Format

The Tender is to be written in English, using Arial font, no smaller than 11 point in size. Diagrams may be used and are to be labelled. All attachments submitted by the Tenderer are to be provided in either MS Word or PDF format (unless otherwise stated).

General

The SWS business plan details our vision, values and promises, for more information please refer to our website:

https://www.southernwater.co.uk/media/8235/6579_ofwat_company_turnaround_plan.pdf

The SWS response to Ofwat's Determination can be reviewed on the below link. Please ensure you have read this and fully understand prior to responding to the PQQ and if successful, ITT questions.

https://www.ofwat.gov.uk/wp-content/uploads/2019/12/PR19-final-determinations-Southern-Water-final-determination.pdf

Lot 1 Water works and services: £294m; comprising (a) £210m + (b) (£84m x across 3 additional years)

Lot 2 Wastewater works and services: £406m; comprising (a) £290m + (b) (£116m x across 3 additional years)

The scope of the framework is anticipated to be as follows:

- Services across Southern Water's geographical region including Isle Of Wight (IOW).
- This is intended to be used for routine asset replacement works which require limited design, and can be readily packaged and allocated by the Client. The Client has a new framework for providers for Non-Infrastructure works, starting in Q1 2023, but within this Framework procurement is the provision for further providers of for Infrastructure works the 'Infrastructure Framework'.
- Identify and develop options in accordance with the Client's technical and engineering standards for all aspects of Water and Wastewater systems.
- Achieve the required asset performance or customer outcomes by identifying:
- low build or no-build solutions.
- sustainable including low carbon, catchment, and nature-based solutions.
- lowest Totex or Best Value solutions across an agreed Tranche or Programme of works.
- how the solution(s) deliver benefit as measured the Client's Balanced Scorecard, and at an aggregate catchment or system level.

The Contractor shall provide construction management services and expertise including:

- Create, manage and optimise its allocated programmes, including developing programme, tranche and project execution plans as required by the Client.
- Supporting the Client with Pre-construction Enabling Activities.
- Undertaking Construction Enabling Activities (e.g. site surveys, site preparation, streetworks management, including communicating with the customer).
- Preparing all aspects of work delivery planning, including identification of the most cost-efficient civils, mechanical and electrical, and environmental construction resource to deliver the works, for review and acceptance by the Client.
- Work with the client to regularly optimise the specification and procurement of the Client's Standard Asset List, including use of centralised or buying club solutions
- Managing and undertaking construction delivery to the time, cost, quality and risk parameters agreed with the Client,

- Managing and undertaking commissioning and handover according to Client Engineering Standards.

Question

Case Study 2 (a separate response for each Lot is required)

Please provide case study no 2 comprising no more than 4 x A4 sides - including any diagrams or pictures and in Arial 11 point font), detailing your experience of a similar scope and scale to the Lot you are responding to and include:

- How the scope is of relevance to Southern Water;
- The scale (value and volume), complexity and scope of the work delivered;
- How the client's requirements, benefits and any value adds were achieved;
- The approach taken to achieve successful delivery;
- How you ensured your client's customers' needs where met through your delivery approach;
- Client contact details (name, organisation, telephone and email address) to verify case study

Lot 2 – Case study 2 – Thames Water Delivery Frameworks

Introduction

This ongoing framework for AMP 7 comprises a traditional capital / civil engineering contract supporting Thames Water's Intelligent Client Model and has an estimated value of £250 million per annum.

Spread over three lots, our works covered the whole of the Thames Water region including the South London region and the Thames Valley region. The 5-year framework agreement runs from April 2020 to March 2025, with an option to extend a further 5 years.

Relevance of scope to Southern Water

The framework involves planned capital and civil engineering works across the wastewater network – managing projects with differing complexity during all stages of the project lifecycle. The framework allows for ECI where required, but also has a mechanism to award projects that need little or no design including:

- New and replacement rising mains.
- Rehabilitation and replacement of gravity sewers.
- Pipe bridge inspections and refurbishment.
- Sewers crossing railways.
- Growth schemes to support local development.
- Planned emergency works – mostly pipeline related.
- Sustainable urban drainage schemes.
- Storm water storage and combined sewer overflows.
- Construction/ refurbishment/upgrade of sewage pumping stations.

