

Question

The Client is seeking supply chain partners with demonstrated capability and capacity to undertake the work that is being procured. Please provide a statement (no more than 4 x A4 sides - in Arial 11 point font and including any pictures or diagrams) of the capability and capacity of the bidding organisation to undertake the work that is being procured that details the following, with respect to each of the Lots, or group of lots, that you wish to bid for (a separate response for each Lot is required) – please state clearly on each submission to which Lot or Lots it applies:

- Experience and track record relevant to the Lot(s);
- Value of work of a similar type undertaken within the last 3 years; and within this, the value of work undertaken within the Water, Utilities, or Infrastructure sectors.
- Numbers, and relevant professional qualification levels of staff who undertake work relevant to the lot;
- A summary of the management and control arrangements that are applied within your organisation to ensure that contracts are delivered to each client's expectations, and that portfolios of projects are achieved successfully;
- Experience and evidence of collaborative working, delivering sustainability improvements and social value;
- Areas of innovation delivered over the last 3 years to achieve added value within contracts of a similar scope to those anticipated under this framework;
- How the bidding organisation mobilised itself to be able to deliver successfully from day one, including training and retaining appropriately skilled staff, sourcing any equipment that was needed, and any arrangements in regard to alliancing within the team and mobilisation with sub-contractors."

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2.2.1 Bidding Organisation Capability & Capacity - Morrison Water Services (MWS) prequalification response for SDP Lot 3 – Water and Wastewater Infrastructure Services

Our experience and track record

At MWS our core values are built on Safety, People, Delivery, and Integrity. We have extensive experience of delivering a multitude of clean and wastewater infrastructure programmes and large standalone schemes as part of our appointment to frameworks across England, Scotland, and Wales, similar to this SDP framework. The environments we work in are vast and varied, each with their own unique needs, covering coastal areas as well as protected waterways, AONB, SSSIs, and sites of significant historical importance. Our people are extremely important to us and are at the core of our values. When delivering schemes, we actively support our clients, to design and value-engineer solutions that support reduced customer service impact, low-carbon objectives and address our clients' business plan targets re: growth, resilience, leakage, water quality, and flooding.

We specialise in providing end-to-end ownership of our clients' schemes, frequently from strategic planning at need stage, through feasibility, outline design, detailed design, construction delivery, commissioning, and handover. