

# CASE STUDY

## SCOTTISH WATER SOLUTIONS

### Summary

#### Needs

- To improve quality standards
- To improve consistency in delivery
- To improve internal communications and share best practice

### Benefits

- Greatly improved performance management measures
- Introduction of robust process management and IT systems enabling more effective communication





## Background

Scottish Water Solutions is an innovative joint venture partnership, formed to improve Scotland's water quality and wastewater treatment process through the delivery of 70 per cent of Scottish Water's Quality and Standards II Investment Programme.

It is a new kind of capital investment delivery model – a limited company with a publicly owned utility. It is one of the biggest partnering agreements of its kind, comprising of eight partners; Scottish Water and seven private sector companies. Operating from five offices in Scotland, Scottish Water Solutions has no employees of its own, but is led, managed and operated by 550 'seconded' staff who have been seconded by the eight partners and remain employed by their parent organization.

Solutions was created in order to deliver Scottish Water's £1.8 billion capital investment programme, with efficiency targets set by Scotland's regulator and the Water industry Commissioner. It aims to use its unique experience base to give Scotland's rivers and coastlines one of the largest environmental clean-ups of its kind in generations. This involves building and upgrading water renewal throughout Scotland, within strict deadlines, in order to meet UK and European regulatory standards.

## Customer Needs

Scottish Water Solutions deals with complex projects within challenging timescales. The huge scale of this programme means a quality standard and delivery mechanism is vital. With secondees from eight partners in addition to framework consultants, consistency in how projects are delivered is particularly important. A system is required to be in place to ensure that new secondees can integrate quickly and seamlessly, conforming to the high standards required.

## Benefits

As a result of the ISO 9001 certification, Scottish Water Solutions has set up performance management measures, bringing together business plans, critical success factors and personal objectives. By ensuring consistency in documentation and by developing systems and procedures to focus project delivery, an auditable trail is maintained for each project on the capital programme.

Solutions has established robust process management and IT systems, and developed a comprehensive system of key stakeholder management. It has greatly improved internal communications and levels of engagement with individuals within the organization, by introducing two-way feedback loops.

## BSI's Role

The engineering division of Scottish Water Solutions had previously worked with BSI in achieving its ISO 9001 Quality Management certification, so the decision was made to extend the standard across the whole business. Liz Curphey, Communications Manager for Solutions said: "We chose BSI because they are recognized industry-wide and a working relationship had already been developed over the years before the formation of Scottish Water Solutions. It was felt that BSI Client Managers, with their existing knowledge of Scottish Water industry, were best suited to take our certification forward and provide the knowledge and expertise required to recognize potential improvements." She added: "Aligning people from eight different organizations to the business objectives in a short period of time meant that the internal communications pathways had to be effective, credible and dynamic. The BSI process enabled us to challenge our assumptions and benchmark ourselves against a certified system. More importantly, we were able to create a two-way feedback loop and an environment that allowed controlled flow of information throughout the company and sharing of best practice, as well as continuous learning and development, to become embedded in the culture."

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