

### 6.1.6.2 Quality (50% Quality Threshold)

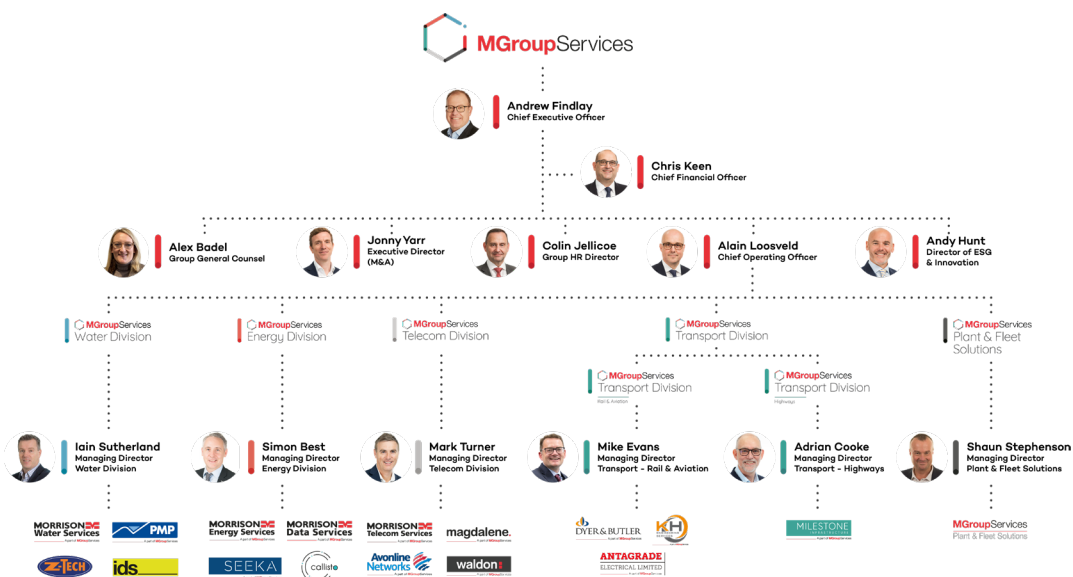
Please describe your suitability and resource capabilities upon award of this contract.  
Your response should include (but not limited to):

1. An overview of your company
2. Details of your experience in installing water meters, highlighting any key achievements
3. An outline of the technical expertise your team possesses in water meter installation
4. An overview of the resources at your disposal, including equipment, technology, and personnel
5. Details of your ability to scale operations in the geographic areas specified as part of the scope of works
6. Detail of the elements of the works you envisage subcontracting (if any) with organisation details to be given where possible

## Introduction

Morrison Water Services (MWS) is part of M Group Services and the MGroup Services Water Division. M Group Services delivers a wide range of essential infrastructure services within the water, wastewater, energy (retail and infrastructure), transport and telecommunication sectors across the UK & Ireland, supported by our Plant and Fleet Division. The group is split into four distinct divisions (Water, Transport, Energy and Telecoms) that include sector focussed businesses aligned to each divisional strategy and supported by our plant and fleet solutions team. These divisions collectively employ over 10,000 experienced specialists at around 240 locations.

## ESTABLISHED & EXPERIENCED LEADERSHIP TEAM



DELIVERING WHAT WE PROMISE

MWS have been supplying the regulated utilities sector since its inception, and as a trusted supplier many of our relationships have lasted over 25 years. The following response will detail the capability, resources and approach that will deliver NWGs metering programme including:

- MWS a long history of meter installation
- A training and skills based approach to competency
- The leading smart meter installer; over 1 million smart meters for Thames Water
- Experienced at successful major meter framework mobilisations
- A national operational footprint
- Our wider supply chain

## Morrison Water Services overview

Morrison Water Services (MWS), is the leading service provider in the delivery of water and wastewater services to the water sector. We have a proud history of working collaboratively with our clients to design, construct, repair, renew, refurbish, and maintain water and wastewater infrastructure in the UK. Our pedigree comes from Morrison Utility Services and a long-established history of utility services provision over the last few decades.

