Tideway

Meet the Buyer Event

13th May 2016
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>08.55</td>
<td>Housekeeping &amp; Event Outline</td>
<td>Jeremy Galpin, Legacy Manager, Tideway East</td>
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<tr>
<td>09.00</td>
<td>Welcome &amp; Safety Moment</td>
<td>Chris Hughes, Project Director, Tideway West</td>
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<tr>
<td>09.05</td>
<td>Tideway – Our Story So Far</td>
<td>Roger Bailey, Asset Management Director</td>
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<td>09.20</td>
<td>Health &amp; Safety</td>
<td>Stuart Pollard, Acting Director of HS&amp;W</td>
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<tr>
<td>09.30</td>
<td>Procurement Overview</td>
<td>Bryan Jenkinson, Procurement Manager, Tideway West</td>
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<td>09.35</td>
<td>Overview of Packages</td>
<td>Gary Peck, Procurement Manager, Tideway East</td>
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<tr>
<td>09.40</td>
<td>Compete For</td>
<td>Len Walker</td>
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<tr>
<td>09.50</td>
<td>Q&amp;A</td>
<td>All</td>
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<tr>
<td>10.30</td>
<td>1 to 1 Meetings</td>
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<td>12.30</td>
<td>Lunch</td>
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<tr>
<td>13.30</td>
<td>Event Close</td>
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</table>
Chris Hughes – Project Director, Tideway West
Welcome & Safety Moment
Reconnecting London with the Thames

Our challenge is to build a new sewer for London, to prevent the frequent pollution of the River Thames.

Our vision is not just to clean up the Thames but to promote a change in the relationship between London (and Londoners) and their river.
Bazalgette’s interceptor sewers
In 2014, **62 million** cubic metres of sewage discharged to the tidal River Thames.

- 50 discharges on average in a typical year
London Tideway Improvements

- Mogden
- River Lee
- Abbey Mills
- Beckton
- Riverside
- Crossness
- Long Reach
- Thames Tideway Tunnel
- Lee Tunnel
- Sewage Works Upgrades
Tunnel statistics

Length: 25 kilometres
Depth: 30 to 65 metres
Gradient: Falls one metre every 790 metres to be self-cleansing

• Diameter: 7.2 metres
• Volume: 1.6 million cubic metres (include Lee Tunnel)
Tunnelling through London

West
- Acton Storm Tanks

Central
- Carnwath Road Riverside
- Kirtling Street
- Blackfriars Bridge Foreshore
- Chambers Wharf

East
- King Edward Memorial Park Foreshore
- Abbey Mills Pumping Station

30m

66m
Interfaces with existing infrastructure

- Buildings: 1301
- Listed buildings: 24
- Bridges: 75
- Water mains: 15km
- Gas mains: 34km
- Sewers: 18km
- Tunnels: 45km
- River walls: 20km
- In-river structures: 50
Our approach to innovation

- Achievements to date:
  - Shorter route - reduced length by 7km and will meet scheme objectives
  - Innovative hydraulic design reduced number of sites from 45 to 24
  - Air management and use of ‘natural pressures’ during operational phase, simplified design, saving capital and operating costs, improving performance

- With 80% of design yet to complete, great opportunity to innovate and significantly further reduce costs

- We will build on the Crossrail approach and use their highly regarded Innovate18 system to deliver value

- The leadership team will actively encourage the right culture across the project so innovation is valued and rewarded
Main works contractor procurement

Tideway have adopted the NEC3 target cost procurement model with alliance overlay, plus incentivisation.

