

MORRISON Water Services

A part of **MGroup**Services



Reference Documents.

Responsibility

All Employees

MWS-POL-S-001

Reference Documents

Level 1 – Contract Director

MWS-CS-S-001 / MWS-CS-S-002 / MWS-CS-S-003 / MWS-CS-S-004 / MWS-CS-S-005 / MWS-CS-S-006 / MWS-CS-S-007 / MWS-CS-S-008 / MWS-CS-S-009 / MWS-CS-S-010

Level 2 – Senior Manager

MWS-MOPs-S-001 / MWS-MOPs-S-002 / MWS-MOPs-S-003 / MWS-MOPs-S-004 / MWS-MOPs-S-005 / MWS-MOPs-S-006 / MWS-MOPs-S-007 / MWS-MOPs-S-008 / MWS-MOPs-S-009 / MWS-MOPs-S-010 / MWS-MOPs-S-011 / MWS-MOPs-S-012 / MWS-MOPs-S-013

Level 2 – Management Appointee

MWS-MOPs-S-001

Level 3 – Line Manager

MWS Operating Procedures – accessed via MWS Intranet

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Issue, Review and Amendment

This SHEQ plan shall be reviewed formally as part of the requirement of Standard 10 Management Review for Objective Setting and Programming to re-affirm its ability to meet business requirements / contract requirements and to ensure maintenance of conformity to the current requirements of ISO 9001, 14001 and 45001.

Where revisions are required they shall be made by replacement of the applicable page(s). An amended revision number and the date of revision shall identify each revised document; this shall be detailed within the document revision table below.

When changes affect a considerable number of pages, this document shall be re-issued/ revised in its entirety, incorporating all previous revisions. A number shall identify issues and each issue shall cancel and replace all previous issues and revisions. Revisions shall be identified by a number and shall replace the previous revision.

All revisions shall be notified to all MWS employees who work on the Thames Water Smart Metering Contract through a formal briefing undertaken by a member of the management team.

Date	Revision	Prepared	Checked	Approved
April 2020	Document Formulation	Bernard Luckey		
May 2021	Review & Revision - 2	Bernard Luckey		
March 22	Review & Revision - 3	Mark Ashley	Bernard Luckey	Dave Tann
October 22	Review & Revision - 4	Mark Ashley	Bernard Lucky	James Alexander/Dave Tann



Introduction:

Morrison Water Services (MWS) success is based on the solid foundations of continual performance improvement in relation to health, safety, environment and quality matters.

At the heart of our management system is our Vision and Values statement which provides details of our overriding aims and objectives. They underline the overall strategy of the business and highlight the core values by which we aim to achieve this.

MWS core principles relate to Safety, Health, Quality, Community, People and the Environment. Our behaviour and culture is to, at all times, work safely and collaborate with our client and supply chain to achieve shared goals and objectives. We bring a professional attitude that encompasses commitment, innovation, teamwork and accountability to deliver what we promise.

Nothing that we do is so important that we cannot find the time to do it safely. Our goal is for no accidents and no harm to people or the environment and we are committed to the achievement of that goal. MWS are committed to Thames Water's objective Triple Zero – Zero Harm, Zero Incident, Zero Compromise, and all persons engaged in work on the Thames Water Programme Delivery Framework contracts are empowered to Stop Work (TW Triple Zero Stop Work Card).

This Contract Safety, Health, Environment and Quality (SHEQ) Plan details the standards and procedures of MWS and is the foundation for delivery of the Thames Water Smart Metering Framework agreement.

Contract Structure and Scope.

CONTRACT SCOPE & STRUCTURE

This SHEQ Plan identifies the general policies, procedures and practices of Morrison Water Services (MWS) that form the basis of service delivery to the Client Thames Water within the AMP 7 period. This Plan is in relation to Thames Water Smart Metering Contract Framework

The Head Office of MWS is based in Stevenage, Hertfordshire.

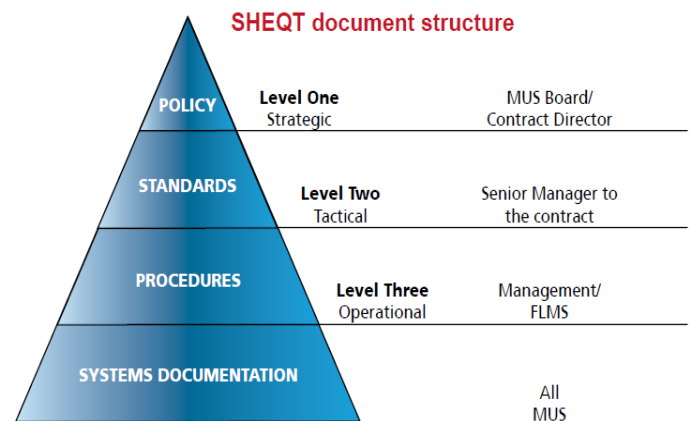
The following documents are not an exhaustive list; however, they are an integral part of this SHEQ plan and are maintained separately.

MWS documents:

- Vision and Values.
- Policies-MWS Management System Level 1
- Environment, Quality and Safety Manuals- Management System Level 2.
- Operational Procedures and Systems Documentation Level 3.
- Construction phase plan and Work Instructions, contract specific Team Pack project file for each project, supported by a Site rules & Manual of general information related to regular activities.

Thames Water minimum technical requirements:

- Asset Standards and Engineering Specification/CESWI 7th edition
- H&S Thames Essential Standards
- Thames H&S Visual Standards



The majority of work conducted by MWS on behalf of Thames Water falls under the Category of construction work as defined in Construction, Design and Management Regulations (CDM) 2015. The client Thames water has formally appointed Morrison Water Services as Principal Contractor and Principal Designer to undertake works the works required as stated in the Smart Metering Framework agreement.

