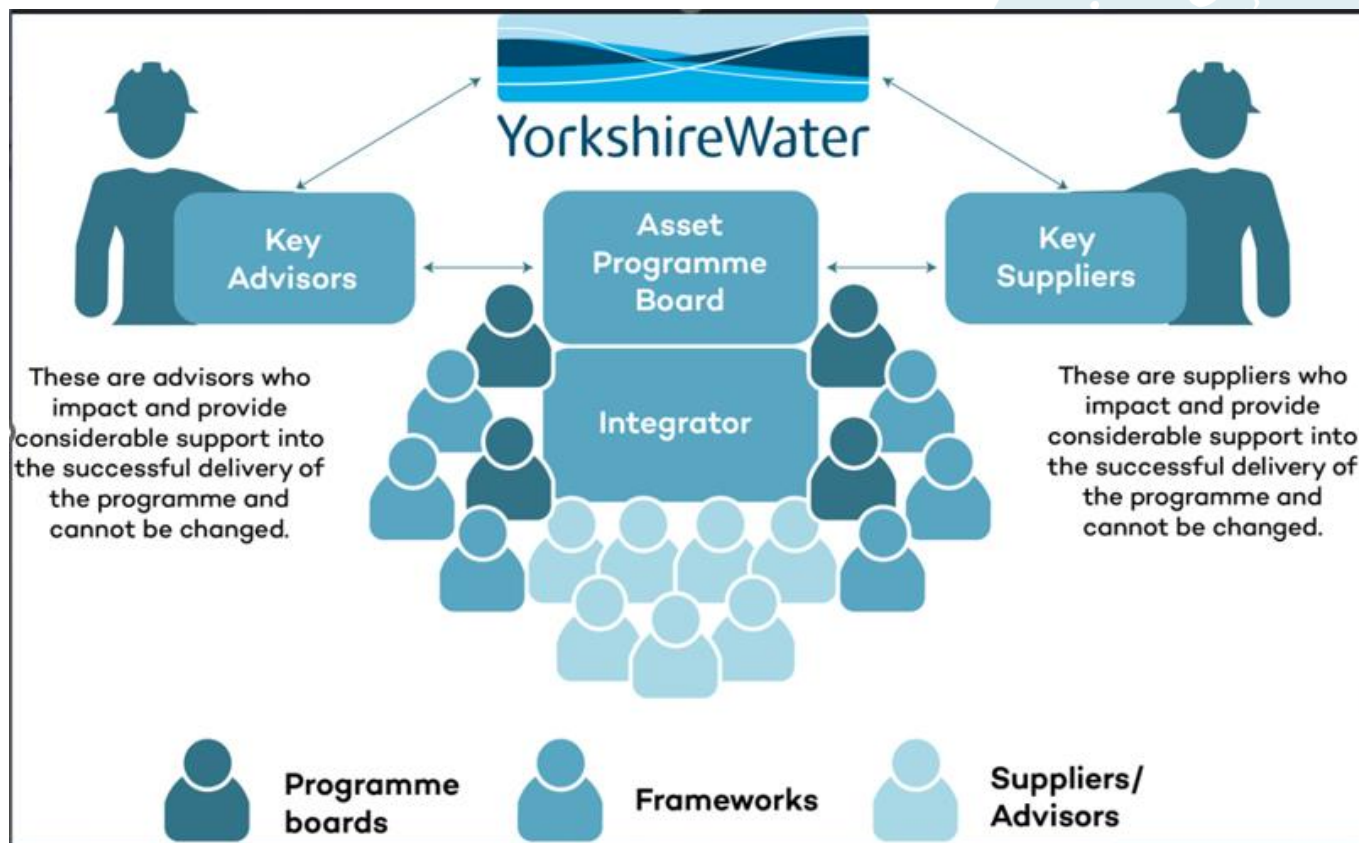


Case Study: Yorkshire Water Enterprise Model

For AMP7, Morrison Water Services (MWS) took a leading role in creating Yorkshire Water's (YW) capital enterprise delivery model, creating a Partnership for Yorkshire (P4Y). This was informed by our partnering/alliance experience with YW, Scottish Water (Caledonian Water Alliance), Anglian Water Alliance and Thames Water capital delivery partnerships. However, we recognised we were creating a significantly different model, enabling YW to deliver the challenges of AMP7 and beyond.

The outcome of the YW enterprise procurement strategy resulted in the appointment of 26 capital delivery suppliers. MWS was selected as one of two partners to represent this community (wider ecosystem) of capital delivery suppliers on the Asset Programme Board (APB):



Membership provided MWS with the opportunity for our Capital Delivery Director (Ross Housley) to be instrumental in creating/implementing the enterprise processes, systems, and culture. This included:

- Enterprise strategy briefings to the whole supply chain – ensured an understanding of the strategic approach, outcome expectations, processes, and systems.
- Roll-out of the enterprise work allocation and gateway process.
- Assisting in the training of the enterprise data platforms.
- Development of a common reporting platform to ensure ongoing KPI collaboration.
- Stakeholder engagement plans to ensure the purpose of the enterprise was understood, expectations of the APB, and interfaces within the ecosystem. We have also driven clear and consistent communications to stakeholders and MWS teams.
- Demonstrating our approach to sharing learning and encouraging the adoption of best practice across the ecosystem, together with inspiring innovation, disseminating the MWS Applied Innovation Model (AIM), and sharing our in-house 'Every Customer Counts' philosophy and MWS Behavioural Safety Programme.
- Development and roll-out of the Enterprise Behavioural Framework using collective experiences to describe what good (and bad) behaviour would look like for leaders, peers, and partners within the enterprise. Ross provided an overview of our behavioural programmes, helping to form the three behavioural foundations needed to create an effective working enterprise:
 - Being organised and always evolving, including elements of learning constantly; striving for innovation/new ways of working; being personally efficient and enabling others to be efficient; inspiring others and taking a 'best athlete' approach to the investment programme.

- Collaborating and taking collective responsibility; making challenges in a positive way; communicating effectively and regularly; delivering on promises.
- Showing respect; looking after people and valuing their contribution in a positive way; empowering and encouraging others; keeping people safe and healthy.

We developed the outcomes and constraints that enabled efficient approval of the delivery programmes and strategy, whilst gaining an understanding of the demands and capabilities of the existing suppliers. This was achieved by acting collaboratively in the best interests of the whole delivery team, taking responsibility for business continuity, and managing internal and external stakeholders on behalf of the enterprise.

The foundation of the P4Y enterprise was built on genuine trust between all parties, doing what was right for the programme and enterprise.

Our Leadership Commitment

YW's enterprise model was built, in part, with the leadership of MWS Director John Rodgers, who has been overseeing capital delivery work in Yorkshire since 2004, setting the foundations for collaboration and governance. As a passionate and influential leader, John, on behalf of the MWS Board of Directors, commits MWS to developing an industry-leading enterprise that will create and leave a positive legacy in the North East through a collaborative and strategic approach. Recognising that Northumbrian Water Limited (NWL) and MWS are value driven organisations with aligned visions and values, this synergy will lead to one vision with common objectives and cultures that will benefit the enterprise collectively and ensure NWL's position as a national leader in the water industry.



Our commitments are:

- Bringing our enterprise experience and people, putting the enterprise first; strong and cohesive 'one team' with a best athlete mindset.
- Maintaining our internal business plans; the enterprise will be sustainable for all (360-degree sustainability).
- Using the enterprise to improve water industry perception.
- Leaving a legacy, creating careers in the North East; a sustainable, diverse and inclusive enterprise for generations to come.
- Respectfully challenging the enterprise to facilitate the cultural change needed.
- Using our experience and knowledge to mentor the wider ecosystem, facilitating capability development and learning.
- Owning NWL's Performance Commitments as if they were our own.
- Focusing on safety, innovation and best-practice to achieve unparalleled efficiencies.

"Creating, establishing and sustaining the Living Water Enterprise."

Northumbrian Water Living Water Enterprise | 4.4.1.2 – Design & Establishment of a collaborative delivery environment

- Supporting NWL in achieving social value goals e.g., provision of STEM Ambassadors to deliver a STEM programme within the North East.
- Developing an industry-leading enterprise and being part of something delivering best in class C-MeX.

The enterprise will benefit from MWS as experienced operators of collaborative delivery models in this sector. Our commitments will enable the enterprise to promote collaboration, optimise delivery, and create an environment of continuous learning and improvement. We will efficiently deliver a safe and high-quality, customer-focused investment portfolio across NWL.

John Rodgers

John Rodgers, Capital Frameworks Director