• 2011 to 2012 - Early Contractor Involvement (ECI)
• 2012 to 2013 - Early Market Engagement (EME)
• 2013 - Pre-Qualification
• 2014 to 2015 - Tender Process
• Sept 2015 - Main Works and Systems Integrator contract award

Tideway contractors

West

Central

East

System Integrator

Balfour Beatty

ferrovial
agroman

laing o’rourke

Vinci Construction

Bachy Soletanche

Costain

Amey
Alliance structure

• Incentivisation over and above NEC 3 mechanics
• Integrated and collaborative team
• Creates a joint management structure with shared branding
• Collective risk and opportunity sharing
• Best-for-project unanimous decision making
• Shared Alliance vision, values and behaviours
• Allows for a collaborative programme-wide Optimised Contractor Involvement (OCI) period
Our journey so far…

Collaboration has been vital in key successes at Tideway to date:

- Secured planning permission
- Awarded construction contracts
- Created a new delivery framework via a regulated water company

….Our collaboration future: Timetable to operation

**2015**
Tideway granted licence by Ofwat

**2016**
Main works preliminary construction begins

**2017**
Tunnelling begins

**2021**
Tunnelling ends

**2022**
System commissioning

**2023**
System operational
Legacy Objectives

**Environment**
1. Protect and enhance the environment

**Health & Safety**
2. Raise health & safety performance and awareness

**Economy**
3. Improved competitiveness and vitality for London
4. Contribute to the rejuvenation of London’s river economy
5. Improve the UK’s exportable knowledge and skills base, encourage innovation

**People**
6. Increase prosperity and employment particularly locally
7. Inspire and up skill a new generation
8. Greater well being for all, improved health for river users

**Place**
9. Improved public realm
10. Safer communities and less crime
Blackfriars: Before
Blackfriars: Tideway CSO design
Blackfriars: After
THANK YOU
Stuart Pollard – Acting Director of HS&W
The Role of Health & Safety at Tideway
Health and Safety Strategy

Health, Safety and Security Mission Statement

‘We care about you being Safe, Trained and Healthy; to achieve this we are committed to best practice, continual improvement and a transformational programme to deliver Tideway in the healthiest and safest way for everyone.’
HSSE In Two Simple Phases

• Raising The Bar

• Transformational
The Peloton - Delivery
Health and Safety Goals

• We’re all in it together
• Each will be bold and create a supportive space for others to be bold
• Client and Supply chain working together in partnership
• Looking and learning from previous projects

• People are the solution – this isn’t a programme solely focused on compliance but also on the creativity of people to make significant improvement
Bryan Jenkinson, Procurement Manager, Tideway West

Tideway Procurement Overview
Tideway Procurement Overview

Tideway Procurement Process:

- All relevant packages valued below £10M are advertised on CompeteFor
- Shortlist suppliers / subcontractors
- Prequalification of suppliers / subcontractors (PQQ)
- Procurement strategy – Alliance Procurement Opportunity
- Invitation to Tender (ITT), scope of works, Works Information (drawings, specification)
- Tender evaluation and review meetings
- Tender appraisal and recommendation
- Place order
# Key Drivers for Procurement and Supply Chain Management

## Health and Safety
- Embed health and safety in everything we do and throughout our supply chain
- Share areas of best practise and innovation for health and safety

## Local Economy
- Create work packages that local businesses can compete for (all tiers)
- Supply chain events for local suppliers and organisations
- Increase prosperity and employment in the local areas

## Environmental and Sustainability
- Minimising the negative impact of our operations in the environment
- Promote the use of Recycled materials / materials with high recycled content
Strategic Drivers for Procurement and Supply Chain Management

Value For Money
- Achieve and protect value for money
- Effective design and delivery solutions and innovation
- Consider whole life costs and asset management requirements

Collaboration
- Collaborative working between the Main Works Contractors
- Embed the supply chain into the Tideway delivery team
- Clear lines of communication, reporting and feedback

People
- Increase prosperity and employment
- Inspire and up-skill a new generation – apprentices/work placements
- Support the London Living Wage directive
Gary Peck, Procurement Manager, Tideway East

