6.1.6.3 Quality (50% Quality Threshold)

Upon contract award, could you please specify information on lead times, geographical coverage options, and the estimated duration for mobilisation, including the time required to establish operations within the various NWG operating locations?

Your response should include (but not limited to):

1. Lead times by region
2. Key milestones on mobilisation to reach operational capacity
3. Specify locations you are able and prepared to cover
4. Identify potential risks related to mobilization and explain your strategies for mitigating these risks.

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Introduction

It is imperative that the mobilisation for NWG is seamless, with no impact on normal operations or customers, and provides a well-supported experience for staff involved. The Morrison Water Services (MWS) mobilisation blueprint is designed to achieve effective mobilisations like NWGs programme. The blueprint comprises:

- A comprehensive plan outlining the structure, roles, responsibilities, governance model, communication plan, checkpoints, and documentation necessary for a successful mobilisation and transition period when starting a new contract/project.
- A detailed analysis and breakdown of the works to identify each delivery-critical action, such as obtaining permits and liaising with local authorities, and plans for procurement of specialist equipment/resources.
- Conducting a gap analysis for resource and skill availability, evaluating TUPE transfers, and reviewing operating and technological systems.

The blueprint will form the basis for developing a mobilisation and exit plan as required by NWG.

The detailed and granular plan will be developed with NWG once the deliver strategy is shared. Information on which WRZs or DMAs are the priority, the number of new boundary boxes and the general level of deployment effect the planning of mobilisation and milestone achievement. In addition, an understanding of the flexibility in the programme allows MWS to flex resource and skills to maximise efficiency and thus programme value for money.

Lead times for mobilisation per region

MGroup Services (MGS) has a wide range of office locations across the UK. When mobilising new contracts, our blueprint identifies local offices and depots from the Group to base local teams to help operate the mobilisation plan. New contracts are supported by a mix of existing senior management staff across our metering contracts who will have the right experience in recruiting the management team for the contract which then migrates into local operations staff. This ensures that the expertise from existing metering contracts is transferred to NWG contracts from day one and allows expansion of the knowledge pool as it transfers to the management team. NWG contracts will also be part of our national metering business which ensures compliance to standards and will be supported from all parts of MGroup Services.

MGroup Office locations across the UK

Northumbrian Water (NWL) mobilisation plan

In the following section we have overlayed the Northumbrian Water, Essex and Suffolk boards where we have analysed where our current offices are for establishing our local management teams, who will then establish new depots in high density areas. Local recruitment within the area will be managed by our "WorkWithUs" recruitment team which will focus on the social value benefits of establishing our schools of metering within the area to train young persons, encouraging them to enter the industry. Offering accredited qualifications MGroup Services allow development opportunities to staff to progress, which is one of the cornerstones of our success in establishing long term relationships. Morrison Data Services operates on a transient workforce basis and is an example of how our WorkWithUs team can recruit personnel to service different contract delivery models.

Northeast

As part of MGS, we plan to use MGroup assets, such as the Morrison Data Services office in Newcastle and Avonline Networks offices in Middlesborough and Newcastle. Once the mobilisation team are in place, they will establish key depots in high-density areas such as Newcastle, Durham, Darlington and Middlesborough.

Combining depots and mobile warehouse solutions can produce efficient logistics operations when covering urban and rural areas.

Expertise to support the NWL mobilisation will come from our Northern Water Division team and mobilisation will be managed by our Area Director Lee Wood. Our Northern Water Division has a dedicated supply chain to service metering contracts with suppliers tied by agreements to support MGS which includes metering.

Essex

The Essex region will be managed by our Southern Area Director David Tann and our Contracts Director for Metering Kerry Duke through the early mobilisation phase.

David and Kerry will form part of a dedicated management team who will benefit from the support of a well-established team in the south (like the northern team). Depots will be established in high-density areas which will complement the current southern metering infrastructure. The benefits of locating new depots in high density areas allows for reduction of travel time and increases productivity with rural areas managed by mobile warehouse facilities.

Suffolk

The Suffolk region will be a further extension of our southern metering team. Due to the proximity of the telecoms division offices, we will use this infrastructure to set up a dedicated team to service Suffolk.