The Thames Water Smart Metering Contract consists of five individual work streams; Optant metering, Progressive metering, Bulk metering, Customer Side Leakage and Acoustic Logging:

The scope of the Framework is to survey for and install internal and external water meters for domestic and commercial properties; survey and install large meters to the supply on buildings of multiple occupancy, primarily for leakage detection; detection and repair or replacement of customer side leaks; the deployment and maintenance of listening devices on valves and hydrants for network leakage detection across the Thames Valley Region:

MAP:



Summary of typical activities however, not an exhaustive list for the workstreams is as follows:

Metering:

- Household, non-household and Bulk meter installation, repair and replacement, both internal and external to a property;
- installation, repair and replacement of surrounding fittings (e.g. meter chambers);
- household and non-household internal plumbing (required as a result of metering works);
- meter survey work.
- new project support.
- procurement and storage of meters.
- excavation and reinstatement for new chambers.
- Backfill and reinstatement of public highway & private land.
- Sending meters away for testing.
- replacement/repairs/disconnection/flow testing of water service pipe (supply/communication pipes) only where this work is identified while carrying out metering work; and repair/renewal/re-location/installation of stop taps.

Customer Side leakage:

- Investigation of leaks.
- Excavation, repair and reinstatement for new chambers.
- Backfill and reinstatement of public highway & private land.

Developer Services:

- Fitting of LCEs.
- Proving supplies.

Acoustic Logging:

- Deployment of listening/leakage detection devices on to the network.
- Maintenance of listening/leakage detection devices on to the network.

Field investigations:

- Investigation of non-communicating Smart Meters.
- Rectification of non-communicating Smart Meters.

Customer Service:

- Delivered in accordance with Thames Water guidelines.

Administration and Support Services:

- To facilitate the above using the Client Thames Water Information and Technology Systems.

CDM Appointments – MWS has been appointed by the Client within the Framework Agreement to take the roles of Principal Designer & Principal Contractor, in accordance with the requirements of CDM 2015.

MWS has the capability within the business to do in house design for specific projects when instructed in writing.

The contract has a construction phase plan that covers Metering, Customer Side Leakage, Bulk, Developer Services, Field investigation and Acoustic logging. All progressive work is covered by specific bespoke plans and are managed as individual projects.

Responsibility

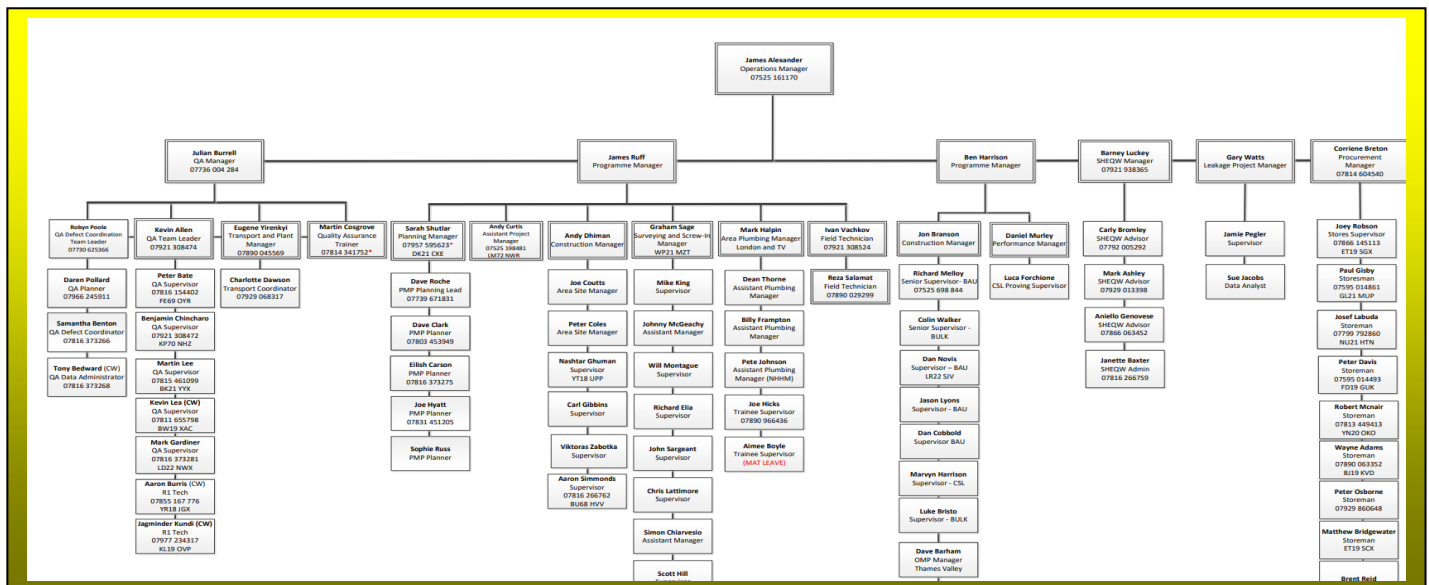
All Employees - MWS-POL-S-001

Management Structure and Roles

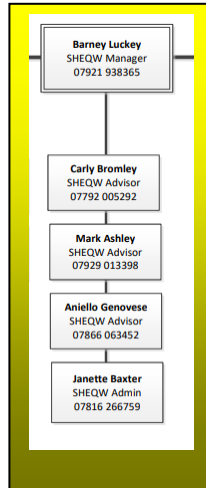
The organisational structure for Thames Water Smart Metering Frameworks is detailed below:

The Framework Manager holds the master copies of Senior Management Structures and related departmental structures which is updated on a weekly basis in accordance with changing business requirements.

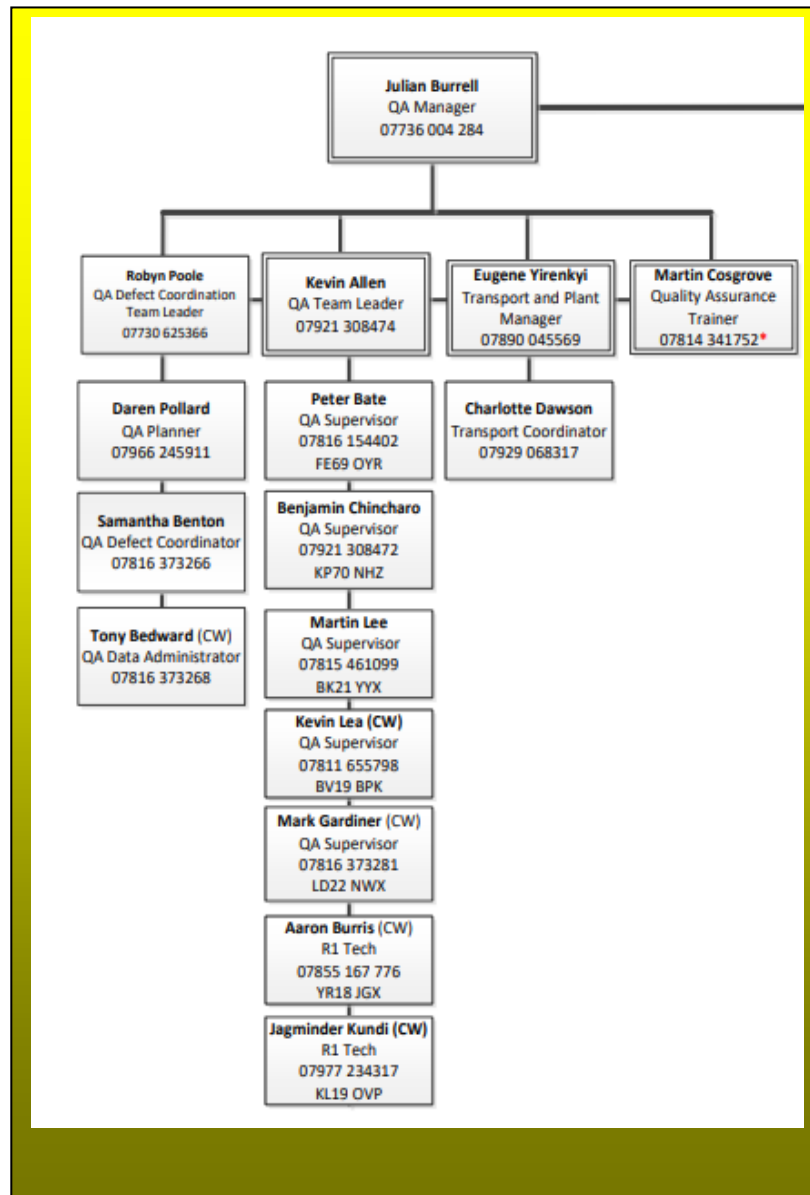
Management Structure:



SHEQW Team Structure:



Quality Assurance Team Structure:



Roles and Responsibilities.

The **Executive Director** reports to the Managing Director and is a member of the Operational Board responsible for the strategic direction of the business and managing a number of major contracts and client relationships including representing Morrison Water Services' interests at the Supervisory and Governing Board level.

The Executive Director is responsible for ensuring that the required resources are available to meet our contractual and policy commitments. This includes but is not limited to:

- Ensuring Morrison Water Services Business Management System compliance at an operational level.
- Ensuring profitability within their areas of responsibility.

- Managing their area of operation in a way which is sustainable.
- Meeting and where practicable exceeding customer expectation.
- Ensuring that all staff are adequately qualified, trained and experienced for the tasks they are expected to perform.

This is achieved through the application and compliance with the Morrison Water Services operating procedures which details the roles, responsibilities and thus accountabilities of all employees at all levels.

Contract Director/Framework Manager:

Reports to the Executive Director and is responsible for ensuring activities on behalf of the Client Thames Water, are aligned with the strategic direction of the business, delivered to the Client's expectations and within the financial parameters to the required SHEQ standards.

Operations/Service Delivery Manager (s):

Report to the Contract Director and is responsible for the day-to-day management of the defined business sector or geographical area of the contract. Responsible for ensuring that all staff and operatives are adequately qualified, trained and experienced in their relevant disciplines and work is delivered within the financial parameters to the required Client/SHEQ standards.

Planning Manager (s):

Reporting to the Operations/Service Delivery Managers, are responsible for co-ordinating, planning/managing day to day planning activities within a designated work stream to the agreed SHEQ/client standards. Also ensure, all team members are adequately qualified, trained and experienced in the tasks assigned to them. Planning Managers are responsible for ensuring all service delivery staff are trained and competent to follow related processes, use IT systems to facilitate the allocation of work activities to maximise efficiency and provide relevant and accurate information to operations in a timely manner to enable tasks to be completed safely

Project/Programme Manager(s):

Report to the Operations Managers, are responsible for supporting the Operations Manager in co-ordinating, planning and managing day to day site activities within the designated work stream and area, as defined within the operational structure. They are responsible for work to be completed to the agreed SHEQ / client standards ensuring that all operatives are adequately qualified, trained and experienced in the tasks assigned to them. They are also responsible for the safe operation of the depot and satellite yards within their designated area. These responsibilities are further defined within the SHEQ Roles and Responsibilities.

The Regional Head of Safety, Health, Environment & Quality (SHEQ):

Reports to the Executive Director and is responsible for providing advice and support to the contract on all matters relating to Safety, Environment and Quality Management Systems, and SHEQ in general.

The Safety, Health, Environment, Quality & Wellbeing (SHEQW) Manager:

Managing the SHEQW team, reports to The Regional Head of Safety, Health, Environment & Quality and contract Director providing a service to the Contract Director for Thames Water Contract and is responsible for providing advice and support to the contract on all matters relating to Safety, Environment and Quality Management Systems, training and SHEQW in general. The SHEQW Manager is supported by MWS Divisional SHEQ team for specialist advice regarding alignment to MWS Business Management System.

Quality Assurance Manager:

Reporting to the Operations Manager the Quality Assurance Manager, ensures compliance with relevant legislation and Highways Authority guidance via managing the QA Team to utilise mechanisms for Quality Supervision/Registration, validation of works, Priority/Standard defect Management and Streetworks competency assessments. The QA Manager is additionally responsible for Transport including Operator licence and validation checks.

Transport Manager:

Reporting into the Quality Assurance Manager, the Transport & Plant Manager is responsible for ensuring arrangements are in place for effective operators' licence and validation checks. Additional responsibilities include the monitoring of Vehicle standards validation checks.

Quality Assurance Team Leader:

Reporting to the QA Manager the QA Team Leader contributes towards ensuing legislative and Highways Authority compliance via managing validation mechanisms in relation to Quality Supervision/Registration, validation of works and Priority/Standard defect Management.

Quality Assurance Defect Management Team Leader:

Reports into the QA Manager and is responsible for the leading the generation and administration of all defects related to Metering which includes, ensuring work is carried out in accordance with the Traffic Management Act 2004 (TMA) and the New Roads and Street Works Act 1991, (NRSWA).

Quality Assurance Trainer:

Reporting into the Quality Assurance Manager, the QA Trainer is responsible for the delivery of specific practical (hands on), classroom and virtual reality training requirements to support the Smart Metering Programme. The QA Trainer is also responsible for making formal assessments of competence via the EUSR Endorsed Streetworks programme delivery.

Operational SHEQW Advisors, Health, Safety, Environmental & Well-Being:

Report to the Contract SHEQW Manager and are responsible for ensuring the business complies with all relevant legislative, MWS and client standards.

Supervisors:

Reports to Project Managers and are responsible for day to day running of projects and ensuring the work within their remit is undertaken in accordance with the timescales, commercial and SHEQ parameters set.

Quality Assurance Supervisor:

Reporting to the QA Team Leader, The Quality Assurance Supervisor is responsible for auditing, reporting and supporting the operational supervisors and operatives to ensure all work is carried out in accordance with Thames Water Essential Safety Standards, Traffic Management Act 2004 (TMA), New Roads and Street Works Act 1991, (NRSWA), Thames Meter Installation Specification, Highways Act 1980, Health and Safety Work Act 1974 and associated guidance.

Quality Assurance Defects Coordinator:

Reports into the QA Defects Team Leader and is responsible for the generation and administration of all defects related to Metering which includes, ensuring work is carried out in

accordance with the Traffic Management Act 2004 (TMA) and the New Roads and Street Works Act 1991, (NRSWA). Also responsible for Coordinating works with the planning and scheduling teams to enable operational delivery in compliance with relevant legislation.

Operatives and Operational Support Personnel:

Includes both direct employees and subcontractor's activities are coordinated by the MWS Site Managers and are responsible for undertaking their works in accordance with the Construction Phase Plan, associated documentation and the Project File that describes how they adhere to the requirements of this plan. They are required to deliver their work to safety, time, cost and quality standards.

SHEQW & Office Administration and Support Personnel:

Reporting to their designated line manager and are responsible for ensuring that they follow the processes and procedures as described within this plan.

The Commercial Manager:

Reports to the Contract Director/Framework Manager and is responsible for maintaining the commercial viability of the contract and highlighting to the management team any commercial opportunities and threats.

Quantity Surveyors/Estimator:

Reports to the Commercial Manager and is responsible for ensuring that the works are completed within the commercial parameters set whilst ensuring that the SHEQ requirements within this plan are met.

Customer Experience Manager:

Reports to the Service Delivery Manager and is responsible for ensuring that all customer enquiries are resolved in an acceptable and timely manner.

The Logistics & Procurement Manger:

Reporting to the Operations Manager, is responsible for the safe operation of stores, stores personnel, for controlling materials, equipment, ensuring PPE is available fit for purpose and available when required.

Responsibility

Level 1 – Contract Director - MWS-CS-S-003

Level 2 – Senior Manager - MWS-MOPs-S-005

Level 3 – Line Manager - MWS Operating Procedures

PLANNING

Identification and evaluation of hazards and risks

The senior managers to the contract and the company's management appointee have ensured effective planning by identifying and evaluating all significant hazards and risks / aspects and impacts associated with the activities to be undertaken within the Thames Water Smart Metering contract.

They have established implemented and maintained procedures to identify the hazards in relation to activities, products and services relevant to the scope of the contract.

This has resulted in the evaluation of the risks to employees and others by determining and recording those hazards that have or can have significant risks.

These are recorded on a contract specific risk register MWS-FM-S-001 .

At an operational level there will be generic risk assessments and method statements for each work type provided for all operational staff. This is further supplemented by more detailed risk assessments and method statements where work full scope of activities is not covered by the generic work types.

The operational teams undertake a site-specific risk assessment / point of work risk assessment based upon their evaluation of the site, its environment and their proposed work activities.

On all occasions where it is deemed the required controls cannot be achieved, then work shall cease, and line management called to site for further advice / assistance.

Waste Stream Matrices and Waste Transfer Records are managed in accordance with MWS MOPS E 004 (Waste Management Duty of care).

Identification of legal and other requirements

Morrison Water Services has a duty to determine legal and other requirements relating to its activities, products and services that are relevant to the scope of the Thames Water Smart Metering Contract.

In order to achieve this, a register of legislation and other requirements (Including Industry Specific Requirements) is formulated, documented, monitored and reviewed to ensure the company's business management system, standards and procedures are compliant with legislative requirements at all times. This is undertaken by our Management Appointee at Group level through consultation with operational management teams.

Contingency Planning

Morrison Water Services has established, documented and maintains procedures for identifying and responding to any unplanned event, potential emergency and / or disaster.

The procedures seek to prevent or mitigate the consequences of any such occurrence, as detailed above, and shall consider the continuity of the business operations.

These contingency plans are formulated by relevant management team members and area reviewed annually and / or when changes within the working environment dictates the requirement for review.

The plans ensure that as a business we can respond to any unplanned event, ensuring limited impact on our business, our clients and customers.

Responsibility

Level 1 – Contract Director - MWS-CS-S-001

Level 2 – Senior Manager - MWS-MOPs-S-001 / MWS-MOPs-S-002 / MWS-MOPs-S-003

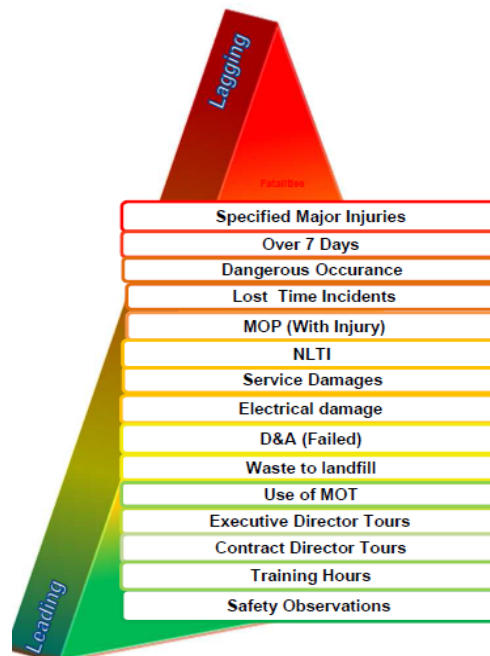
Level 3 – Line Manager- MWS Operating Procedures

OBJECTIVES

Objective Setting

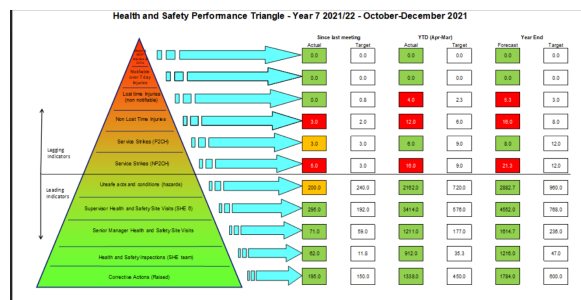
Morrison Water Services has established objectives, taking into account its significant hazards, legal obligations, other applicable requirements and its commitment to continuous improvement when developing its annual objectives.

These objectives are specific to the company's operations and all are measurable.



Each trend of each objective is analysed to indicate is performance is declining, improving or static and is monitored on a monthly basis by the Senior Management Team.

Contract SHEQW information is submitted monthly to the client and this is reviewed via the Customer Performance Review meetings with Thames Water. Additionally, the information submitted is also monitored and reviewed during the MWS Board Meeting.



Annual Programme of Objectives

The programme of objectives shall be set on an annual basis and may be adjusted if targets are being exceeded beyond a reasonable margin. Further adjustments may be undertaken in the event of new and / or additional client requirements.

Responsibility

Level 1 – Contract Director - MWS-CS-S-002

Level 2 – Senior Manager - MWS-MOPs-S-004

Level 3 – Line Manager - MWS Operating Procedures

ORGANISATIONAL STRUCTURE, ROLES, RESPONSIBILITY & AUTHORITIES

Management Appointee

Morrison Water Services has appointed specific management representatives who, irrespective of other responsibilities, have defined roles, responsibilities and authority for ensuring that the Morrison business management system is established implemented and maintained in accordance with the requirements of the business management system standards / specifications to which the company subscribes.

The management representative reports to senior management on the performance of the Morrison business management system for review, including recommendations for improvement.

The requirements of the system are communicated by the management appointee to the senior management within the Thames Water Smart Metering Contract Framework contract and this instigates the formulation of this SHEQ plan.

All Employees

The requirements of this plan define the induction requirements that are provided to all employees upon their first day of employment with the company, detailing their roles / responsibilities and the minimum standards expected.

Thames Water specific requirements are also briefed to all employees during the induction process, these include the Thames Water Health & Safety Passport and the Thames Water Smart Metering Onboarding process.

All employees understanding, in relation to MWS / Thames Water expectations are validated via the induction process. Additionally, confirmation on their understanding is further demonstrated via use of the management system.

Responsibility

Level 1 – Contract Director - MWS-CS-S-003

Level 2 – Senior Manager - MWS-MOPs-S-005 / MWS-MOPs-S-011

Level 3 – Line Manager - MWS Operating Procedures

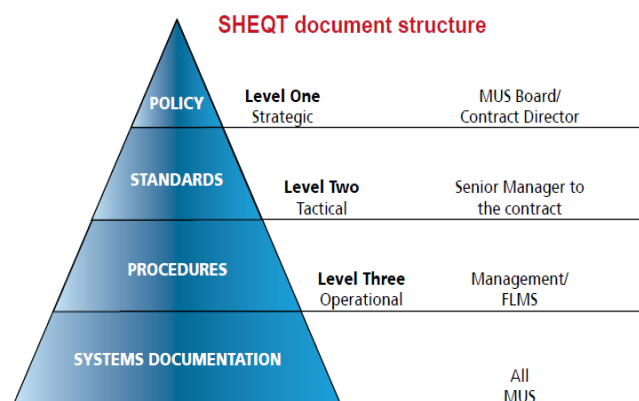
IMPLEMENTATION & OPERATION

Implementation and Control

Morrison Water Services has ensured that those operations undertaken on the Thames Water Smart Metering Framework that are associated with significant hazards are carried out under specified conditions in order to meet the company's policies and objectives as well as legal, client and other applicable requirements.

Suitable and sufficient systems documentation has been formulated, communicated, monitored, controlled and reviewed in order to meet this requirement. The systems documentation provided by the company covers strategic, tactical and operational levels of our business.

The provision of information and instruction in the form of system documentation for each level is formulated to meet end user's needs and requirements. All system documentation is available in electronic format and where necessary is provided in paper copies to all employees.



The documentation provided contains:

- MWS Policy
- MWS Operating Procedures
- SHEQ Guidance
- Generic Risk Assessments
- COSHH Assessments
- Method Statements
- Vehicle Plant Inspection Forms
- Site Specific Risk Assessment forms
- QA Quality/Competence Assessments.

Work Instructions that are issued to individual teams, dependant on the works being undertaken information can include the following:

- Task Overview
- Any relevant Client Pre-Construction Information available
- Water Drawings and related information
- Information relating to other utilities in the vicinity that may impact work activity
- Relevant environmental information that may impact work activity

Dependant of the complexity and nature of the task may also include:

- Site Surveys
- Customer Information
- Design Drawings / Information

Responsibility

Level 1 – Contract Director - MWS-CS-S-004

Level 2 – Senior Manager - MWS-MOPs-S-011 / MWS-MOPs-S-012

Level 3 – Line Manager - MWS Operating Procedures

Control of Thames Water Supplied Product / Client Strategic Stock

For the receipt of Client-supplied goods MWS shall record goods (using handheld devices to scan unique identifier numbers) received and goods issued to Site in accordance with Client-required procedures. Where products require storage prior to use, the storage will be controlled (using handheld devices to scan unique identifier numbers) add in here in accordance with the Clients instructions. This process will be monitored in accordance with Inspection and Test Plan requirements. All strategic stock shall be maintained by the stores and logistics team, led by the Logistics & Procurement Manager.