We aim to deliver a cost effective, quality service to our clients, customers, and stakeholders, through our workforce of over 3,000 professionals operating daily in local communities. Our experience and flexibility enable us to meet the challenges of an ever-evolving market. Working with our clients to understand their business plan objectives and develop our services to provide a complete end-to-end solution. We focus on providing efficient operational delivery, combined with high levels of safety, to support our clients with carbon reduction, leakage reduction, maintaining water quality, customer service, and stakeholder satisfaction.

### Our extensive experience in installing water meters

MWS provides metering services for major water sector clients including Thames Water, Welsh Water, Yorkshire Water, and United Utilities, as well as in the energy retail sector for SMART meters with E.ON and EDF. We have a proven track record of delivering domestic and commercial meter installations, exchanges, and associated reads, fitting, exchanging, repairing, and reading over 60 million meters annually. For Thames Water, MWS installs around 145,253 household meters and 11,000 non-household meters per year (1,122,116 smart meter installations in total so far). This is delivered by a team of around 450 staff including plumbers, dig teams, surveyors, and leakage technicians. MWS proposed solution encompasses meter supply, installation, and maintenance, communications technology, network installation, data analytics, customer journey, and aftercare support with call centre management.

### Key achievements in customer service

Successfully installing water meters is not restricted to the task itself; it is also about providing an excellent customer service while doing it. Our operatives excel in this area, as supported by our C-Mex scores and call centre C-Sats listed below for customer side leakage (CSL), Optant (opting in for a meter) and Progressive Metering Programme (PMP).

Journey	Business Process (groups)	C-MeX Score
CSL	Total	89.64097
	CSL Dig	88.85093
	CSL Prove & Wastage Fix	90.048
Optant	Total	88.38124
	Optant Install	90.99298
	Optant Unmeterable	81.02518
PMP	Total	82.66724
	PMP Install	80.30576
	PMP Unmeterable	88.73652

W.C.	No. of 0's	No. of 9's	No. of 10's	Surveys Done	Average Score	Target
OMP	1	8	563	574	9.95	7
PMP	1	1	212	214	9.95	7
CSL			52	52	10.00	7

We have also been recognised for our excellence in customer service through the WOW! Awards which acknowledge service excellence and professionalism. The awards have been a significant success, with MWS regularly receiving over 120 customer commendations every month. These awards are a testament to our commitment to our Every Customer Counts (ECC) customer experience strategy, which has been acknowledged as industry-leading at the Institute of Customer Service UK Customer Satisfaction Awards.

### Our technical expertise in installing water meters

We use an established competency framework and skills matrix that demonstrates industry-standard qualifications required for all our operatives, subcontractors, and office-based staff for the scope of work within projects. This is to ensure that they are fully competent to fulfil their roles safely and efficiently. Technicians will be put through training through a school of metering before going out to do work where they are watched by mentors to ensure they transfer best practices into the field. This is continually monitored by our audit staff and if

retraining is required, technicians will be reassigned mentors to lift their expertise back to the required standards. For example, mandatory training for plumbers includes:

- City & Guilds Basic Plumbing
- Driver Induction
- EUSR National Water Hygiene
- Relevant contract induction
- Client-specific safety passports
- UKATA Cat A Asbestos Awareness
- Water Division company induction (LearnWithUs)
- Emergency First Aid at Work
- EUSR Manual Handling
- EUSR SHEA Water
- NRSWA: O1 – Monitoring signing, lighting, and guarding.

All managers have Institute of Occupational Safety and Health (IOSH) and Site Management Safety Training Scheme (SMSTS) safety qualifications as a minimum, and where appropriate, managers and supervisors have the National Examination Board in Occupational Safety and Health (NEBOSH) Construction Certificate, New Roads and Street Works Act (NRSWA) Supervisors Course, Safety Health and Environment (SHE) Management Systems Training, Construction Design Management (CDM) Awareness, Environmental Duty of Care, Hand Arm Vibration (HAVS) and Noise Exposure Levels. Other role-specific courses we provide include Risk Assessment & Method Statement, CDM Awareness, Safety Health Environment and Quality (SHEQ) Awareness, First Aid at Work, Cat & Genny, Culture Behaviour Training, Customer Awareness, Office Based Management and Site Supervisors which are delivered at our training facilities or online through our training portal.