The team will be managed by our Southern Area Director David, supported by our Contract Director for Metering Kerry, during the mobilisation period while the team are established.

Mobile Warehouse Logistics

Through are supply chain partnerships MGroup Services can offer support from Amazon Business and Bybox to operate large scale storage solutions, mobile warehouses or last mile logistics solutions. As part of our science-based targets within our

ESG strategy, MGroup Services are committed in delivery a 50% carbon emissions reduction by 2030. This will mean that we are continuing to innovate by reducing the amount of travel time by operatives back to depots to restock (increasing productivity by keeping them closer to customers) and delivering stock to multiple technicians in rural locations. As electric vehicle technology range improves, we believe we can move to an EV fleet thereby allowing us the opportunity to by energy from green sources such as wind and solar in the future. Intelligent solutions such as mobile warehouses are controlled by advanced storage solutions from fulfilment centres where the stock from each mobile warehouse is controlled and if the programme accelerates in one area then a secondary mobile warehouse can be moved to the area to support the existing mobile warehouse. This ensures that technicians will always have stock on demand and remain focus on installing meters for NWG customers.

Lead times

With an experienced management team and large resource pool from our Northern and Southern contract areas, which includes the direct labour force of 3,000 experience staff, meter reading workforce of 1,500 technicians and R&M dig teams which cover the UK along with our supply chain partners, we are confident we can recruit a further dedicated workforce to service all three areas for NWG within this tender.

Based on our experience, we estimate mobilisation for each area will take six to eight months. This is based on the average time to mobilise our new developer services contract for Thames Water, Yorkshire Water Smart metering trials with Connexin and Netmore (note for Yorkshire Water we currently service for several meter programmes) and United Utilities meter programme as demonstrated within the case studies provided. We can be flexible on this depending on the tender requirements and timescales. Each area will be independently managed with mobilisation plans designed specifically for each customer.

Key milestones on mobilisation to reach operational capacity

Part of our mobilisation blueprint, we have included a standard mobilisation plan (key areas highlighted in light blue). Please note this includes the provision of our own system and call centre which has been greyed out but left for illustration purposes. Each area (Northumbrian Water, and Essex and Suffolk Water) will have its own mobilisation timetable agreed. Where possible, we may co-locate in offices and depots to encourage collaborative working. Co locating with NWG staff will ensure a one team approach and allow for the teams to support each other during mobilisation and roll out with the potential to reduce costs. The blueprint mobilisation runs typically from contract award with a duration of around six to eight months and will be discussed and agreed once the detail of the tender is released.

Example mobilisation plan

Mobilisation plan
Contract award
Notice of intention to award
Ten-day standstill
Contract agreement signed by MWS
PCG (where required) to be submitted
Sign self-billing agreement
Agree and confirm transition team
Transition governance
Set up internal transition meetings (plan review and management)
Jointly agree with NWG and incumbent service handover and continuity plan to de-risk performance slip
Create a joint transition structure with NWL or E&SW
Jointly agree and sign off transition plan (Including NWL or E&SW enabling actions)
Establish transition governance (including communication plan – also see below)
Communication of transition team, hierarchy with RACI
Set up and maintain RAID (risks, assumptions, issues and dependencies) log and issue escalation process/route
Set up transition document library (Teams/SharePoint)
Communication
Establish communication channels between MWS, NWL or E&SW and third parties (including incumbent)
MWS transition team and NWL or E&SW agree transition communication strategy
Set up weekly progress reviews and reporting
Produce and agree pro-forma transition update for wider communications
TUPE (if applicable)
Potential transfer / due diligence
Confirmation of contract award from NWL

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Arrange TUPE 'kick-off' meeting with key stakeholders (Contract Management, Operations, etc.)
TUPE plan – agree process and timescales
Establish initial contact with outgoing contractors
Issue due-diligence request
Basic TUPE list received
Devise process for ongoing TUPE list / due-diligence updates with current contractor
Assess due-diligence information and request further information as necessary
Plan operational due diligence – post-transfer e.g. MWS terms and conditions, pensions, productivity and bonus schemes
Determine approach to terms and conditions / benefits at transfer
Provide rewards and benefits manager with base info (pension, life insurance, etc.)
Identify and resolve any pension issues
Agree ETO statement of measures with operational team
Issue measures letter
Information and consultation
Develop and agree with existing contractor detailed plan to include:
Identification of employee representation – election of representatives if required
Initial consultation/presentation
One-to-one meetings as appropriate
Final consultations
Issue of Q&A logs
Information collation via joiners, movers, leavers process:
New employees access the joiners, movers, leavers process to complete relevant forms (personal details, expression of wish, next of kin, 48-hour opt out etc.)
Issue links for PPQ and HAVS questionnaires
Obtain and copy passport (or other evidence of right to work in UK)
Obtain and copy driving licence and complete driving licence audit form
Issue driving licence mandate form
Check individual details held are accurate
Training and development
Contact TrainWithUs to advise of forthcoming transfer and agree who will be supporting
Is the training and qualification information held electronically or manually?
Provide TrainWithUs with a point of contact for all training and qualification for incoming employees
Arrange electronic transfer or obtain and/or copy details of qualifications, certificates or authorisations
Are any courses currently being undertaken?
Are any day-release arrangements in place?
Is the employee liable to repay any training if they leave within a specified period (i.e. soon))
Ops/SHEQ/training to review competencies and certificates and agree any actions
Individual skill assessment / competencies review
Staff transfer and retention
Finalise induction programme content and schedule (to include HR brief, documents, Oracle, Empactis etc.)
Draft TUPE/welcome letter and agree with operational team
Agree day-one actions (initial induction, uniforms, ID, vans, etc.)
Agree welcome pack (including EAP and handbook)
Agree process for distribution of letters with existing contractor
TUPE/welcome letters issued to identified individuals
Agree approach to personal and OH files handover
Files transferred
Staff transfer
Implement day-one actions
Induction programme implemented operatives
Induction programme implemented service delivery
Plan in HR training for managers post transfer (see managers skillset document)
People Services (led by HRBP)
Notify People Services of TUPE to ensure smooth transfer

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Inform People Services of new department codes for Oracle
Agree kick-off project meeting and regular meeting intervals until post transfer
Review due-diligence information (post HRBP review) to assess payroll requirements
Review due-diligence information (post HRBP review) to assess payroll requirements
Build for OSP or AL schemes outside of current slabs in Oracle (six to eight weeks lead-in time)
Review pay dates and establish if loan facility should be offered
Ensure all bank details and payroll information received/completed
Provide pre-transfer list within payroll timescales agreed
Request all absence details in previous 12 months
Request all average earnings details in previous 12 months
Provide reward and benefits manager with current pension details and any other transferring benefits
Confirm TUPE transfer (identify non attendees)
Implement payroll transfer process
Organisation/recruitment process (including resourcing)
Finalise organisation structure with operational team
Confirm where existing employees in previous departments will move to via Oracle
Define and produce job specifications/profiles
Evaluate role profiles and determine terms and conditions
Analysis of TUPE list against new organisation structure
Identify resource requirements – vacancy, excess, changes
Identify solutions by individual/role
Identify MWS secondees and redeployments
Potential vacancies finalised
Prepare internal and external advertisements and identify media
Consider if 'open evenings' are appropriate and implement accordingly
Agree selection methods to be used – i.e. psychometric testing, assessment based.
Agree closing date
Advertise internally
Advertise in selected media
Advertise with Job Centre Plus
Shortlist applicants
Arrange agreed selection methods
Work management system – Classic and FSL (not required as NWG is providing systems). Detail provided for illustration. We assume testing has been completed by NWG with system ready for use and training to be planned by NWG for MWS.
Preparation
SWIMS agreed with NWL or E&SW to retain for go live due reinstatement complications
Provide data transfer for go live from SAP – YS and CW
Assess resource requirements on Business Services – reassign/onboard if required
Assess resource requirements on Zensar (developers) – reassign/onboard if required
Assess resource requirements on Sopra Steria (testers) – reassign/onboard if required
Assign dedicated business analyst to lot/workstream
Requirement gathering – MWorks
Create plan to gather system requirements
Organise meetings with stakeholders
Design system from requirements
System design sign-off
Agree critical core system functionalities
Development Classic and FSL
Assign developer resource to service request
Review service requests and complete requirement analysis
Development of service requests (MWorks, OFSC, Reports, Blicker, Stock, APIs, etc.)
Development of field applications
Create development test scripts
Complete development testing
Promote to sandbox test environment (ready for system testing and UAT)
System testing – Classic and FSL

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Assign testing resource to service request
Create test scripts for system testing
Complete system testing
Sign off system testing
User acceptance testing / training – Classic and FSL
Assign testing resource to service request
Organise user acceptance testing meetings with stakeholders
Complete user acceptance testing meetings
User acceptance testing sign-off
Organise training sessions
Training sessions held

Customer services
Finalise service depot locations (including potential co-location)
Carry out joint workshop to appraise existing customer care processes
Work with NWL or E&SW to understand historic customer interactions (cases, complaints, claims)
Develop customer journey maps and communication strategy
Vonage call architecture
Creation of customer facing DS phone number from NWL or E&SW
Create escalation complaints and claims process and procedures
Develop training
Understand literature/language requirements
Create and agree customer communications templates
Customer services/journey
Drawdown outputs and recommendations from customer care workstream
Confirm and agree customer journey maps (in collaboration with NWL or E&SW)
User acceptance testing of relevant DS changes
Deliver customer training to all
Streetworks and planning
Decide on promotor code strategy
Raise promotor code
Review work volume analysis to identify existing service location effectiveness
Carry out joint workshop to appraise existing planning and streetworks processes
Develop processes and procedures for planning functions
Develop training
Deliver training
Depots, recycling and waste management
Depots
Finalise operational depot locations (including potential co-location)
Carry out premises surveys to ensure suitability and upgrade requirements
TOCOP to be created for Kentish Town and Esher
TOCOP includes creation and sign off of all safety depot requirements – e.g. waste/fire
Rapid EE Solution Kentish Town IT/systems links established to ensure provision of data exchanges
Full IT solution Kentish Town IT/systems links established to ensure provision of data exchange
IT/systems links established to ensure provision of data exchanges
Thames IT access – establish requirements
Security and access arrangements put in place
Establish stores facilities for equipment to be retained at depots
Facility test
Facilities sign-off
Security and access arrangements put in place for depots
Furniture requirements identified and order placed
New branded PPE
Recycling and waste management

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Prepare and finalise environmental plan
Plant, fleet and equipment
Agree specification and vehicle volumes with NWL or E&SW
Plant and fleet requirements confirmed
Branding (including subcontractors)
Procurement strategy to be signed off (lead times confirmed)
Draft contingency plan for excess delivery times
Engage MGroup Plant and Fleet Services and place order
Fleet order lead times
Fleet livery and kit out
Ensure vehicle licences and insurances are in place – complete licence audit form
Fuel card requirements identified and ordered
Equipment requirements and volumes confirmed
Confirm requirements for small tools and consumables (flood protection, PPE, etc.)
Place orders for tools, consumables, and PPE
Plant and fleet use of Samsara
Supply chain and subcontractors
Subcontractor appointments
Finalise subcontractor deployment strategy
Confirm subcontractor on MWS approved register or complete audit and engagement process
Submit name of each subcontractor and provide documentation as required by NWL or E&SW. Obtain authorisation to appoint.
Sub-contractor assessments (due diligence) to ensure competency, financial stability and cultural fit. H&S track record and culture evaluated
Undertake any addition subcontractor background checks to ensure compliance with Cl
Subcontractor contracts aligned to the NWL or E&SW contract agreement (quality standards, KPI expectations, price schedules, etc.)
Senior representatives from key subcontractors assigned to the contract management team
Business management system
Review BMS requirements
Design BMS hierarchy
Agree BMS content
Create drafts of BMS content
MWS policies and procedures
MWS-POL-S-001 Business Policy and Corporate Standards.(Rev5)
MWS-RG-S-001 Information Register - Documentation
MWS-CS-S-001 Standard 1-Identification and evaluation of hazards, risks and opportunities
MWS-POL-COM-001 - Commercial Policy
MWS-PM-S-001 Business Process Map
MWS-MOPs-PE-101 Project Execution procedure
MGS-MOPs-SCM-001 Procurement Policy
MWS-MOPs-S-011 Contract SHEQ Plan Development
MWS-MOPs-S-012 Procedure for Implementation and Control
MWS-POL-CUS-001 Customer Policy
MWS-MOPs-COM-201 Estimating and Tendering Procedure
MWS-MOPs-S-032 – Procedure for Sub Contractor Evaluation and Documentation Management
Contract specific
Client standards
H&S hub or equivalent
Service execution plan
Contract SHEQ plan
Construction phase plan
Contract environmental plan
Waste management plan
Stakeholder management and communications plan

Disaster recovery plan	
Business continuity plan	
Exit plan	
Transition plan	
Design BMS platform within Teams and SharePoint	

Implementation of technology and work environment

Health, safety, wellbeing and environmental management

Briefing on MWS SHEQ management system
Competency checks
Create and submit NWL- or E&SW-specific RAMS
NWL or E&SW **specific SHEQW management plan**
SHEQ management plan MWS-MOPs-S-011 for the contract including below
Organisation charts to include SHEQ roles
Identify roles and responsibilities

Quality management processes

Quality management plan
Business continuity plan
Establish baseline for quality requirements
Corrective, preventive and improvement action
Jointly agree with NWL or E&SW how new KPIs/KPMs will be reviewed
Document quality assurance reporting and governance
Set up KPI reporting mechanisms

Transfer of services, knowledge and assets from incumbent

Work with the NWL or E&SW and incumbent operations to understand works profile
Agree proactive work programme for year one and schedule initial batches
Plan framework agreement familiarisation session(s) for all contract personnel (MWS and NWG)
Plan commercial familiarisation session for commercial personnel (MWS and NWL/E&SW)
Agree with NWL or E&SW the protocol for the setting of SLAs in respect of legacy work
Obtain visibility of the work basket by type
Develop NWL or E&SW data management plan for handover and beyond
Understand and manage (as required) open TMA notices/permits
NWL or E&SW to issue streetworks promoter codes for each workstream to enable permits to be raised
NWL or E&SW to issue PTWs, BAPA, ES 26 RAs and any other authorisations

List of material NWL or E&SW needs to provide

Once work basket is confirmed and planning confirmed based on volume of work
Work out list of material required
Ensure depot location can accommodate material
NWL or E&SW issue gangs with IDs

Financial processes

Set up ledger
Commercial early warning register setup
Set up system for checking and authorising subcontractor payment applications
Set up subcontractor payment process
Set up capture of cost and value reporting

Inductions and onboarding

Agree induction dates with the incumbent TUPE staff, subcontractors and NWL or E&SW
Determine and confirm venues (with ample parking spaces / breakout areas)
Induction presenters confirmed
Prepare induction materials including NWL or E&SW goals, KPIs, SPIs, ODIs, performance objectives, values, etc.
Arrange for the delivery of plant, fleet and equipment to induction venues (with security provisions)
Arrange for the handover/delivery of IT equipment
Induction/onboarding sessions setting clear expectations and objectives
Provide access details to MWS systems
Inform all personnel of their NWL or E&SW system access authorisations and ensure they understand system security requirements

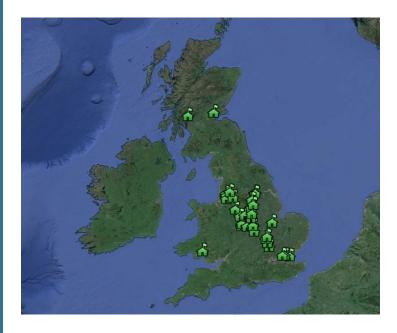| |
|---|
| Arrange and communicate any necessary post/mandatory 'go-live' training / further onboarding sessions – use local trainers and our existing CITB, City & Guilds registered trainers |

Transition go live
Post-transition activities
General
Transition lessons learnt
SHEQ
Deliver MWS induction
Deliver contract induction
TUPE and training
Internal planning meeting – agree post-transfer actions with operational managers
Conduct survey with new employees on the TUPE process
A full check of transfer date to be undertaken by HRBP/PS post transfer to ensure all data has been transferred
Confirm correct OSP and AL slabs have been allocated to transferring employees
Confirm correct employee data has been uploaded in to Oracle HR
Confirm with outgoing contractor P45s sent
Confirm Oracle sign-on etc. sent/received
Arrange training sessions on systems (Oracle, LMS, Empactis) for employees
Arrange training sessions on systems (Oracle, LMS, Eploy, Empactis, ER) for managers
Review full TUPE process and identify areas of improvement
Exit plan
Submit exit plan
Key milestones
Delivery commencement
Completion of TUPE transfer
Phase one system build
MWS team pack
Subcontractor and suppliers onboarded ready to deliver services
Health and safety plan
Quality plan
Environmental plan
Business continuity plan
Waste management plan

Locations we are able and prepared to cover

MWS has several options to service all areas for Northumbrian Water and Essex and Suffolk Water. As an example, we could partner with Amazon Business or Bybox to extend our storage infrastructure to encompass last-mile logistics solutions as described above. Amazon fulfilment centres can store millions of devices and offer MWS delivery options which include mobile warehouse solutions to remote areas if required, supplementing our current depot infrastructure and storage capacity. This will complete our logistics network which includes offices where we can mobilise the management teams for the individual contract who will then begin to build the infrastructure for this contract.

Locations of Amazon Fulfilment centres (for optional large-scale storage of meters)

Potential risks related to mobilisation for smart metering and how we will mitigate them

Potential risks

1. Disruptions to the meter installation programme due to inadequate meter stock

2. Issues with the integration of systems between the contractor and the NWL or E&SW

3. Lack of customer awareness of planned work or metering programme

4. Insufficient resources to fulfil the programme requirements

5. High risks associated with service strikes, road risk, and NRSWA-associated risk

6. Increased risk of not being able to secure the higher resources required, driving up costs in the market.

Strategies for mitigating risks

1. Providing multivendor support and supply management and forecasting meter requirements up to six months in advance. Ability to hold additional stock through large infrastructure warehouses such as Amazon Business fulfilment facilities.

2. Developing systems to be easily interfaced with any system, including all mainstream systems (MS, Oracle, SAP) as well as bespoke NWG systems, and undertaking design during the mobilisation period to ensure compatibility. This has been mitigated by NWG creating their own system infrastructure. Testing of system during mobilisation can mitigate any early issue and snags.

3. Ensuring customer journey scripts are in place immediately upon award, informing customers in advance, and proactively communicating during service delivery. NWG early campaigns with customers to promote early adoption will be essential for a successful programme.

4. Engaging sufficient resources to fulfil the programme requirements and bringing new staff on board where necessary. MWS operates a dedicated team of recruitment professionals whom form part of our large recruitment team "Work With Us". Our brand name attracts staff from across the industry, and together with our large supply chain where skilled resources are monitored, we can mobilise staff to service large contracts. Existing supplier agreements mean that we are first choice for the supply chain to supply resources. We also recruit apprentices and from other demographics such as ex-military professionals. Together with our diversity policy and staff benefits, we remain the best in class in companies to work for.

5. Conducting task-specific and site-specific risk assessments, recording and quantifying risks through a risk register, and using video-based site-specific risk assessments. Qualified persons and supervisors will assess risks prior to starting work and sign of permit to works and permit to dig once risks have been assessed.

6. Considering the impact of a shorter rollout on resource requirements and building resilience into the rollout to recover any delays. Shorter programmes will allow for the potential of passing work through the workforce and reduces the time of losing the work force.

Summary

From the information provided MWS has been able to define key specifics such as:

- Office and depot locations
- Key staff and support resources
- An approach to mobilisation based on our long and successful track record
- Key risks from understanding of smart meter installations and market dynamics

However, the information provided does not allow us to give specifics and a level of granularity requested by NWG in the following areas:

- Lead times by region
- Key milestones

These key deliver metrics can be provided at the tender stage after discussions with NWG about the detailed delivery strategy.

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