



CASE STUDY: Powerful Planning

Award-winning Approach brings 20% Savings for Thames Water

When the regulator fired the starting gun for major infrastructure improvements to be delivered by 2025, Thames Water wanted to get ahead of the crowd with a robust procurement process that would secure the best supply chain partners.



Why were we needed?

Introducing a new approach to sourcing, choosing and measuring programme partners meant that the process had to be based on stronger commitments than traditional, cost-based contractual models. Thames Water understood that a collaborative approach would achieve significant efficiencies across the programme, with all parties benefiting.

JCP specialises in working with companies to build behavioural programmes and collaborative initiatives that meet specific requirements. For Thames Water, the process had to:

- ▶ Be consistent and transparent, based on clear capabilities
- ▶ Attract a best-in-class team where all members shared the same values and behaviours.
- ▶ Develop a long-term relationship with the winning partners to ensure shared efficiencies from the outset and for the duration.

Why is collaboration so effective?

Positive attitude and behaviour is vital to the success of long-term projects. Defining acceptable behaviours for your project, selecting suppliers consistently and developing, motivating and measuring those

behaviours during mobilisation and delivery can transform the way you, your partners and other stakeholders perceive your success.



Collaboration works.



What did we do?

JCP developed an in-depth procurement process to identify the best team for the job based on behaviours and cultural fit as well as best value. The framework was based on securing partners that would share risk and rewards, and focus on a successful outcome from procurement to planning and delivery.

Specifically the approach:

- ▶ **Placed a high weighting on a behavioural assessment of applicants at all levels, from on-the-ground operatives to senior executives.**
- ▶ **Deployed assessment methods tailored to suit executives and operatives, including workshops, behavioural biography submissions and leadership team interviews.**
- ▶ **Put in place a clear framework of the objectives and deliverables for the long-term, putting Thames Water and their chosen partners in the best place to meet any future challenges during the management and delivery stages of the project.**

What did we achieve?

Thames Water delivered an exceptional example of collaborative working that was respected and appreciated by all the contractors involved in the programme:

- ▶ **20% reduction in overall procurement time**
- ▶ **Procurement process reduced from 18 months to just four months.**
- ▶ **By circumventing the need for a costly bid process, Thames Water reduced costs to itself and its partners.**
- ▶ **The short and efficient alliance-based approach has secured Thames Water the best experts in the industry to carry out the refurbishment programme over the next 10–12 years.**
- ▶ **The UK Cabinet Office singled out the approach as a best practice which delivers savings to the taxpayer.**
- ▶ **The alliance team (named eight20), received a Construction News award nomination for supply chain excellence.**



Our client's feedback

"JCP has helped us deliver a behavioural procurement process that met this challenge as well as being both robust and speedy. Working collaboratively with us they quickly produced a process that was rated as excellent by both ourselves and the bidders. We look forward to working with JCP in an on-going way as they support our alliance in a way of working that has collaboration at its heart."

"We have procured an option to offer the longest contract term ever awarded by Thames Water. Rather than taking a purely commercial and technical approach, we have focused on behaviour by putting our people and our partners' people through interviews, site visits and workshops. This process has reduced the procurement process from 18 months to four and has significantly lowered the cost of bidding for the bidders involved."

Tim Coles, Head of Capital Procurement at Thames Water

"The working principles represent a big change from past delivery models and includes a joint team working with an integrated supply community, boosting safety and efficiency and making sure solutions delivered are innovative, sustainable, and present greater value for money in the future – not just the cheapest solution."

Graham Keegan, Chief Operating Officer, eight20