### **Maintaining workforce competency**

TrainWithUs is an internal training department within MWS. They manage and track workforce competencies, including those of subcontractors, through a competency cloud management system database. This system ensures that refresher training is actioned promptly, and that workforce competency is maintained through various methods such as buddying/coaching, practical and on-site training, and formal qualifications and course attendance. TrainWithUs also monitor the validity of qualifications against minimum standards and contract-specific training requirements, developing project-specific training matrices to ensure a competent workforce for each scheme. Furthermore, their training portal provides a roadmap governing individuals' training and ongoing development needs. We focus on dedicated contract workforces, with all contract-specific staff recorded within our Eploy system, which documents the staff job role during contract onboarding, and their time on the contract is captured on Oracle.

TrainWithUs' efforts were recognised with an award for Skills & Workforce Initiative of the Year at the Water Industry Awards in 2021. TrainWithUs will ensure that any resources working on NWG projects are fully equipped to install water meters using leading practices and techniques and ensure the levels of governance requirement to maintain levels of compliance within each contract. This ensures we have the best-in-class workforce ready to install, maintain or read meters.

As mentioned previously, customer skills are just as important as technical ones for installing water meters successfully. In addition to technical skills, MWS employees are trained in customer-focused competencies, through our EUSR-accredited behavioural science programme ECC. ECC covers:

- Vulnerable customers
- Proactive interactions
- Doorstep protocols
- Behavioural skills
- Different customer scenarios

Due to ECC, our operatives will provide all NWG customers with an excellent service while installing their water meters. Operatives will communicate with customers proactively and sensitively, adapting to specific customers' needs.

### Resources we will deploy on award of contract

To ensure efficient mobilisation on the contract, MWS will conduct a gap analysis to ensure resource and skill availability, evaluate any TUPE transfers, and review operating and technological systems. Mobilisation Blueprints will be used to define the structure, roles, and responsibilities of the mobilisation team, ensuring a seamless transition with no impact on normal operations or customers.

Our suitability to working with NWL is exemplified by being able to mobilise our extensive resources on award of a contract. Our direct field force comprises over 3,000 staff, supported by an additional 1,500 field staff from sister company Morrison Data Services. This gives us the capacity to handle large-scale metering projects, like the proposed opportunity with NWL.

Furthermore, due to the strength and breadth of MWS (e.g., our sister companies IDS, PMP, and Z-Tech), the wider MGS organisation, and an extensive supply chain, we can call on temporary and longer-term support to increase contract resources during peak demand periods or in response to unforeseen shortages. This will ensure that the required resource levels will be delivered no matter the circumstances. More detail on our resource flexibility is in the 'Our ability to scale operations in the geographic areas specified as part of the scope of works' section.

The following three sections describe the key facets of our resources which we will deliver for NWG.

#### Equipment

Tools for metering will be industry standard and if required mobile phones and other IT equipment will be provided. Vehicles and plant will be provided on the contract through our plant of fleet team and can be branded for the NGL contracts.

#### Technology

For NWG we have acknowledged the use of NWG systems and would be pleased to train our field operations on the specified systems within the contract.

#### Personnel

##### Overview of recruitment process

Excellent recruitment is crucial to making sure the best personnel are in place to deliver excellent services. We focus on local recruitment where possible to contribute to our social value commitment of creating a more sustainable society. Our recruitment process entails the following steps:

1. Establishing the required increase or change to workload.
2. Determining the location, timeline, and skills required for the workload.
3. Confirming the skills or resource gap and deciding if it can be filled internally or if external assistance is needed.
4. Creating an internal recruitment plan or seeking external assistance, prioritising current and trusted suppliers, and speaking to suppliers across the MGS supply chain.
5. Building a recruitment and training plan, along with logistics and support plans.
6. Expanding planning and scheduling team capacity to cover the new starters. Onboarding/inducting them into the contract.

