

Smart Metering Delivery

Contract No: C-04093

PQQ October 2023

F. Human Resources

F1 How do you ensure the competence of your staff and those working on your behalf?

Your answer must include the following:

- Evidence of your operatives working in the Water Industry
- Human resources training and development statement
- Formal analysis of staff development, utilising a Competency Matrix or similar documents.
- What is the minimum level of training/accreditation for your operatives

Our 2 page response is overleaf.



Introduction

Morrison Water Services (MWS) is a current supplier of metering services throughout the UK. In this role we understand Affinity Water's objectives, strategy and approach to its customers. Affinity Water, and its customers, expects that staff deployed on its behalf are skilled, trained and motivated to undertake the works to the highest standards.

Our established training and development processes and competency matrices ensure our operatives, direct hires and subcontractors, are fully competent to fulfil their roles safely and efficiently and able to meet the high standards expected by MWS, our clients and their customers.

Evidence of your operatives working within the Water Industry

Our recruitment strategy focuses on dedicated contract workforces ultimately reporting to a client focused Contract Director. All contract-specific staff are recorded within our Eploy system (which details the staff job role during contract onboarding) with their time on the contract captured on Oracle. Our systems in place record not only that our staff work within the water industry, but also that they only work on the contract to which they are allocated. This can be demonstrated by our 200+ directly hired operatives who work on our Thames Water Metering Contract.

All operatives are supervised by our experienced, competent and NRSWA qualified supervisors.

Human resources training and development statement

The MWS training statement is contained within our Training and Development Policy.

'Morrison Water Services recognises the role our people have in delivering business goals and we place a great deal of emphasis on having a skilled workforce. We are committed to ensuring all of our people have access to training and development opportunities to enable them to have the necessary skills, qualifications, licences and permits to undertake their role safely, effectively and with confidence. In addition, we aim to provide the opportunity for people to undertake further professional and personal development to help them to progress into roles appropriate to their abilities and potential and to develop their career with the business'.

Analysis of staff development

As the largest utility-only provider of water infrastructure services in the United Kingdom, supporting: Thames Water, Yorkshire Water, South West Water, Southern Water, United Utilities, Welsh Water, Anglian Water and Scottish Water, we require a large and proficient workforce, which not only needs to deliver services today but also in the longer term. To ensure we have the resilient and reliable workforce required to meet the market needs, we must therefore make certain our staff are fully trained and accredited – mapping out a training, development and career path for our workforce. This approach and investing significantly into ensuring all employees are given the opportunity to expand their knowledge and skills through relevant training programmes, enables us to attract and maintain a large competent resource.

By investing in our employees, we ensure we have the best and most prepared workforces to meet and exceed our clients' expectations. Our corporate People Strategy, which is supported by our Training and Development Policy, is the guiding principle for ensuring MWS has the right resource at the right time.

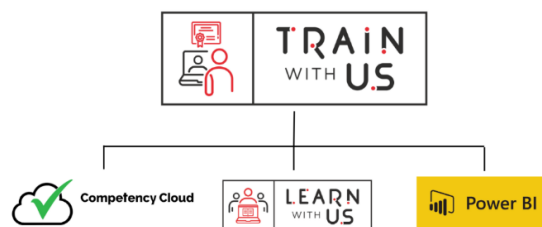
See attached: People Strategy (**Appendix F1.A**); Training and Development Policy (**Appendix F1.B**); EU Skills Membership (**Appendix F1.C**); MWS Core Competency Skills Matrix (**Appendix F1.D**).

We have established a highly structured and professional approach to ensuring we only deploy staff who are competent and have the skills to undertake the works required. This approach is not only for our direct staff but also for any support or subcontract resources deployed in delivering client works. We have two approaches to workforce competency; firstly, a national Group view and secondly, a contract/region view.

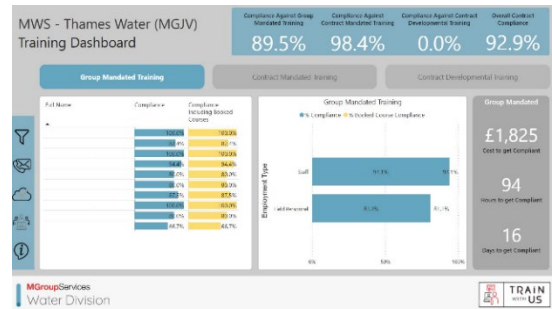
We manage competency, qualifications, training and certification compliance through our framework team who utilise our award-winning TrainWithUs training portal, which provides a 'road map' governing each individual's training. This function monitors the validity of everyone's qualifications against our minimum standards and contract-specific training requirements; and allows us to develop project-specific training matrices to ensure each scheme is delivered by a competent workforce. At contract level, compliance and training is monitored via a Power BI dashboard to ensure operatives' training is maintained and up to date.

Our TrainWithUs team was recognised in the Water Industry Awards in 2021, where we received the award for Skills & Workforce Initiative of the Year. The award was presented to MWS and Yorkshire Water in recognition of our collaborative use of the TrainWithUs cloud-based Learning Management System.

