



## NJUG CASE STUDY

### CASE STUDY 38: Brighton and Hove Victorian Mains Renewal Scheme

The National Joint Utilities Group (NJUG) is the UK industry association representing utilities on street works issues. The 37 companies<sup>1</sup> we represent work to deliver gas, electricity, water and telecommunications to both individual consumers and UK plc.

NJUG members need to continue to drive forward further improvements. We have therefore developed the NJUG Vision for Street Works, which revolves around six main principles:

1. Safety is the number one priority
2. Damage to underground assets is avoided
3. Utilities work together and in partnership with local authorities to minimise disruption
4. Utilities deliver consistent high quality
5. Utilities maximize use of sustainable methods and materials
6. Street works in the UK are regarded as world class

This case study is an example of NJUG delivering on these principles and turning the vision into reality.

#### **Overview:**

Southern Water supplies water and wastewater treatment services to 2 million customers across Kent, Sussex, Hampshire and the Isle of Wight. The company has a £2billion five-year investment programme between 2005 and 2010, to assure the ongoing quality and security of these services. Clancy Docwra is a major contractor specialising in underground water and wastewater networks. They have worked closely with Southern Water over a number of years, and are maintaining the water network on a daily basis.

In 2006 a major 3-year scheme was launched to enhance the quality, and dramatically improve the security of water supplies reaching customers in Brighton and Hove. With much of the network being up to 150 years old, there was a significant danger of bursts and leaks. A key driver informing Southern Water's investment strategy was the avoidance of unplanned interruptions to customers' supplies, and therefore the organisation determined that a programme of pipe replacement or refurbishment was required to protect customers from future problems.

Brighton is an event-driven city and as a result, Southern Water had to consider impacts on the staging of sensitive events. 'Customers' consisted of permanent residents and businesses, plus a much wider spectrum of stakeholders. It was essential that the benefits of a completely new network were not offset by undue disruption during the works.

#### **Case Study:**

The principal objective was to remove from risk 56.6 kilometres of existing water infrastructure, but Southern Water recognised that considerable benefits could accrue by making a number of improvements for direct customers as well as the wider community in Brighton. Through consultation with local businesses, public services and other bodies the project was subsequently extended to: provide a new fire protection network for the city; make provision for the future expansion of supply, including a number of major projects; and accommodate road reinforcement requirements for a new Rapid Transport System.

With so many critical interfaces to manage, Southern Water needed to deliver the project through a **partnering-style arrangement**, with a team that would not only achieve the principal aims of the project, but

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<sup>1</sup> NJUG's current members are Energy Networks Association (representing electricity and gas), Water UK (representing all water and wastewater companies), National Grid, Openreach, and Virgin Media. Our associate members are Clancy Docwra, Skanska McNicholas, Balfour Beatty, Morrison Utility Services, Morgan Est, NACAP, PJ Keary, First Intervention, Carillion, Enterprise, Laing O'Rourke and AMEC. Including members through trade associations, NJUG represents thirty-seven utility companies, and twelve utility contractors.

would deliver added value through working in partnership with all stakeholders. Through a tendering and evaluation process Clancy Docwra were selected to support these aspirations.

Any activity in Brighton's Square Mile can impact on 83% of commercial enterprises and 92% of the tourist industry. For this reason, four months before the works began, a **Key Stakeholder Liaison Group** was established comprising of representatives from bodies such as trade and residential associations, transport, highways and utility companies. This assisted in the refinement of proposals and the development of a **high-level presentation, made to local MPs in the House of Commons**. A full presentation was also delivered to the 56-strong committee of Brighton and Hove City Council. Through such efforts, Southern Water and Clancy Docwra obtained high-level buy-in from all stakeholders, including influential pressure groups, ensuring that every opportunity had been taken to identify, understand and address concerns and necessities.

A joint Southern Water and Clancy Docwra **communication strategy** was produced, which included advance publicity, pre-works advice to customers and the provision of centralised and on-site liaison for customers. All stakeholders were thus made aware of the project's rationale and its benefits in advance, mitigating negativity by emphasising the positives of the project.

Southern Water's pro-active approach to this project also involved obtaining a detailed overview of Southern Gas Networks' Capital Works Programme in the City, which identified any, and all, schemes within the "Project Footprint" that would impact on Southern Water's programme of works. This enabled a joint working strategy between Southern Water and Southern Gas Networks, with Southern Water executing all excavations and reinstatements for, and on behalf of, Southern Gas Networks, further limiting the adverse disruptions which would naturally occur when completing a project of this size.

Periodic progress statistics were collated, as well as key performance indicators based on measuring customer experiences in relation to the work being undertaken. This was in addition to customer survey cards, and voluntary commendations sent in by members of the public.

The overall customer-focused approach used for this project has become a good practice model internally within Southern Water. The proactive approach to provide excellent customer service was recognised at the Water Industry Achievement Awards 2008, where Southern Water and Clancy Docwra received the Customer Care Initiative of the Year Award.

In conclusion, Southern Water and Clancy Docwra worked as a unified team to deliver a quality service and ensure third parties were managed within commonly agreed parameters. Early consultations informed the process and specific arrangements were made to address any interfaces that had traditionally been difficult or demanding. To better manage NRSWA issues for instance a Brighton and Hove City Council Highways Officer was seconded into the team, allowing any defects to be remedied on site, working on a basis of conciliation and collaboration rather than confrontation.



## One Year, 8 months On – General Progress Statistics

### Brighton Renewal Scheme Information to date. 07/02/08

5th June 2006 -Commencement of Scheme  
Scheme age – 73 Weeks  
Water Mains Laid – 31,056 metres  
Gangs on scheme – 8 main laying, 10 service laying, 3 reinstatement = 21  
Service Communication pipes laid, 4,307 comprising 26,424 metres of excavations  
Decommissioned mains to date – 24,980 metres  
Interruption to supply, customers affected – 22,436  
Customers issued 2 week commencement notices issued – 17,951  
Customer calls received – enquiries 563 , complaints 132, no waters due to works 63  
Average 30% increase of dwelling against any mapping system or postal system.

