Universal Metering Programme
Contract No: C-03691
ITT December 2020

Quality

1) Please set out your approach to ensuring that you deliver a high-level service in relation to the following;

a) Mobilisation - Please provide a detailed mobilisation plan

b) Data accuracy - Please provide details of processes to ensure data accuracy

c) Innovation - Please provide details of improvements (process/technology) you will deliver to reduce the cost and programme.

Include within your response **3 examples** where similar services have been delivered and how success was achieved.

Introduction

Morrison Utility Services' approach is to fully support Affinity Water in delivering your strategy of reducing Per Capita Consumption, achieving 80% metering penetration, and delivering exceptional customer service, which will be reflected in strong C-MeX performance scores. We will achieve a high level of service through:

- Focused and outcome driven mobilisation
- Process and system-driven approach to data accuracy (meter data, commercial data, and planning and enabling data)
- Bringing experience, best practise initiatives and innovations from across the water sector which eliminate risks and constraints, improve quality and give greater certainty of delivery.
- Experienced mobilisation team with key staff from our other metering contracts who will bring knowledge, experience and best practise.

Mobilisation

We have a robust, reliable and comprehensive **Mobilisation Blueprint** which has been developed over many years of mobilising similar contracts. We've drawn together best practice and lessons learnt to set out the strategy, governance and methodology required to achieve a smooth and timely mobilisation and transition.

Our approach to mobilisation for the UMP will be to ensure the key elements of a successful mobilisation and transition into 'business as usual' are understood, agreed between Affinity Water and MUS and risk managed by the Metering Programme Management Team (MPMT). The MPMT will receive regular updates, initiatives and mitigation plans from our mobilisation team during the work up phase. Our Mobilisation Team will include Dan Tonkin (MUS Operations Manager Metering) and Kerry Duke (MUS Deliver Service Manager Metering) – both Dan and Kerry have already achieved great success through the delivery of our industry-leading progressive metering programme for Thames Water.

Our approach will be to ensure your customer journey is at the heart of our processes, a clear plan for postcodes within a WRZ is in place, stakeholder plans prepared, forward planning agreed (especially for enabling works/ streetworks), systems designed for an efficient delivery and critical knowledge/skills are in place on day one.

Our mobilisation strategy will include the following:

- Affinity Water kick-off meeting
- Establish MPMT and MUS Mobilisation Team
- Review Mobilisation Plan including:
    - Postcode review
    - Prepare and serve traffic management plans request permits
    - Survey preparation
    - Resource planning and engagement
- Systems requirements and planning, including development, testing and deployment.
- People planning including TUPE, inductions, training and on-boarding
- SHEQW including CPP, Contract SHEQW Plan, on-boarding and SHEQW inductions
- Quality management planning and reporting
- Office/site compound establishment
- Business readiness testing and go-live activities.

These elements are covered in our detailed Mobilisation Plan which is provided as **Appendix Quality Q1A.**

We will use the mobilisation period to lay out a collaborative roadmap to achieving/maintaining efficient delivery and a positive customer experience. This will be achieved by agreeing a strategy on customer access and proving, developing joined-up systems/reporting to reduce hand-offs and improve data accuracy, and implementing technology and innovations to drive performance.

Our extensive experience of mobilising similar contracts provides you with the assurance of our ability to undertake the same high-level service for the UMP.

Data accuracy

We understand that data inaccuracy can lead to poor customer service, aborted visits, poor productivity, mistakes, inaccurate claims, wasted effort, inaccurate billing, and confusion. From a corporate position, MUS sets out the standards and quality policies which contract adhere to, which ensures the highest standards of our work, how we audit the work and report on those activities. All of our contracts comply with our BMS Quality System, certified to ISO 9001:2015. Key elements of our BMS are:

- Business Policy and Corporate Standards supported by specific policies, procedures, generic documents, process maps, registers, forms and templates
- Organisation
- Planning and implementation
- Measuring performance
- Performance reviews and auditing.

Together these elements create our 'Plan-Do-Check-Act Review' cycle which ensures we are continually able to achieve a high level of service. As part of this process we will also prepare an Inspection and Test Plan (ITP) for the UMP, working closely with your employees, with particular attention on planning work, regular testing, proving and handover. We know that an agreed audit and reporting regime are fundamental to a quality and data driven environment, while ensuring that our field operations and customer interfaces are operating with maximum efficiency and effectiveness. A number of benefits will result from data collection and analysis, e.g. accurate programming, accurate streetwork noticing, reduced highway authority (HA) penalties, better HA relations/trust, less disruption to the public and road user, improved client reputation, strong brand/reputation and greater freedom and road space granted by HAs. This robust approach to data accuracy will also mitigate issues with proving and internal fits, reducing re-work and extra visits, while leading to a positive customer experience and improved efficiency.

Example: On our Thames Water contract, the quality of our site operations are constantly monitored and a high level of data is collected (see **Appendix Quality Q1B**). We monitor reinstatement very closely, collecting accurate layer dimensions and compaction test readings to ensure compliance and mitigate the need for re-work. All digs have daily checks and photographic evidence. The subsequent reinstatement requires us to record tarmac temperature. A minimum of two layers of tarmac are recorded and a range of >15 to 22 Clegg readings are required and validated. Additional data is collected relating to Permit Boards, site set-up and site clear. A daily compliance report is collated with all the data collected and a report submitted to Thames Water.