Supply Chain Management

Service Providers

All Service Providers engaged by the company are an extension of MWS and are monitored, measured and managed to the same standard as our own direct employees.

All Service Providers are evaluated prior to engagement via a pre-determined evaluation process undertaken by a central subcontractor control department. Each service provider evaluation is then checked and authorised by a Health and Safety Professional, Commercial Representative, an Information Management/Security signatory and an Operational Management representative.

The evaluation process determines that the Service Provider has suitable and sufficient SHEQ management systems to comply with our companies and our clients' requirements as well as legislative requirements. If a Service Provider's management system is not comparable to MWS' own system, MWS will support the Service Provider with additional supervision and documentation, thus allowing MWS to safely engage with, manage and support smaller businesses. All competence checks, inductions, communications and participation events are applied to Service Providers in the same way they are applied to our own employees.

All Service Providers are subjected to the same audit and inspection regime as direct employees. Service Providers performance is reviewed at monthly contract specific SHEQW meetings and any actions required are allocated accordingly.

Suppliers of goods

MWS clearly understands the importance of having:

- the right item.
- in the right quantity.
- at the right time.
- at the right place.
- for the right price.
- in the right condition.
- to the right customer.
- to the right specification/standard, including client specification

All potential suppliers of goods to the company are evaluated by procurement professionals employed within the companies' procurement department. This evaluation is undertaken via a pre-determined process that ensures that all potential suppliers meet with our SHEQ standards which includes sustainable procurement and ability to meet specification requirements.

Suppliers who are engaged by the company are placed on a preferred suppliers list controlled and made available on our internal purchase ordering system and all employees are bound to procure via this system.

Supplier performance is monitored and managed by our procurement professionals on an ongoing basis and regular review.

Meetings are undertaken in order to ensure continual service and product improvement.

Product Identification and Traceability

All purchased and constructed items shall be traceable to the extent required by the contract or as deemed necessary. All Client supplied goods in are scanned in using handheld devices to record unique identifier and are stored accordingly. The unique identifier is then scanned out at dispatch and then also recorded in job completion paperwork when installed on to the network. MWS Is also responsible for forecasting meter stock requirements monthly, six months in advance, sufficient to manage all services. Placing monthly call-off confirmation notices and for proper receipt and storage of SWM and LCE in accordance with FNS instructions, and for rotating SWM and LCE in storage so that those stored the longest are used first.

Responsibility

Level 1 – Contract Director - MWS-CS-S-004

Level 2 – Senior Manager - MWS-MOPs-S-011 / MWS-MOPs-S-012

Level 3 – Line Manager - MWS Operating Procedures

Contract SHEQ Plan Development

In order for this contract SHEQ plan to be developed, the management appointees and senior manager to the contract have undertaken to identify all the hazards and risks associated within the scope of the work activity being undertaken.

The Management Appointees and Senior Managers have upon completion of the above requirement, documented all the relevant management system documentation required to control the identified hazards and risks. MWS Risk Register MWS-S-FM-001encompasses all-risk within the scope of the company's certification. This has been reviewed against the scope of the Thames Smart Metering Framework and a contract specific document developed to support this Plan

The output of the above process is the formulation of this document. This SHEQ plan aims to clearly demonstrate how the contract with Thames Water shall be managed in order to achieve our goal of no accidents and no harm to people or the environment in addition to Thames Water's objective Triple Zero – Zero Harm, Zero Incident, Zero Compromise, whilst further ensuring that contractual performance requirements shall be met.

The contract SHEQ plan is then communicated to all relevant employees with employees understanding of the plan, their roles, responsibility and accountability for compliance with the plan being acknowledged. Changes to the contract SHEQ plan shall be undertaken if its contents are deemed to be no longer valid and / or is the scope of work activities being undertaken changes. The plan shall be updated if there is significant change and reviewed on an annual basis.

Information Register – Documentation

Information registers are maintained at central and contract level for significant matters in relation to:

- Non Conformances:
 - Stores
 - Audit Site Inspection
 - Quality Assurance
 - External Communication
 - Accidents / Incidents
 - Performance

These registers allow for the contract and company to monitor performance, ensure closeout of identified areas of improvement and prevent reoccurrence of events.

The outputs of the above process shall be reviewed:

- Monthly at Contract Level
- Quarterly at Director Level
- Immediately at Contract and Director Level if performance dictates the need.

Responsibility

Level 1 – Contract Director - MWS-CS-S-004 / MWS-CS-S-008

Level 2 – Senior Manager - MWS-MOPs-S-009

Level 3 – Line Manager - MWS Operating Procedures

Business Process Map.

The successful operation of our business and the Thames Water Smart Metering Framework involves the necessary inputs and outputs of both internal and external resources.

These resources have been processed mapped taking account of their impact in relation to the services MWS have been contracted to provide. The evaluation of this mapping process output has allowed for the development and implementation of the required controls to meet contractual requirements.

As and when the scope of works may change then the Business Process Mapping exercise is re-evaluated, thus ensuring suitable controls are in place at all times.

Responsibility

Level 2 – Management Appointee – MWS-MOPs-S-001

MANAGEMENT RESOURCES

Morrison Water Services shall ensure that all people working for or on behalf of the company are competent on the basis of appropriate education, training, skills and experience for the tasks assigned to them.

All employees shall undergo a specific company induction prior to undertaking any work activity for the company.

All employees shall be trained to the appropriate level for the tasks they are requested to undertake. Identifying the appropriate training required for each employee is critical to the effectiveness of the training provided. The Contract has a skills matrix which identifies minimum training requirements against each trade. First Line Managers are responsible for ensuring the operatives selected for an activity meet the minimum requirements for the trade and also have any specialist skills required for any specific tasks or operations. All MWS Managers have access to a Competency Cloud database enabling them to have visibility of all training records for their operatives. MWS Monitor their own compliance via TrainWithUs processes. MWS also audit Service Providers to ensure they are managing their own training to a comparable standard.

This process brings together the needs identified against forthcoming contract requirements and capabilities of our people, through development of: -

SHEQ training along with other training requirements are identified via:

- Appraisal or PDR process
- Skills Matrix
- Training Compliance Report
- Competence Assessment Process (EUSR Endorsed Streetworks Programme).
- Quality Assurance Checks (On site inspections)

For the Thames Water Smart Metering contract the above is continually monitored and updated to meet changing demands in relation to the scope of works undertaken and employee turnover requirements.

Responsibility

Level 1 – Contract Director - MWS-CS-S-005

Level 2 – Senior Manager - MWS-MOPs-S-013

Level 3 – Line Manager - MWS Operating Procedures

DOCUMENTATION REQUIREMENTS

Morrison Water Services shall ensure that all documents to be formulated and implemented within the Thames Water Smart Metering contract are adequately controlled. The contract is also required to use Thames Water documentation which is available on Sphera Cloud and falls under the Client documentation control arrangements. For all locally controlled documentation, the contract management team shall: -

- Approve documents for adequacy prior to issue.
- Review, update and re-approve documents as necessary.
- Ensure that changes and current revision status of documents is identified.
- Ensure that relevant versions of applicable documents are available at points of use.
- Ensure that documents remain legible and readily identifiable.
- Ensure that documents of external origin are identified and their distribution controlled.
- Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

Responsibility

Level 1 – Contract Director - MWS-CS-S-006

Level 2 – Senior Manager - MWS-MOPs-S-006

Level 3 – Line Manager - MWS Operating Procedures

COMMUNICATION, PARTICIPATION & CONSULTATION

There will be an open and transparent dialogue between MWS and Thames Water with timely communication of all associated information in order for the works to be delivered on time and to the highest quality.

Regular strategic and tactical meetings (Water Services Partnership Meetings) are held between MWS and Thames Water.

Morrison Water Services fully understands that in order to meet not only the required company performance standards but also the performance standards of Thames Water, the Communication, Participation and Consultation processes we adopt for our employees and subcontractors is critical to our success.

Communication

This shall be in the form of Toolbox Talks, Bulletins, Briefings and Safety Stand Down events which are cascaded via the management structure to include all direct and subcontracted employees. In addition to this, all MWS employees receive regular communications to home addresses and via the Company Intranet Stay Connected eg. Campaign information related to health and wellbeing or safety and Monthly Contract Level News Letters.

Participation

This shall be in the form of employee active involvement in assisting in identifying system, process and workplace improvements to enhance working conditions and service provision. Communications are made via observations reporting and feedback. Additionally, all employees and subcontractors are encouraged to report near misses and observations via recording on site for collation by the SHEQW admin team or directly the MWS incident line. This information is collated and reviewed monthly by the Management Team as part of the monthly SHEQW meeting.

Consultation

The contract has a individual monthly SHEQW meetings with Managers and Supervisors across all work streams.

In addition to this, each workstream holds a Health and Safety Committee meeting on a quarterly basis which is chaired by a member Management with SHEQW and workforce representative attendance. The purpose of this meeting is to explore sharing best practice, areas for improvement, any local issues can be raised and addressed. Wider issues from these meetings will be discussed at the contract monthly SHEQW meetings as required

Contract Meeting Schedule:

Frequency	Meeting title	Content	MWS Representative(s)	TW
Twice Weekly	Weekly Scrum	Resourcing, Sickness, Incidents, etc	All operational leads HSEQW, Quality, Fleet	No
Weekly	Cat and Genny Compliance	Review of each dig teams C+G use for previous week	Supervisors, Construction Managers, Project Managers	No
Weekly	MGJV Performance Review	Weekly review of performance against TW targets	Contract Manager, Project Managers	Yes
Weekly	Project Progress Reviews	Review of individual project progress	Project Manager, Construction Manager	Yes
Monthly	Health and Safety Meeting	Review of previous months safety and transport performance	All operational leads, HSEQW, Quality, Fleet	Yes
Monthly	Quality and Reinstatement Review	Review of previous months streetworks performance	All operational leads, HSEQW & Quality	Yes
Monthly	Health and Safety Supervisor Meeting	Review of previous months safety and transport performance	All supervisors, HSEQW & Fleet	No
Fortnightly	Southern Region SHEQ Meeting	Contract Updates & Division SHEQ Updates	All Southern HSEQW Mangers & MWS Regional Head	No

Monthly	Monthly Team Briefing	Review of targets, resourcing, workstream update, safety etc	Whole Team	No
Monthly	Customer Programmes Monthly Performance Meeting	Review of Progress Against ODI's and Targets	Contract Director, Contract Manager, Customer Manager	Yes
Quarterly	MWS Board Meeting	Review of contract overall performance	Contract Director, Contract Manager, Customer Manager, Commercial Manager, Exec Director, Commercial Director	No

Responsibility

Level 1 – Contract Director - MWS-CS-S-007

Level 2 – Senior Manager - MWS-MOPs-S-008

Level 3 – Line Manager - MWS Operating Procedures

PERFORMANCE ASSESSMENT

Monitoring and Measuring

Monitoring and Measuring Performance at site level shall be through both internal and external mechanisms at contract level.

The Executive Director and Contract Director shall undertake a series of Director SHEQ Tours throughout the term of the contract, this shall allow them to identify first-hand whether the information they are being given is being realised at site level. This tour process shall also allow for employees at all levels to engage with senior management in order to discuss areas of concern and also put forward any ideas and / or initiatives they may have in relation to improving working conditionals and / or process / system improvements.

There shall be further inspection programmes undertaken by the contract management team at frequencies as follows:

Framework Manager – 1 per month

Operations Manager – 1 per month

SHEQW Managers – 1 per month

Project/Programme Managers – 1 per month

Supervisors – 4 per month

Quality Team – 4 per month

Safety Advisors (SHEQW) – 4 per month (Site Visits to undertake coaching and inspection of all teams within assigned operational area each month).

Responsibility

Level 1 – Contract Director - MWS-CS-S-004 / MWS-CS-S-008

Level 2 – Senior Manager - MWS-MOPs-S-002 / MWS-MOPs-S-009

Level 3 – Line Manager - MWS Operating Procedures

Evaluation of compliance

The evaluation of compliance is undertaken initially at site level through the above-described inspection regime, compliance with required standards is recorded at this point by those undertaking tours / inspections.

The recording of findings shall be either compliant with required standard and / or non-compliant with required standards. The outputs of the above process shall be reviewed at our scheduled meetings:

- Monthly at Contract Level
- Quarterly at Director Level
- Immediately at Contract and Director Level if performance dictates the need.

Responsibility

Level 1 – Contract Director - MWS-CS-S-004 / MWS-CS-S-008

Level 2 – Senior Manager - MWS-MOPs-S-002 / MWS-MOPs-S-009

Level 3 – Line Manager - MWS Operating Procedures

Internal Audit

Independent Internal Audit is undertaken by M Group functions who work to a predefined programme of Audit in accordance with the requirements of MWS-MOPs-S-009. These audits are undertaken by suitably qualified competent persons who aim to identify the level of compliance at contract level in relation to MWS management System requirements.

Control of Non-Conforming Product

If an inspection reveals a significant or recurring non-conformance in terms of material, workmanship, or performance, a non-conformance report is generated and issued to the relevant Project Manager for closure. Corrective actions where applicable, are reported to Thames Water via their reporting system.

A Quarantine Area at each Depot is managed by the Project Manager/Depot Manager to prevent defective/out of calibration equipment, plant and materials being issued. Where deficiencies in the practical operation of the quality management system are identified, it is the responsibility of the Project Manager/Depot Manager to establish the cause and expedite corrective action to re-establish the integrity of the system. If an inspection reveals a significant or recurring non-conformance, a preventative action plan will be implemented and monitored to prevent a reoccurrence.

Handling of Non-Conformities

Non-Conformances identified at contract and / or central level are documented and relevant contract line management made aware as to the nature of the non-conformance. The nonconformities and actions raised via the SHE6, SHE7, SHE8 audits are recorded and closed out on the Thames Water Spheracloud system.

THE PROCESS AT CONTRACT LEVEL IS AS FOLLOWS:	THE PROCESS AT CENTRAL LEVEL IS AS FOLLOWS:
Immediately to employees at site level.	Immediately to employees at site level.
Employees Line Manager	Employees Line Manager
Rectification on site if practicable	Rectification on site if practicable
Completed reports returned to office	Completed reports returned to contract SHEQW manager
Information recorded	Information recorded
Information reviewed at monthly review meeting	Required action documented
Information reviewed at quarterly review meeting	Responsibility for close out assigned
Required action documented	Close out notified to Central Auditor
Responsibility for close out assigned	

Quality Assurance Team:

Mechanisms are in place to validate works and also to also deal with defects. Once notification of defects has been made, it is categorised as priority or standard defect. The Categorisation will determine the timeframe for an investigation to take place. All detail in relation to this is recorded internally within the QA team:

THE PROCESS AT CONTRACT LEVEL IS AS FOLLOWS:
Defect report received
Defect Categorisation – Priority or Standard
Investigation
Actions & Allocation
Record/update on:
Salesforce
Streetworks DMT
HA Defect Spreadsheet.

Responsibility

Level 1 – Contract Director - MWS-CS-S-008

Level 2 – Senior Manager - MWS-MOPs-S-009 / MWS-MOPs-S-010

Level 3 – Line Manager - MWS Operating Procedures

PERFORMANCE IMPROVEMENT

Company Requirements

Morrison Water Services aims to continually improve the effectiveness of the management system through the use of the policy, objectives, audit results, analysis of data from performance assessment, corrective and preventive actions and management review.

Morrison Water Services clearly defines and allocates the responsibility and authority for improvement of the Morrison business management system. At contract level this review is the responsibility of the contract director and senior managers to the contract.

Corrective, Preventive and Improvement Action

The Thames Water Smart Metering contract management team have ensured adequate arrangements for dealing with corrective, preventive and improvement action, this includes arrangements for:

- Reviewing nonconformities or potential non conformities (including comments from interested parties).
- Determining the causes of non-conformities or potential non conformities.
- Evaluating the need for action to ensure that non conformities do not occur or recur.
- Determining and implementing the appropriate action needed.
- Recording the results of action taken.

- Reviewing the effectiveness of the action taken.

Responsibility

Level 1 – Contract Director - MWS-CS-S-009

Level 2 – Senior Manager - MWS-MOPs-S-004 / MWS-MOPs-S-007 / MWS-MOPs-S-019

Level 3 – Line Manager - MWS Operating Procedures

MANAGEMENT REVIEW

Management reviews at contract level are undertaken as follows:

- Monthly at Contract Level
- Quarterly at Director Level
- Immediately at Contract and Director Level if performance dictates the need.

The review process takes account of but is not limited to:

Inputs	Outputs
Results of audits.	Improvement of the effectiveness of the management system;
Interested party feedback.	Improvement related to interested party requirements;
Status of preventive and corrective actions.	Resource needs to enable improvement to the Morrison business management system and its processes.
Follow-up actions from previous management reviews.	
Changing circumstances, including developments in legal and other requirements related to the companies hazards and associated risks;	
Recommendations for improvement data and information on the companies' performance.	
Results of the evaluation of compliance with legal and other requirements.	

Responsibility

Level 1 – Contract Director - MWS-CS-S-010

Level 2 – Senior Manager - MWS-MOPs-S-004

Level 3 – Line Manager MWS Operating Procedures

CONTRACT PERFORMANCE MEASURES

The Water Service Partnership contract performance is monitored via Contract Specific KPI measures which complement MWS own leading and lagging indicators. Performance is reviewed jointly with the Client Thames Water and findings are reviewed at monthly Meetings where any areas for improvement are identified and discussed

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