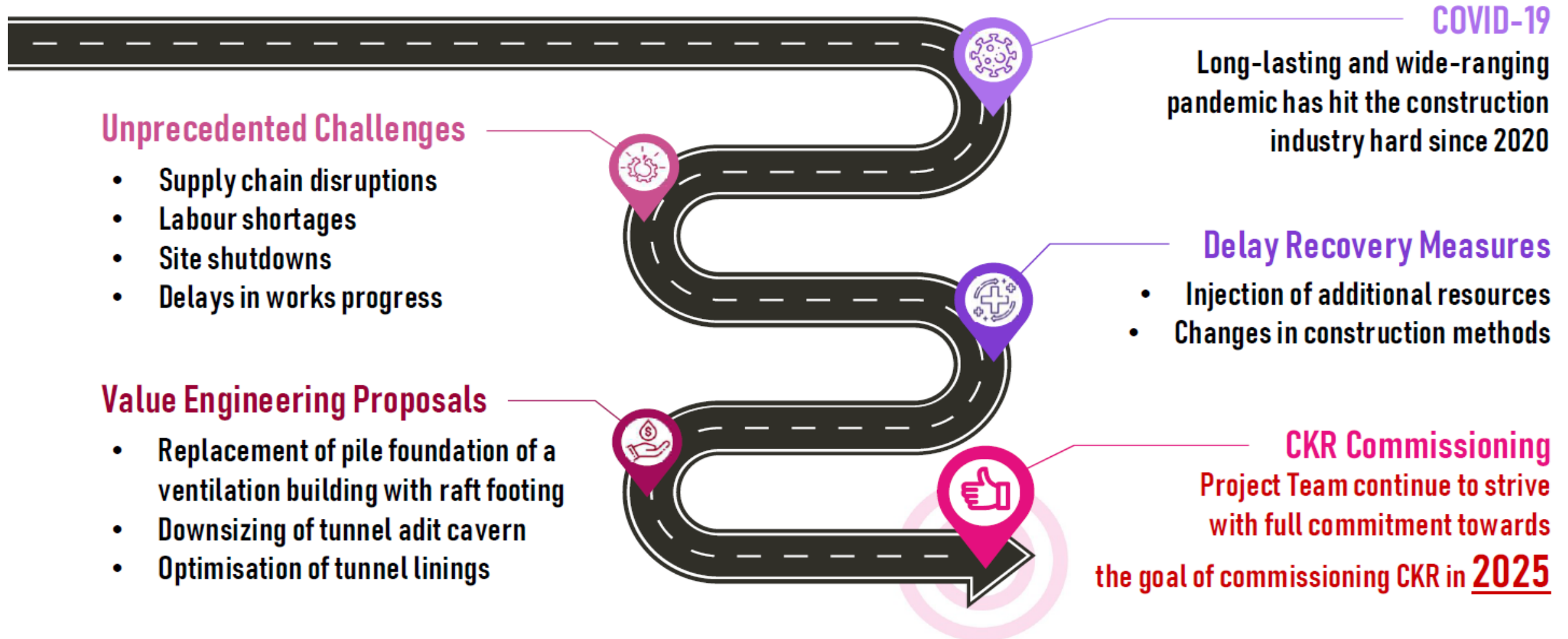
- Encourage communications to gain mutual understanding
- Effective use of Early Warnings
- Project Champion Group workshops to include senior management and relevant stakeholders to tackle project-wide and common issues
- Joint effort to identify solutions to problems
 - sort it out now!
 - decisions made are honoured!

SUCCESSFUL SHOWCASES

- ✓ 1:- Joint efforts across contracts to develop acceleration measures
- ✓ 2:- Develop technical solutions to address unforeseen ground conditions
- ✓ 3:- Route-wide coordinated Interface Management Taskforce to lead the multiparty collaboration
- ✓ 4:- Contractor's cost saving proposals

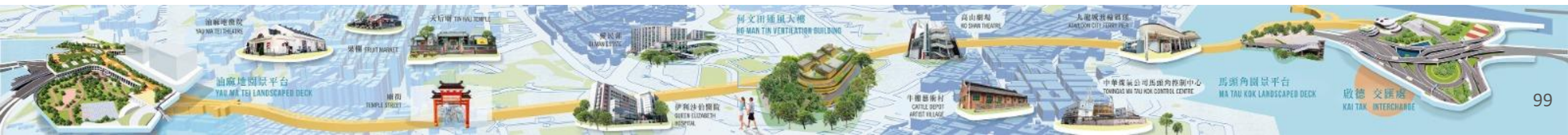


ADVERSITY MAKES RESILIENT TEAM



CONTINUOUS IMPROVEMENTS

- Webpage and helpdesk for information sharing
- KPIs for continuous review of compliance
- Experience sharing sessions
- Feedbacks



01 Above Ground 上天



Demolition of Yau Ma Tei
Carpark Building



Construction of flyover bridge
in Yau Ma Tei West

02 Tunneling 入地



Assembly of TBM inside the Tunnel



Drilling blast holes
on blasting face



Ho Man Tin
Vertical Shaft

03 Works over Water 出海



Construction of temporary marine platform
and cofferdam for underwater tunnel



Kai Tak River temporary platform
for bridge construction

works | services | supply



**WE JOINTLY “VENTURE” FOR SUCCESS
THANK YOU!**

