C4 – Case Study

The format of this question will be a case study that will ask the applicant to demonstrate their experience of a similar project to installing smart meters with an associated AMI network, using one example throughout the question.

The applicant should choose a project they have completed recently as an example and complete a short introduction that describes the project and provides relevant background information.

This introduction will not be marked and should be described within a maximum of 500 words.

The applicant should then answer each sub question demonstrating an understanding of how resources were managed within the chosen example to achieve a successful project outcome.

Morrison Water Services (MWS) is a dedicated water sector services provider with a turnover of £500m per annum, currently delivering numerous active long-term frameworks across the water industry, including provision of metering services for Thames Water, Yorkshire Water, United Utilities and Welsh Water. As part of M Group Services, we provide telecom network expertise through our group companies, Waldon Telecom, Magdalene, Avonline and Morrison Telecom Services, who actively support many prestigious national companies across the UK, including British Telecom.

Our ongoing Thames Water Smart Metering Contract serves as a good example of where we are currently delivering meter install activities similar to those required for United Utilities' Smart Metering Delivery contract. This £30m per annum contract to install smart meters across the London region is scheduled to run to 2025.

We are providing a fully Thames-Water-branded service to deliver voluntary and compulsory water meter installations, replacements, meter maintenance and meter reading activities in an end-to-end managed service split over four streams:

- Optant Metering Programme – new meter installations arising from Optant applications (20,000 p/a).
- Replacement Programme – household and non-household meter replacements. Either planned/proactive exchange of meters outside their asset age or reactive replacement of meters reported to be broken or missing (between 30,000 and 60,000 p/a).
- Progressive Metering Programme – a compulsory metering programme where the customer has a meter installed externally or internally to help reduce water stress and PCC and increase meter penetration (between 50,000 and 100,000 p/a).
- Meter Maintenance – troubleshooting faulty or malfunctioning meters to arrange for repairs/replacement.

We are working collaboratively with Thames Water to support decisions, understand asset and network failures, creating detailed reports and solutions for Thames Water to resolve with partners Arqiva and Sensus. Our latest figures show we have completed 1,122,116 smart meter installations and associated activities, including 54,072 non-household meters, 5,948 bulk meters, 19,293 meter investigations and 40,000 acoustic logger deployments, since the contract started in 2015. We are also supporting Thames Water by locating and repairing customer side leakage, installing water saving devices and working with customers to reduce their consumption.

We are providing an end-to-end service via a fully-integrated, agile work management system developed collaboratively with Thames Water. This advanced industry-leading system allows customers to book appointments on-line, provides automated scheduling, manages work allocation to operations and collates accurate meter installation feedback uploaded via mobile phone.

We use Blicker to capture asset data, serial numbers and meter readings photographically; in conjunction with our bespoke work management system MWorkS, which utilises the latest Salesforce Field Service Lightning product. Our innovative app called 'Where's My Tech?', allows customers to use an Uber-style mapping interface to view the location of technicians travelling to their appointments.

Use of this innovative technology has been crucial to our meeting key service level requirements. Each job is monitored through the surveying and planning processes via MWorkS and reviewed weekly to identify any that are in danger of failing any specified SLA, enabling us to respond by potentially reallocating internal meter installers or re-planning dig work, where possible.