In November 2020 we undertook 13,765 meter operations at Thames Water, of which 4,849 (35.23%) were PMP (UMP). Of the dataset, after data auditing and cleansing, only 339 (2.46%) were referred back for field investigation. A further 2,057 (14.94%) had their status changed. 100%

of all meter operation were data checked and accurate.

With regards to meter specific data management, ensuring the correct meter is fitted and that the serial number is recorded accurately is paramount to avoid any issues around supply and billing. On the UMP we will implement our work management system based on OptiMUS (which provides all the information required by Affinity Water) and continually review and improve data collection and the level of accuracy achieved. We will review/implement meter identification (bar code-serial number verification), ensure time stamps of photographs of installations are accurate with geo location tags, and provide back-up information when services are within a two metre proximity to avoid incorrect connections. We will capture (using photographs) dials, flow rate, manufacturer and model number. At Thames Water, we check every job (off shore) and where an issue occurs the job is sent for a field investigation. During this investigation, further photographs are taken. The data we collect allows us to set out logical rules for proving installs where internal access cannot be gained. The threshold is currently set at 95%.

We can deploy technology to enhance this process. For example, Blicker – a tool which takes accurate photographs of meters and dials first time – reduces data hand-offs and manual processing, improving data accuracy and increasing efficiency. This also significantly reduces the numbers of data checkers required.

Recording accurate location of installs is also key and requires precise recording to allow accurate proving and query resolution. Therefore, we will implement a hierarchy of information and audit which will include a series of drop down options on a field device. We will record a first location (internal, garden, public), second location (left hand side of garden) and third location free text (under the plant pot). This will support proving and will reduce time on any subsequent visit post survey. Our AWL UMP Metering Installation Handbook **(Appendix Quality Q1C)** and Method Statement (example as **Appendix Quality Q1D**) will provide guidance/instructions for the proving process.

Innovation

We have an extensive track record of developing, trialling and implementing innovative solutions into business as usual, improving regulatory outcomes, SHEQW, data accuracy, network resilience, customer experience and reducing the impact of our works.

We deploy a number of innovations and/or initiatives across our contract for clients such as Thames Water, Yorkshire Water and Welsh Water. For example:

- Option for **self-booked appointments** and engineer tracking technology for customers – **'Where's my Engineer?'** app. This improves customer service levels and reduces aborted appointments
- **Blicker** – improves meter verification to allow a high level of data accuracy and audit traceability, reducing return visits and potential billing issues.
- **Crimp technology** used to reduce use of compression joints which are prone to leaks. This improves installation efficiency and reduces leaks (no leaks have been reported on our Thames Water contract since implementation of this technology). Crimp joints are cheaper as the fittings are approximately 50% cheaper than compression joints.
- **Internal meter boxes** to ensure the internal fits are tidy and unobtrusive.
- **Vacuum excavators/air picks** used in the highway to safely dig around buried services.

Continuous improvement areas and initiatives relating to cost reduction and efficiency include:

- Focus on reducing 'unmeterables'. At Thames Water, our 'unmeterable' rate came down from 40% to 20% through a number of initiatives such as utilising internal boxes, which allow greater flexibility through positioning meters away from difficult areas.
- System efficiencies – improving the engineer forms/surveys so they are more user friendly/flow better, reducing hand-offs and allowing automated data input/checking. This in turn reduces the number of staff required for data validation process.
- Efficient planning – ensuring logistics and council relationships are in place to allow the creation of a production line of uninterrupted works – in turn keeping costs to a minimum.
- Performance based pay/bonus.

3 examples of similar contracts

Thames Water – Metering

MUS manages Thames Water's (TW) smart metering programme, which includes universal metering (331,127 installs). The programme is proving very successful in-terms of delivery efficiency, installation proving and customer satisfaction. In November this year alone we received over 250 WOW! Award commendations from customers. On this contract, we manage the customer journey and book appointments. The programme is highly collaborative and our systems support TW's systems. We are also co-located with TW at our Langley facility.

We deploy our award-winning Every Customer Counts strategy on this contract, together with the 'Where's my Engineer' app and Blicker. These innovations have been highly successful and given benefits of highly accurate data and traceability, a positive customer journey and agreed meter penetration rates.

Yorkshire Water - Water Services Agreement

MUS is the single provider of water network reactive repair and maintenance works (since 2012) including water main and services repairs, and circa 70,000 domestic meter options and replacements. On this contract, we have deployed Melco adapters and other technology such as automated traffic management reporting via Power BI, which has contributed to the following benefits: a reduction in inbound calls, reduction in DG7 failures, increased visibility, greater customer satisfaction (contacted within 7 working days), reduction in abortive visits, increased productivity and a decreased carbon footprint due to route optimisation, visibility of a 'true' planned date, improved noticing, and an ability to measure appointment compliance. The TM solution has saved 50+ man hours a month and greater than £2,000 of cost.

Affinity Water – MIPSA2 Developer Services

We have brought operational efficiency and a 'right first time' culture to our Affinity Water Developer Services contract. This, together with good planning and communications, has led to a high performing operation. Overall quality performance on MIPSA2, over a 12 month rolling period, is 99.2% as reported in the monthly (November 2020) performance report as submitted to Affinity Water. The commitment of our teams on this contract has played a key part in helping Affinity Water land top of the Water UK league table on levels of service at **99.92%.** Early sight of the November month end figures looks to be around **99.97%**. The same focus will be applied to the Universal Metering Programme to ensure high scoring performance.