Smart Metering Delivery

Contract No: C-04093

PQQ October 2023

I2. Ability to Deliver

Describe your delivery model for the scope of work described in this document.
Please only provide answers for the contracts that you want to be considered to tender for
Smart Metering Programme

- **Your approach to delivering these services e.g., will all work be carried out by direct labour, or is partially outsourced? If the latter, what parts are outsourced?**
- **What policies and procedures do you employ to ensure quality within the reinstatement process on both public and private land?**
- **Understanding of project governance within the organisation and the structure in place for escalations and how the projects are measured.**
- **Examples of how existing structure and agreements can be flexed to manage work volumes and timelines if existing teams are impacted by injury, illness, leavers, other 3rd party contracts.**

Our 2 page response is overleaf.

Our approach to delivering the services

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 4500 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.

For this contract, we envisage a 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 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.

Current staffing on our Thames Water Smart Metering contract.

	Operatives	Staff
DLO	127	256
Subcontract	255	38

The success of our delivery approach is demonstrated on our Thames Water Smart Metering contract where we have now completed 1,122,116 smart meter installations. Our approach to maximising C-Mex performance and mitigating risk has enabled us to deliver the exceptional C-Mex scores and call centre CSats listed below.

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

As a leading supplier in the water sector, we ensure that our governance with regards to supply chain engagement is derived from robust processes to protect not only MWS but our clients as well. 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. This is fully described in our response to **G1-Supply Chain**.

How we ensure quality construction on public and private land

At MWS, our aim is always to deliver to the highest levels of quality – meeting or exceeding the expectations of our clients, their customers and other stakeholders.

When excavating, reinstating, or carrying out any other construction work on private or public land, we adhere to all requirements specified in the Specification of the Reinstatement of Openings in Highways standards (SROH) and relevant legislation including the New Roads and Street Works Act 1991 (NRSWA). All operatives are assessed for competency, qualifications, training and certification compliance against our minimum standards and contract-specific training requirements, including HSG47 training for safe excavation. They are also briefed on quality requirements as part of their contract-specific inductions and toolbox talks. Our supervisors assess completed work to identify areas for improvement and, using any feedback received from customers, arrange for further training/coaching where required.

We liaise with property consultants, Bruton Knowles, to draw up private land agreements, on a contract-by-contract basis, which detail quality requirements governing reinstatement of land following completion of works. This is agreed with landowners before we put a shovel in the ground and ensures they understand exactly how the site will be left when our work is complete. We review our performance against the requirements of these documents on a weekly basis to ensure full compliance.

On our Thames Water Smart Metering contract, we are using Salesforce as our work management system to record overall quality and our compliance levels. The system allows teams to upload photographs to demonstrate the quality of backfills and reinstatement, which can be compared with photographic evidence of pre-work conditions. We also use the system to record pre-work site set up for street works compliance and to video record risk assessments, which can be reviewed remotely by supervisors to make sure the teams are working safely and correctly.

Photographs uploaded by our delivery teams are checked remotely by our quality team on a weekly basis, who then report back on any issues they find. This enables us to identify any trends or issues and provide additional coaching or training necessary to help improve quality. This information is reported to the management team and their direct supervisors to allow them to implement on-site corrective measures immediately.

We also use the AI system, Blicker, to improve the accuracy of our data validation checks, ensuring correct readings and information are provided to our clients and eliminating the need for re-visits and any associated disruption.

MWS governance and structure for managing projects

Governance at corporate level is achieved via our Business Management System (BMS), which allows us to assess our frameworks, contracts and projects during their entire lifecycle to identify and mitigate corporate, programme and project risks. Our BMS requires us to develop a Contract Execution Plan (MWS-TMP-Q-900) **(Appendix I2.A)** for all

our frameworks, which includes the escalation of all issues – from health and safety to disaster recovery and commercial issues. The plan details the escalation contacts together with their role, responsibilities and contact details; and also includes contractual escalation processes that reflect the commercial agreement. At contract level, we undertake risk reviews to identify, measure, quantify and discuss the appropriate controls to be applied. At project level, our line managers and operatives, supported by a SHEQ Advisor, conduct task-specific risk assessments to identify hazards/risks and determine the required controls.

