

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:

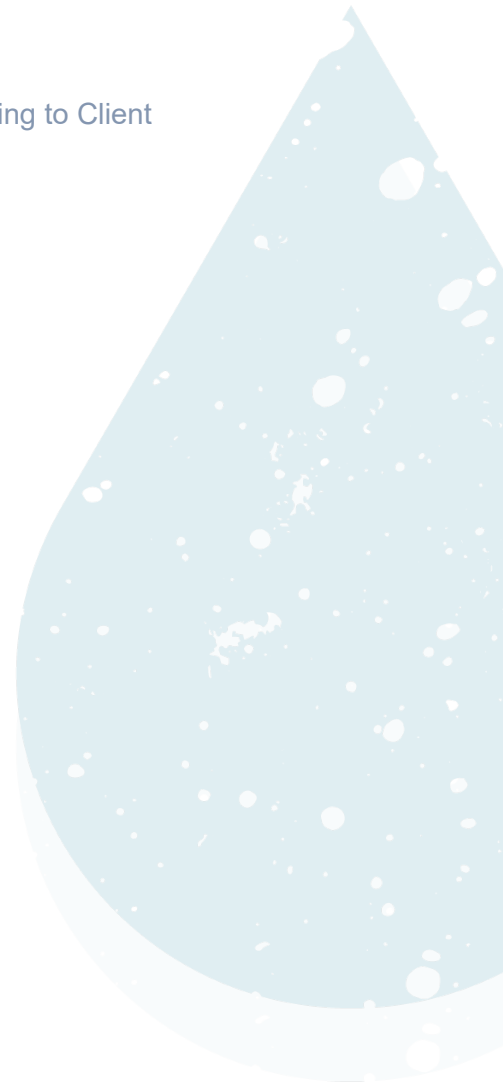
- Services across Southern Water's geographical region including Isle Of Wight (IOW).
- This is intended to be used for routine asset replacement works which require limited design, and can be readily packaged and allocated by the Client. The Client has a new framework for providers for Non-Infrastructure 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,

SWS PQQ - Capital Infrastructure (LCDR) Framework

- 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 were met through your delivery approach;
- Client contact details (name, organisation, telephone and email address) to verify case study

4 page Arial font 11

Writer – Tony Fern

Lot 1 – 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 £50 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 involved planned capital and civil engineering works across the water network including:

- Trunk mains repair/replacement.
- Mains rehabilitation.
- New trunk mains associated with growth.
- Pressure management construction and optimisation activities.
- Inspection and maintenance of aqueducts, bridges and tunnels.

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:

- Seven Sisters – rehabilitation of cast iron water main.
- Blackfriars Road – response, design, and repair trunk main leakage burst.

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
Seven Sisters, Hackney, London	<p>MWS was contracted to rehabilitate 600 metres of an existing 36-inch cast iron water main between Seven Sisters Road and Finsbury Park Road, in Hackney, London.</p> <p>The £6.1 million (Phase 1) project was meticulously planned to reline 600 metres of the water main and required the final 100 metres to be lined with an internal lining, designed and installed by PMP, our M Group Services sister company.</p>
Blackfriars Road, Southwark, London	<p>On this £3 million emergency response project, we provided design, and repair work in response to a burst on a 36-inch cast iron trunk main at the busy junction between Blackfriars Road and Union Street near Southwark tube station.</p> <p>The success of our initial response was highly dependent on collaborating efficiently with key stakeholders.</p> <p>Following the immediate response to the burst, we were briefed to explore and undertake the following:</p> <ul style="list-style-type: none"> • Investigate and understand the cause and mode of failure. • Undertake a localised repair if possible. • Assess asset health adjacent to the failure point on the main. • Develop engineering options.



	<ul style="list-style-type: none"> • Develop a defined methodology and associated budget. • Manage all aspects of project delivery including deep excavation, temporary works design, stakeholder & customer management, highways notices, traffic management, permits to work and CDM plans. • Liaise with TfL and Southwark Council to discuss better routes/diversions, and with TfL (Michael Barratt) for assistance with pedestrians, cyclists, and vulnerable people.
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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 key stakeholders. On each project delivered as part of this framework, we have collaborated closely with all relevant stakeholders to meet project requirements, leave a positive legacy in the communities we impact, and help Thames Water achieve its social and environmental commitments.

Our Blackfriars Road project demonstrates how we collaborate with our clients and stakeholders to reduce disruption and environmental impact – and save time and money. The original repair programme involved traditional open dig excavations – causing significant long-term disruption. To avoid this, we developed a bespoke 'no dig' modular liner solution which:

- Delivered significant improvements in service levels and customer satisfaction.
- Reduced traffic disruption by limiting the areas of excavation.
- Improved safety for the workforce, avoiding confined spaces.
- Reduced programme duration and cost.

Our innovative 'no dig' solution saved months against the programme and delivered significant improvements in service levels and customer satisfaction. We also incorporated off-site construction – limiting onsite impact to below-ground assembly, which benefitted the project by reduced noise, carbon footprint, improved quality control, logistical movements.

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 – for 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, e.g., 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, Environmental Agency, customers, local businesses and emergency services.

The plan ensures we carefully consider stakeholder/customer needs for each project and agree the most suitable methods to be used to deliver a successful outcome.

For example, on our Blackfriars Road scheme, our teams used letter drops and on-site communication boards to keep customers and stakeholders regularly updated on methodologies, timescales, and benefits of our approach, explaining the works required to carry out the repair.

We held onsite meetings with TfL regarding pedestrian/cyclist marshalling and maintained a 24-hour attendance on site until roads and cycle lanes were reopened; and ensured Thames Water was provided with timely information to support their press briefings.

We also provided weekly progress updates to Southwark Council and liaised with emergency services – both back-office and on-site personnel.

As the work was under intense public scrutiny and taking place outside TfL's offices, the need to respond to the burst and complete the works in the shortest timescale was vital in conserving water and in safeguarding Thames Water's reputation.

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.

We also helped establish and agreed key KPIs covering a range of topics, including health and safety, customer, environment, commercial 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 is 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 were met

At MWS, we always treat Thames Water's customers with respect, courtesy and honesty, communicating 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 approach is tailored to support and communicate 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. 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: this considers local community events, the impact of 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.
- 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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