Examples of projects completed as part of the framework that are similar to those we expect to deliver as part of Lot 1 of the Capital Infrastructure (LCDR) Framework include:

- Dukes Ride Rising Main
- London Road, Newbury
- Bexley Growth CSO
- South Cerney Rising Main and Pumping Station
- Eden Street Sewer Collapse
- Sandford Tower Inlet Refurbishment

Scale, complexity and scope of work delivered

This ongoing framework involves delivering projects of varying complexity and value with a diverse range of work scopes including those described below.

Project	Description
Dukes Ride, Crowthorne, Berkshire	Replacement of 300-mm diameter rising main utilising a new route that ran across privately owned land. The £830,000 project was to replace the severely corroded 920-metre long, 40-year-old ductile iron main. We worked with Thames Water to help develop their project briefing document and scope of works that included: • Managing all flows necessary to facilitate the works. • Carrying out sewer CCTV survey of receiving sewer between new upstream discharge manhole and downstream manhole. • Grout filling existing redundant rising main. • Excavating trial holes at pump station and discharge manhole. • Transporting piping to route and stringing out. • Installing bog mats for drilling machines. • Installing and welding 355-mm PE 100 SDR 11 main. • Excavating and HDD drilling between five pits. • Installing new manhole at discharge end (1500 dia. x 1.8 metres)

	• Connecting to existing 300-mm main at pump station. • Contributing to the local community volunteer day alongside Thames Water, AECOM and Wellington College by helping to clear overgrown shrubs that were restricting the growth of the local heather.
London Road, Newbury	Replacement of 410 metres of DI pipe with PE and reline 675 metres with GRP liner. Work included temporary PE rider pipes. Installation of 11 concrete thrust blocks for temporary and permanent works; then decommissioning and removal of pre-installed rider pipe. The above ground rider pipe provided rapid protection for the fragile main which had burst six times during 2020. The installed liner was the longest CPP liner ever laid for Thames water. The project assured the necessary environmental protection required due to the pipe being within 200 metres of a SSSI site and 10 metres from a fishing lake.

How the client's requirements, benefits and any value adds were achieved

One of our objectives on this framework is to ensure the best whole life cost is achieved on projects, with careful consideration of the needs of stakeholders. On each project, we collaborated closely with all stakeholders to meet project requirements, leave a positive legacy in local communities, help TWUL achieve its social and environmental commitments.

Our Dukes Ride rising main project demonstrates how we work with our clients and stakeholders to reduce disruption and environmental impact – and save time and money. Key to the successful outcome of this project was establishing and maintaining excellent relationships with all stakeholders and third parties involved in and affected by the works.

Working within the grounds of Wellington College required early consultation to ensure MWS obtained the necessary consents before work commenced – ensuring programme delays were avoided and disruption to college activities minimised. All MWS staff required DBS checks before being permitted to work in the college grounds.

Due to the geographical location of the works and the sensitive nature of the surrounding area, MWS conducted several investigations, studies, and route planning activities as part of its preliminary planning work, including:

- Topographic and archaeological surveys and geotechnical desk studies.
- Unexploded ordnance surveys.
- Environmental and ecological surveys and studies.
- Third party screening.
- Liaising with Thames Water Operations to identify outage restrictions.
- Liaising with Thames Water Customer Team to produce Customer Impact Assessment for the works.
- Arranging for staff DBS checks to be conducted.

The MWS team worked closely with the college leads to build trust and foster cooperation – the necessary PLN was quickly obtained due to the relationship the team built with the college. The team also established excellent communications with the HDD team and Thames Water's operational teams and were active in the pumping station weekly meetings – all came together to get the work done!

As part of our commitment to assisting our local communities, MWS contributed to the local community volunteer day alongside Thames Water, AECOM, and Wellington College by helping to clear overgrown shrubs that have an adverse effect on the local heather and restrict its growth.

Our approach taken to achieve successful delivery

Bespoke operating model

We developed an operating model tailored to Thames Water's requirements and aligned with their Intelligent Client Model that would enable us to provide a positive customer experience through an efficient quality-focused design and delivery service. The model allows us to gather information at package level and use that information at framework level to monitor our performance against Thames Water's aims and commitments.

This simple 'back to basics' contractor delivery model focuses on excellent design and lean construction, which, complimented by our digital capability, provides for swift and timely decision making. This is achieved through the principles of efficient, agile and fast-tracking project management and a team of excellent people.

