

## **CONSTRUCTION ENGINEERING MASTERS DISSERTATION ABSTRACT**

### **How does Project 13 influence behaviours in the construction industry? Examining its practical application with an early adopter, Anglian Water**

This paper explores the influence of the Project 13 delivery model in the construction industry. Project 13 is an industry lead delivery model which attempts to shift from the transactional model which has been traditionally used. This transactional model prevents efficient delivery, prohibits innovation, and therefore fails to provide the high-performing infrastructure that society requires. The construction industry is seen as a non-progressive industry with low productivity, low margins and hence constrained to focus on survival rather than progression. Project 13 intends to address these failings by changing the way in which programmes are conceived and delivered. Project 13 looks to shift to an enterprise model, bringing together partners, advisers, and suppliers; allowing them to work in a more integrated and collaborative space. This enterprise model is underpinned by long term relationships and is jointly incentivised to deliver better outcomes for society. This paper evaluates the ability of Project 13 to address these construction industry failings, by examining a real-world application: Anglian Water and its Strategic Pipeline Alliance (SPA).

A total of ten people working in a Project 13 environment were interviewed both from the SPA and external observers. Qualitative semi-structured interviews were deemed to provide an effective way of capturing their experiences in a Project 13 environment and in previous transactional projects. This allowed for the tracking of failures and successes.

The paper's findings suggest Project 13 is the formation of good practices which have been developed over many years across the industry. These good practices have the ability to change behaviours in the industry. SPA's use of outcome delivery gives an opportunity for Anglian Water to tailor solutions while permitting the construction partners to further optimise based on their technical knowledge. The use of joint incentivisation ensures all parties work to a common goal. Project 13 adopts a best for task approach, assigning risk and responsibilities to the most suitable entity. This removes the traditional risk transfer to the constructor. Anglian Water's application of Project 13 moves away from the traditional contracting model. Its one team approach with the inclusion of Anglian Water as a partner creates a healthy collaborative environment. However, just adopting these good practices will not provide a successful project. The SPA programme faced scope changes, affordability challenges, and lack of accountability all of which inhibited Project 13 principles and a successful delivery. The research suggests Project 13 brings benefits and changes in behaviours, but the project delivery team must not overlook the basics of project delivery such as a clear programme, budgets, technical competency, organisational structure, and accountabilities. The wider issues of the construction industry are still evident, and this can be seen with the lack of suitably qualified staff, poor leadership, and financial pressure.