The Woodford Correctional Centre: A Case Study

Information regarding the procurement process used on the Woodford Correctional Centre was derived from the paper *Innovative Project Procurement in the Queensland Government: The Woodford Correctional Centre*, by Heldt, Hampson, Murphy, Wood, Deck, and Tucker, 1997. For full text, refer to *Journal of Project and Construction Management* Vol 3 No. 2 November, 57-70.

The Queensland Corrective Services Commission Board (QCSC) called tenders for the design, construction and operation of a 400 person facility for male prisoners at Woodford in early 1995. Two private sector tenderers and one public/private consortium were invited to prepare bids. The successful tenderer was the private/public consortium comprising the QCSC as operator, Concrete Constructions Pty Ltd as the builder, Project Services (a commercial section of the Qld Dept PW&H) as specialist adviser and superintendent. Phillips, Smith Conwell were the architects. (Heldt, Hampson, Murphy, Wood, Deck and Tucker, 1997)

The pivotal issue in this case study was that the design of the Woodford Correctional Centre integrated technical requirements and operational philosophy such that design, construction and operational methodologies were inseparable in terms of the tender process. Heldt et al (1997) suggest that the early input from the client, construction company and facility operator combined to drive the operating costs of this prison to substantially lower levels than previously achieved in Australia.

Another key issue in the development of this project was the re-negotiating of employment agreements with QCSC staff whereby a new industrial award, based on this facility’s greenfield site status was struck to allow a series of amendments to existing work practices.

Heldt, et al (1997) say that the project was procured by a purpose-drafted Document and Construction contract that incorporated an “in good faith” clause which bound the parties to “act in a manner which is fair, reasonable and honest”, and confirmed the parties’ agreement to specified common goals and their commitment using partnering principles in administering the contract.

Heldt et al (1997) identify the three key advantages of the contract negotiation process used throughout this project:

- The owner was able to maintain control over the design process. An acceptable concept design was obtained prior to formalising the assignment of documentation and construction risk to the builder.

- The builder clearly understood the scope and nature of the necessary building works prior to agreeing to a Contract Sum, and

- The owner benefited from the design management and value engineering skills of the builder during the design and construction phase.