Our model is built on in-house staff and labour, supported by our aligned supply chain for specialist techniques and peak volumes, and ensures we can provide flexible teams responding to all framework requirements – from all packages of work.

The model relies on our collaborative approach to project delivery, ensuring we keep the client and stakeholders engaged in what we are doing and decision making at all times. This we do through regular meetings and communication.

Stakeholder Management Plan

From the outset, we developed a Stakeholder Management Plan to ensure we proactively communicate with all stakeholders, recognising the most important of which is our client, Thames Water. The plan sets out the measures to ensure we:

- Keep Thames Water's operational stakeholders informed – early warning.
- Listen proactively to Thames Water ops people to help continually refine our approach.
- Continue to maintain our good relations via proactive communications with highway authorities, Environment Agency, customers, local businesses and emergency services.

Performance management

Thames Water's incentivisation mechanism is based on 'pain gain', where any savings or over spends on projects are split between MWS and Thames Water on a 50:50 basis.

KPIs are established to align with Thames Water's requirements, as well as our own business needs, covering health and safety, quality, customer, environment, commercial, forecasting accuracy and delivery performance.

We manage performance through weekly project monitoring and monthly project reviews using reports generated by our Power BI system. We also convene scheduled forums to report and discuss performance, such as Lot 2 Thames Wide and Lots 6 and 7 regional reports for South London and Thames Valley.

We also hold Monthly performance review meetings with Thames Water where we discuss cost, schedule, health and safety and quality performance as well as looking at future projects, initiatives and innovation.

Individual performance is monitored daily and managed through our employee engagement process, this combines PDR target and objective setting and regular 1-2-1 sessions where individuals and their line managers discuss wellbeing, development and performance.

Lessons learned

Monthly Project Review meetings provide a forum to discuss what's going well, what is not going well and identify any lessons learned. This provides an opportunity for managers to step in and support teams to identify and resolve any areas where changes may be required. These are then shared with the team and the relevant processes are revised, where necessary, through our quality management system. Appropriate briefings/training is then rolled out across our operations.

Lead design engineers and construction managers attend a fortnightly meeting where they discuss any issues encountered and exchange ideas to resolve problems and prevent recurrence. This includes feedback to Thames Water on issues such as incompatible specifications or new technologies that may alleviate existing problems but which they have not yet considered or approved.

Each project within the framework has its own project close out review within three months of construction completion, where lessons learned are discussed and captured. These forums include all members of the team who have been involved in the project.

How we ensured our client's customers' needs where met

At MWS, we always treat Thames Water's customers with respect, courtesy and honesty and communicate clearly with them when providing timely and accurate information. We ensure all customers are treated as individuals and recognise they each have their own needs and issues. Our dedicated customer team works closely with the Thames Water customer team on all projects.

We tailor our approach when supporting and communicating with them, ensuring we provide the help they need in their daily lives. All our teams and operatives are fully inducted and trained in what we expect of them to help achieve Thames Water's Customer Journey.

We 'live and breathe' the Thames Water's Customer Journey and are able to respond to customer needs with accurate information and advice, often working on their premises. We have integrated the Thames Water Customer Journey into the MWS Every Customer Counts model to ensure we continue to deliver a positive customer experience.

Before starting any project, we develop a Customer & Community Engagement Plan (CEP) to consider the specific requirements for each customer segment and for key stakeholders impacted by the work, including 'priority services' customers, third parties, local stakeholders, businesses and schools. We update the CEP throughout the project lifecycle to define and refine our engagement approach including:

- Community engagement to capture local issues e.g., road closures, historic flooding etc.
- Segmentation of customers to identify 'Priority Services' customers and businesses.
- Surveys and investigations and liaison with third parties and landowners to agree access arrangements and land entry.
- Face-to-face visits before works start with directly affected customers: door knocking, visits to businesses/local traders plus, if appropriate, media publicity.
- Proactive communication with key stakeholders such as highways authorities, councils, locally elected representatives, Environment Agency and trade bodies.
- Multi-channel communications during works, e.g. early written notices, personal visits, letters (prior warning), cards, proactive outbound SMS text messaging and signage. QR codes and feedback cards are issued on some projects following completion to help us learn and continuously improve.
- Use of social media listening platform to flag feeds relating to works/for proactive use.

Client contact details for Thames Water Delivery Frameworks

Name and organisation	Thames Water Utilities Ltd.
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