##### Management team

We propose recruiting the senior management team (framework manager and key reports) from within MGS. Recruitment will be against existing, comparable role profiles within the wider MWS team, primarily

benchmarked against roles on the existing Thames Water smart metering framework as the roles and type of work is similar to our current programme and is run to our national standards for metering. Recruitment into more junior roles will be undertaken by the new management and/or mobilisation team.

Staffing will be a mix of new external appointments and transfers of existing MWS staff from other MWS areas. Where new staff are recruited, they will benefit from a four-week induction process with guidance from an experienced 'buddy' to develop key skills before being assessed for competency.

#### Office support staff

Office support staff have been identified as:

- Planners
- Schedulers
- Call centre agents.

These roles will be filled by a mix of new staff and experienced staff from other MGS contracts. External recruitment will be against existing role profiles. New staff will have a four-week induction process and buddy system. Call centre and customer management activity will be undertaken via growth of the existing function established to support the Thames Water (South) and Yorkshire Water (North) metering contracts, thereby minimising any risk associated with introducing new staff into a new environment.

### Our ability to scale operations in the geographic areas specified as part of the scope of works

On the NWL contract, there must be sufficient flexibility in resourcing to overcome potential risks and unforeseen circumstances as defined in question 6.1.6.3. MWS' delivery models and organisational structures for our projects are designed to achieve this. We build our programmes to allow for changes in work capacity and with a degree of flexibility to adapt to changes and move operatives across different workstreams if needed while still maintaining schedule and delivery targets.

Early programme and resource planning limits the need for resource re-allocation. However, when needed, we can swiftly assess availability, location, and capability of resource and then request re-assignment. In the last two years, we have upskilled 2,902 staff to deliver multiple job types. This enables us to move resources around to meet changing client priorities and urgent demands. Below, we give two examples of where we re-allocated resources successfully.

#### Agility Thames Water contract

During the Covid-19 pandemic, we were slowing down developer services work because the building sites were out of operation. However, the flexibility of our operations and our multiskilled teams allowed us to move those teams across into R&M where most of the work could still be carried out. In fact, due to more people suddenly remaining at home, there was additional strain on the networks, which made R&M work a higher priority to maintain supply for customers at home by fixing leaks.

#### Thames Water smart metering contract

Thames Water needed to rectify an error in their calculated end-of-year targets for the financial year; meaning they suddenly required an additional 4,000 installations. By replanning, rescheduling, and reorganising our versatile and committed delivery teams, working additional hours and weekends, we were able to complete the additional installations and enable Thames Water to meet the target.

### Details of how we subcontract and any works we will need subcontracting

We select subcontractors not just on technical capability and price, but also on an assessment of a range of other aspects including quality, health and safety, environmental/sustainability, customer care, delivery performance, reliability, culture, and financial stability. Our approach to delivering services across the UK is generally a direct labour model in the first instance. MWS has a direct operative workforce of over 3,000 people in the United

Kingdom. However, to overcome challenges experienced at the start of our contracts (e.g., resource availability) and overcome peaks and troughs, we often draw on support from our extensive and experienced supply chain partners.

MWS will take this approach on the contract with NWL and E&SW (NWG). At the start of a contract, we will operate a work mix of 60:40 (DLO: subcontractor) delivery model consisting of our highly experienced direct hires and supply chain partners, rising to 80:20 as we mature through the contract. The exact ratio will depend on the number of meter replacements versus the number of new installs, which will determine the number of dig teams, external meter fitters and plumbers required to deliver to the programme. Subcontractors will mostly be assigned to dig teams and plumbing roles; however, all management and control functions will be performed by MWS direct hires.

Our approved material/product suppliers and subcontractor organisations, ensures there is no dependency on single-source arrangements and allowing for swift resource re-assignment when necessary.