Throughout the lifecycle of a project, we continually consider risk and record these risks through an appropriate Risk Register, with risks being quantified as low, medium or high. The register is shared with relevant parties, where appropriate, to ensure transparency and is reviewed at weekly/monthly intervals.

At site level, all risks and opportunities identified are communicated upward to the whole project team to highlight the impact of the risk and request instructions to continue. Following agreement of mitigation, the updated register, plan and programme is then shared with key stakeholders impacted. This process is followed up with the early warning proforma or notification through contract-specific systems (e.g., CEMAR) detailing the risk or opportunity and its impact on time, cost and quality.

We hold a series of internal meetings – monthly, weekly and daily, supplemented by weekly look-ahead and review sessions to discuss general progress, early warnings, planning, resources, performance and issues etc., which allow actions to be escalated to senior project management and then communicated to the client.

On our Thames Water Smart Metering contract, our project leadership team meets with the client monthly and weekly to report on progress and discuss upcoming work, potential improvements and any issues raised by the operatives at the ‘coal face’. They have also held a series of additional fortnightly meetings with the client to discuss the level of missed appointments and ‘aborts’ experienced across the project, which resulted in improvement measures that have reduced missed/aborted appointments from 50% to 5%. This was partly made possible by introducing innovative technology (e.g., Oracle Field Service: Where's My Tech) and continually upskilling our delivery teams to enable them to multi-task, thereby giving them the ability to perform each of the roles necessary to complete the works.

With feedback from our operatives, our project team has been able to make significant improvements in the efficiency of working arrangements for plumbers – raising the ‘meterable’ rate considerably. The ‘meterable’ rate is the percentage of appointments we attend where we are able to install a meter – basically the inverse of meter installation abort rate. This increased efficiency is the result of us enhancing our training based around feedback from operatives and supervisors and implementing a video call process whereby plumbers discuss any issues with their supervisor before a job is aborted. We have also held large standdown sessions with the plumbers to discuss issues and challenges; and worked with Thames Water to improve customer communications, leading to them accepting the meter installation instead of refusing us access.

Examples of how existing structure and agreements can be flexed to manage work volumes and timelines

When establishing our delivery models and organisational structures for our projects, our aim is to ensure we have sufficient flexibility in our organisation and resources to ensure we can adjust our model to overcome potential risks and unforeseen circumstances. We also build our programmes to allow for changes in work capacity and a degree of flexibility to adapt to changes whilst still maintaining schedule and delivery targets. Our flexible and versatile pool of resources enables us to move operatives across different workstreams, responding to changes to work volumes and/or changes to programme.

As an agile company, MWS is able to dynamically flex resources to meet project delivery requirements, without the restrictions of an extensive internal approval process. If required, we can call upon and have direct access to group support from M Group Services that includes ID Systems, Z-Tech, PMP and MDS, along with plant and fleet and other support functions.

The strength and breadth of MWS, the wider M Group Services organisation and our extensive supply chain means we can call on temporary and longer-term support to increase contract resources during periods of peak demand. All contract resources (workforce capabilities, plant / equipment, subcontractors, suppliers) are recorded and stored. When needed, we can swiftly assess availability, location, and capability and then request re-assignment.

In the last two years, we have upskilled 2902 staff to deliver multiple job types, which enables us to move resources around to meet changing client priorities and urgent demands. We are developing an increasingly fluid resource strategy that combines early programme and resource planning, with the ability to dynamically adjust resourcing, calling on our multi-skilled teams. For example, during the COVID pandemic, we were slowing down developer services work on our Agility Water contract because the building sites were out of operation. However, the flexibility of our operations and our multi-skilled teams enabled us to move those teams across into R&M where much 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.

On our Thames Water Smart Metering contract, the client needed to rectify an error in their calculated end-of-year targets for the financial year; meaning they now required an additional 4000 installations. By replanning, rescheduling and reorganising our flexible, versatile and committed delivery teams, working additional hours and weekends, we were able to complete the additional installations and enable the client to meet its target.