Overview of Packages
Short Term Opportunities/Packages

- Canteen Supply – Equipment and Caterer
- Delivery / Courier / Dispatch
- Cleaning – Office, Specialist, Exterior, Window
- Photography – Aerial, Progress, Event
- Waste Disposal – Skips, General waste, Office Waste, Recycling (steel, timber, plastic etc)
- Laundry
- Signage and Graphics – Statutory, Project requirements
- Scaffolding
- Office Furniture
• Hoarding – Non specialist general requirements, graphics
• Pest Control
• General Building Works – Groundworks, Carpentry, Cutting & Drilling.
• Muckaway (spoil disposal by road)
• Tunnel Plant and Equipment
• Marine Plant (barges, jack-up barges, safety boats)
• Small Civil Works – Drainage, Kerbing, Surfacing, Steel Fixing etc
• Steel Sheet Piling / Steel Tubular Piling
Longer Term Opportunities

- Formwork / Falsework – Shafts & Interception Chambers
- Landscaping & Urban Realm
- Architectural Ventilation Columns – Metal / Precast Concrete
- Waterproofing
- Ready Mixed Concrete Supply
- Access Covers and Frames
- Stainless Steel Vortex and De-aeration Tubes
- Brickwork and Blockwork
CompeteFor

Opening the supply chain for Local and SME Suppliers

Len Walker
Programme Manager
www.competefor.com
Introduction

• CompeteFor.com is an online portal designed to open the supply chain of and for major infrastructure buying programmes

• Promotion of Responsible Procurement, Supply Chain Engagement and SME Development

• Service was created for the London 2012 Olympic and Paralympic Games, enabling buyers and suppliers, encouraging equality and transparency of opportunities
CompeteFor - What we do

• Deliver a **free at point of use** supply chain development programme, designed to open up major supply chains to competition.

• Help large buying organisations and major infrastructure programmes **design and execute** supply chain engagement and support programmes

• Work with tiered buyers in the supply chain to **identify, publish and award** supply chain or sub contract opportunities.

• Deliver SME engagement and training in **finding and winning** new business
Service Delivery

- The CompeteFor service is operated on behalf of the Mayor of London through Transport for London.

- The service is provided by a partnership between BiP Solutions and London Business Network (LBN).
Key Objectives

• Promote transparency and competition in supply chains

• Enable SMEs to take advantage of supply chain opportunities

• Help drive innovation and value for buying organisations

• Support capability and capacity throughout the supply chain

• Facilitate Supplier diversity, positive economic impact and measurable community benefit

• Provide Supply chain visibility, reporting and monitoring
Buyer Benefits

- **Streamlines the selection process** with automatic scoring, dynamic questionnaires and short listing/awarding functions

- **Saves time and cost** of sourcing suppliers for buying organisations

- **Enables competition** throughout the supply chain ensuring value for money

- Ensures **quick and easy to manage** responses to contract opportunities

- CompeteFor is designed to **compliment** existing procurement processes
Supplier Benefits

- **FREE** to register AND respond to CompeteFor supply chain opportunities
- Build and Publish a Business Profile to promote and prepare your business
- Create an Alert profile to find appropriate business opportunities
- Quick and easy way to express interest in opportunities – **cutting red tape**
- **FREE** geographical area of researched supply chain opportunities
### The Buyer And Supplier Engagement Team (BaSE)

<table>
<thead>
<tr>
<th>Buying Organisation</th>
<th>Tier One: Major Contractors</th>
<th>Tier Two: Large Contractors</th>
<th>Tier Three: Your Local SMEs</th>
<th>Tier Four: Your Local SMEs</th>
<th>Tier Five: Your Local SMEs</th>
<th>Tier Six: Your Local SMEs</th>
<th>Tier Seven: Your Local SMEs</th>
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<tbody>
<tr>
<td>eg. highways management</td>
<td>eg. day nurseries</td>
<td>eg. catering sub-contractor</td>
<td>eg. specialist food supplier</td>
<td>eg. vehicle hire</td>
<td>eg. vehicle cleaning</td>
<td>eg. chemical supplier</td>
<td>eg. health &amp; safety training</td>
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<td>eg. electrical sub-contractor</td>
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• A new £4bn super sewer for London

