

## Resource type: case study

### TEAM 2100 an Integrator

The EA set up the Thames Estuary 2100 (TE2100) which sets out the strategic direction for managing tidal flood risk in the Thames Estuary to the end of the century and beyond, a whole life approach to managing a complex interdependent system of over 4000 assets, covering 350km of defences including eight major tidal barriers, 290 outfalls, 350 frontage gates and 104 pumping stations. The Thames Estuary Asset Management 2100 programme (TEAM2100) is delivering the first ten years (2015-2025) of capital investment in the tidal flood defences of the Thames Estuary as recommended by the TE2100 Plan.

TEAM2100 is one of the UK government's top 40 National infrastructure projects and is one of the world's largest flood risk management programmes. Responsibility involves the planning, programming, optimisation and delivery of investigation, design, capital maintenance, refurbishment and replacement works on the existing flood defence assets along the length of the Thames Estuary. The estuary tidal flood defence system extends from Teddington in West London through to Sheerness and Shoeburyness in Kent and Essex, protecting 1.3 million people and £275 billion worth of property.

The EA made the decision to change their approach for both procurement and delivery models for TEAM2100, with the aim of increasing performance by engendering an innovative approach that would generate significant benefits in delivery and ultimately whole life asset management solutions. The focus was very much on collaboration, shared values, innovation and integration as well as a longer term approach in ten year time lines.

The EA were very clear in their objectives and had a great desire to be an "Exemplar" particularly in asset management and with the aim of obtaining ISO 55001 Asset Management Accreditation on the programme.

The successful team is formed of Jacobs, their delivery partner Balfour Beatty and a number of specialist suppliers who form an integrated delivery team with the EA to deliver significant efficiencies over the ten year programme and over the whole life of the asset system. With reference to the Project 13 model then in essence this integrated delivery team fulfils the function of the "integrator" within the model.

A significant focus was placed on getting the right people in the integrated team in terms of behaviours, with the team working up their key values, drivers and motivators and they spent a great deal of time getting this right. The underpinning values of TEAM2100 being one team, working together, pride in our performance, trust and openness and focus on outcomes and quality.

Another key to the success of TEAM2100 is due to the fact that the team is co-located, enabling them to operate out of co-located offices and this brought great positive benefits. Commercial incentivisation came through alignment with key EA corporate goals as well as the ability to beat the target cost, delivering efficiencies through the life cycle via both hard and soft innovations.