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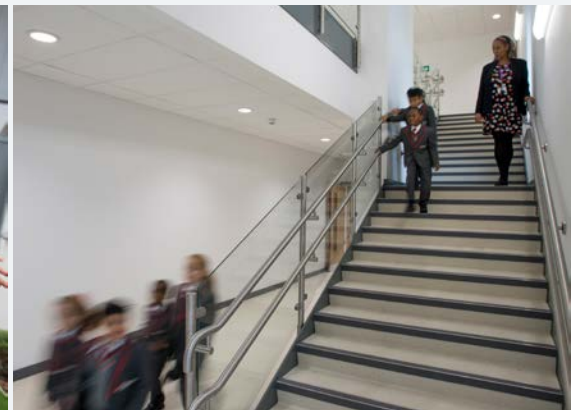
Building Project of the Year ≤£10m Winner 2018

Heathfield Academy, Croydon

The Judges say...

The management team was excellent – motivated and engaged. They really cared about what they were working towards and fully invested in achieving their goals.

Willmott Dixon was asked to take over the development of Heathfield Academy – a client and a community had been badly let down. The site was partly demolished, and the school was in temporary accommodation. The project, a three-floor reinforced concrete framed building came with many challenges including: a 'must open' date with just 49 weeks to complete; substantial site constraints; a client budget under pressure as a result of spend with the previous contractor; and potential inefficient design. Willmott Dixon succeeded in redesigning the scheme within existing planning stipulations, completed the demolition and other enabling works and delivered a 'life-changing' environment for the pupils and staff.



Contract value: £10m Approx 2,600m² Type of work: New build

Actions

- Budget pressures shared with supply chain early in the process to engage support.
- Team encouraged to share knowledge on 'what had worked well elsewhere'.
- Well organised site with excellent health & safety.
- 'Human factor' motivated project team leading to better production, quicker decision making, and better safety and quality throughout the build.
- 'Right first time' message relentlessly communicated.
- Built relationships with the client and the children to restore faith and confidence.

Impact

- The whole team worked together to find new products and efficiencies to conserve funds and make programme gains.

- Programme collaboration and good communication created a 'one team culture'.
- The team overcame many technical challenges, made quicker decisions and achieved high quality throughout the build.
- Total commitment to improving the lives of the school and surrounding community.
- Handover achieved 4 weeks early and defect free.

Lessons learned

The project stands out for many reasons but none more than the culture – the project produced a truly collaborative programme. Listening to everyone is important and making sure everyone understands that there is no hidden agenda, smoke screens or margin to slip on dates can instill a determination to get it 'right first time'.