

PROJECT OF THE YEAR

WINNER 2014

Cleaner Seas for Sussex Project



FINALISTS

- 5 – 7 Giltspur Street, London: Gary Jones Associates/Willmott Dixon
- Chapel Street, Oxford: EBS Elk Ltd
- Cleaner Seas for Sussex Project: 4Delivery
- East Croydon Station Footbridge: Mott MacDonald
- Heathrow Terminal 2A: HETCo – A Ferrovial Agroman, Laing O'Rourke JV
- Medmerry Managed Realignment: Team Van Oord
- Project Horizon –Surrey Highways: Partnership between Kier Services and Surrey County Council
- The British Museum – World Conservation and Exhibitions Centre: Mace
- The Place: Mace
- UTC Reading: Kier Construction

Driven from Europe but vociferously opposed by local residents, the question was not 'if' the project went ahead but 'how?' The project had to ensure that the 95 million litres of wastewater generated each day by communities along the Brighton, Hove and Peacehaven coastline, met the latest European standards.

Having taken twelve years to secure planning approval and four years of construction, this £300m environmental improvement scheme meets European regulations, was on programme and budget, and is part of the community.

Each element is an engineering feat in its own right – with 9.1kms of 2.44m internal diameter tunnel; A 2.5km outfall (500m tunnelled with underwater retrieval of the boring machine); three architecturally significant structures – including the largest green roof of its kind in the UK; treatment works handling 95m litres of wastewater every day; three pumping stations with 17.5m diameter shafts 34m-46m deep and nine connection shafts up to 45m deep.

The project required a diverse range of disciplines from marine to turf growing, working collaboratively on often very constrained sites. Last planner programming techniques provided predictability and productivity, creating a positive, one team approach between client, contractor and sub-contractors.

3D modelling was critical to the co-ordination of 20+ design sub-contractors on constrained sites. Space was maximized, potential conflicts identified and design efficiencies realised through early sub-contractor engagement. Co-locating the client project team with the contractor and early integration of Southern Water's operational staff ensured a smooth transition from construction to commissioning.

Throughout planning and construction, the team aimed to minimise impact upon local residents and businesses. Comprehensive community engagement, alongside a dedicated website, school, councils and community group talks, a regular newsletter, FAQs, a visitor centre and over 2,000 site tours, transformed objectors into avid supporters. A National Skills Academy delivered training across the project and leaves a local skills legacy. 15 hectares of open space has been created for the community to enjoy, along with new habitats to enhance ecological diversity.

The exemplary Health & Safety culture resulted in a 12 monthly AFR of 0 with over 3.5 million man-hours worked without a RIDDOR and five consecutive gold ROSPA awards. The Considerate Constructors Scheme recognised the project's performance in respecting the community, protecting the environment, securing everyone's safety and caring for the workforce.

Southern Water now have infrastructure and a new treatment works with the most up-to-date

technology, ensuring cost and energy-efficient operation, and reliability. The project has delivered cleaner seas for Sussex.

Judges' comments

The turnaround in public opinion through first class community engagement and stakeholder management on a highly controversial scheme is a remarkable achievement.

The project demonstrates high levels of technical competency across a breadth of disciplines, including architecture, civil engineering, tunnelling, safety management and environmental control – with close collaboration between all parties.

It's a highly sustainable project from an economic, social and environmental perspective and its legacy is that it fully integrates into both landscape and community.

