



# SWSOOS

## Lower Southern And Western Suburbs Ocean Outfall Sewer Rehabilitation Project

Relationship contracting – Water Infrastructure Group and McConnell Dowell JV. Challenging project - largest sewer rehabilitation ever undertaken by Sydney Water, complex activities, multiple fronts, brownfield environment, significant constraints and adverse working conditions.

The project's management demonstrated excellence in project delivery through the implementation of an integrated systems approach. Key project objectives, jointly identified, were safety, environmental and community. The profit and corporate overhead linked to its performance against designated Key Performance Areas (KPA's).

### Project Drivers

**Quality:** Largest, successful high-build epoxy repair of a major sewer in Australia. Repair Industry Excellence Award in the 2006 Australian Concrete Repair Association Awards

**Functionality:** the in-situ concrete repairs and epoxy lining have not only restored but actually improved the structural and hydraulic integrity of the trunk sewer.

**Schedule:** the 3 year project was executed 6 months ahead of its revised completion date. It also received a "Stretch" result in an independent assessment of KPAs.

### CLIENT

Sydney Water

### LOCATION

Sydney

### VALUE

\$98 million

### CONTRACT

DC

### COMPLETION

Sept 2006

### AWARDS

2006 Australian Concrete Repair Association Excellence Award

Workcover (NSW) Best Workplace Health and Safety Management System High Commendation

Institute Of Engineers (NSW) Project Management High Commendation

**Project Planning:** Challenging Project, difficult working environment, multiple work fronts. Implemented Integrated Management System. High Commendation at the NSW Institute of Engineers Excellence Awards (2006) in the Project Management category

**(Customer &) Stakeholder engagement:** Client focus area. Comprehensive stakeholder management process received an “Outstanding” result in an independent assessment of KPAs, and satisfaction score of >90%.on an independent survey of local residents.

**Environmental Management:** “Outstanding” result in the independent assessment of KPAs.

**Safety:** Significant hazards - confined space, live sewer flows and brownfield site. Safety culture driven from senior management through to workforce, including subcontractors. “Outstanding” in KPA. High Commendation at the NSW WorkCover Safe Work Awards (2006) in the Best Workplace Health and Safety Management System category.

### Lessons Learned

- Proactive community, industry and stakeholder engagement, early and throughout, including progress updates and change notification, was key to the final result.
- Upfront demonstration of rehabilitation techniques under actual site conditions, not modelled, should be undertaken whenever feasible
- A safe workforce is a productive workforce
- Centralised document control system is key to successful project management
- Recognition of good performance leads to better project outcomes,
- Investment in training and development of workforce skills enhances the project team culture and leads to better safety outcomes
- Alignment of whole team (suppliers, subcontractors, direct employees, project management staff) to the same project KRA's ensures a consistency of culture and a common desire to achieve outstanding project outcomes.

### Client Contact

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