Current staffing on our Thames Water Smart Metering contract.		
	Operatives	Staff
DLO	127	256
Subcontract	255	38



To monitor the competencies of our field operatives and ensure they have the skills required to meet or expectations, we operate a License to Operate scheme, which we are deploying on our Thames Water Smart Metering contract. As part of the scheme, line managers visit sites to meet with operatives and assess them whilst they work and ask them to complete a questionnaire. Depending on whether they pass or fail, they are either 'licensed' to work for us or removed from site to receive additional coaching/training. Evidence of License to Operate is verified during contract inductions and included in Power BI dashboards.



Operative training and accreditation

In this example, our work profile for our Thames Water Smart Metering contract includes surveys, installing boundary boxes, fitting new meters, proving supply, internal plumbing and customer-side leakage, therefore, our general training and skills programme follows provides a competency-based approach in conjunction with our Thames Water Smart Metering skills matrix (**Appendix F1.E**). As part of our FORS Silver accreditation, our drivers also undergo driver training and Samsara (vehicle tracking) monitoring to ensure they drive safely and consider the environment. This is supported by our Road Safety Week campaigns etc. to support driver improvement.

Division	Skills Matrix Job Title	Requirement	Group Core Number	Qualification Name
Water	Call Out Plumber	Contract Mandated	11	City & Guilds Basic Plumbing
Water	Call Out Plumber	Contract Mandated	11	Driver Induction
Water	Call Out Plumber	Contract Mandated	11	EUSR National Water Hygiene
Water	Call Out Plumber	Contract Mandated	11	NVQ Level 2 in Plumbing
Water	Call Out Plumber	Contract Mandated	11	Thames - Water Quality for Third Party
Water	Call Out Plumber	Contract Mandated	11	Thames Water Passport
Water	Call Out Plumber	Group Mandated	11	UKATA Cat A Asbestos Awareness
Water	Call Out Plumber	Group Mandated	11	Water Division Company Induction (LearnWithUs)
Water	Call Out Plumber	Group Mandated	11	Relevant Contract Induction
Water	Call Out Plumber	Group Mandated	11	Emergency First Aid at Work
Water	Call Out Plumber	Group Mandated	11	EUSR Manual Handling
Water	Call Out Plumber	Group Mandated	11	EUSR SHEA Water Or Client approved accreditation (CSCS)
Water	Construction Manager	Contract Mandated	2	EUSR National Water Hygiene
Water	Construction Manager	Contract Mandated	2	Thames - Water Quality for Third Party
Water	Construction Manager	Contract Mandated	2	Thames Water Passport

Extract from our TW Smart Metering Skills Matrix

Our call centre operatives undergo a comprehensive two-week training programme, which includes classroom training and buddying before they become fully functioning agents, starting off first with the easier outbound calls before progressing to deal with incoming calls and complaints.

All our 'operatives' and offices-based staff must have attained the minimum levels of training and accreditation we set against each role before being allowed to work on any contract. This also applies to our suppliers and subcontractors, who are required to verify this as part of our subcontract agreements. For each role type we determine 'mandatory' and 'preferred' training requirements, appropriate for the work to be completed against our Water Skills Training Matrix. For example, mandatory training for plumbers includes:

- City & Guilds Basic Plumbing
- Driver Induction
- EUSR National Water Hygiene
- Thames Water Quality for 3rd Party
- Relevant Contract Induction
- Client-specific Safety Passports etc.
- UKATA Cat A Asbestos Awareness
- Water Division Company Induction (LearnWithUs)
- Emergency First Aid at Work
- EUSR Manual Handling
- EUSR SHEA Water
- NRSA: O1 - Monitoring signing, lighting and guarding

Other role-specific courses provided include; Risk Assessment & Method Statement, CDM Awareness, SHEQ Awareness, First Aid at Work, Cat & Genny, Culture Behaviour Training, Customer Awareness, Office Based Management and Site Supervisors.

It is a mandatory requirement of our Safety Management System that all managers have IOSH and SMSTS safety qualifications as a minimum. SMSTS IOSH courses undertaken are bespoke to MWS to ensure they meet our company's specific needs. Other training for supervisors and managers includes; NEBOSH Construction Certificate, NRSWA Supervisors Course, SHE Management Systems Training, CDM Awareness, Environmental Duty of Care, HAVS and Noise Exposure Levels.

By providing the minimum training required to fulfil our job roles, we are able to recruit those from disadvantaged backgrounds and those with no previous experience of the industry, driving Social Value in the communities we work in – developing and helping them on their way to a rewarding career – from learning basic digging and plumbing skills and later moving on to our apprenticeship and graduate programmes.

We have developed an EUSR-endorsed Streetworks Coaching and Development Training course for our dig teams, which is proving to be a huge success in driving down defect failings from local authorities – reducing defect numbers from the 100's to the 10's. Since inception in 2021, 120 learners have completed the course including dig teams, reinstatement operatives, back-up drivers and new supervisors. The course matches the industry standard for best practice in street works and road works ensures all our operatives meet the highest standards.