• Over 100 sub contracting opportunities posted already

• An estimated £79m of opportunities posted

• Main works contractors involved so far:
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Stage</th>
<th>Goods / Works / Services</th>
<th>Company (Buying Entity)</th>
<th>Date Created / Date Opportunity Posted</th>
<th>Opportunity Closing Date</th>
<th>Estimated Contract Value</th>
<th>Planned Date Awarded</th>
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<tbody>
<tr>
<td>Ground Investigation Survey - Shad Thames Pumping Station</td>
<td>Services</td>
<td></td>
<td>Costain Atkins Joint Venture (CAJV)</td>
<td>13/04/2016</td>
<td>11/05/2016</td>
<td>GBP 501k to 1m</td>
<td>20/05/2016</td>
</tr>
<tr>
<td>Topographical Survey - Shad Thames Pumping Station</td>
<td>Services</td>
<td></td>
<td>Costain Atkins Joint Venture (CAJV)</td>
<td>13/04/2016</td>
<td>11/05/2016</td>
<td>GBP 6k to 15k</td>
<td>16/06/2016</td>
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<tr>
<td>Siphon Inlet Shaft &amp; Tunnel Pre-Cast Concrete Segments - Beckton STW</td>
<td>Supplies/Goods</td>
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<td>Costain Atkins Joint Venture (CAJV)</td>
<td>21/04/2016</td>
<td>21/06/2016</td>
<td>Above GBP 5m</td>
<td>31/08/2016</td>
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<td>I.T Related Audit Services</td>
<td>Services</td>
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<td>Thames Tideway Tunnel</td>
<td>28/04/2016</td>
<td>11/05/2016</td>
<td>GBP 151k to 250k</td>
<td>14/06/2016</td>
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<tr>
<td>Thames Tideway Tunnel - Ventilation &amp; Air Treatment Package - an Alliance Procurement opportunity on behalf of BMB JV, FBMB Joint Venture (BAM Nuttall, Morgan Sindall and Balfour Beatty)</td>
<td>Services</td>
<td></td>
<td>BMB Joint Venture (BAM Nuttall, Morgan Sindall and Balfour Beatty)</td>
<td>29/04/2016</td>
<td>15/05/2016</td>
<td>GBP 1m to 2.5m</td>
<td>27/02/2017</td>
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• More opportunities to be published on CompeteFor in the near future by Buying Organisations within the Tideway supply chain

• CompeteFor will continue to engage with awarded suppliers to encourage and help them post further sub contracting opportunities

• Continue working with the Alliance in ascertaining additional contract opportunities and identifying more Tier 2 packages

• Awarded contracts ranging from £20K to multi millions
CompeteFor
The CompeteFor.com Portal

1. **Single landing point** of contact for all opportunities for all interested parties

2. **Automatic** email alerts sent to both buyers and suppliers

3. Business readiness test and **supplier support** at the outset

4. Weekly **awareness** newsletters sent to 200,000 users

5. Provides suppliers with the ability to **express an interest** in opportunities

6. Allows Suppliers to apply for work on **New Projects / Buying entities**

7. Provides **visibility** at all tiers of the supply chain
CompeteFor

Frequently asked questions
FAQ: Alert Profile – relevant opportunities
Summary
Summary

- Taking forward the legacy of the London 2012 games, Tideway and other large scale infrastructure projects by – **Opening up supply chains to competition**

  - Providing a “foot through the door “for suppliers
  
  - Enabling buyers in **sustainable and responsible procurement** throughout the supply chain

- Supporting a **growing and thriving community** of buyers and suppliers

- **Engaging** with new projects across the United Kingdom
CompeteFor Success

- In excess of **19,000 contract opportunities** published at an estimated value of £4.95bn

- >75% of all contracts posted have been awarded to SMEs

- **97.95%** Awarded opportunities directly on the system have been awarded to UK based firms

- 90% of opportunities have come from private sector buying organisations (B2B) and have been awarded all over the UK and Internationally

- 7% Awarded opportunities directly on the system have been awarded to BAME owned firms
Any Questions?
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THANK YOU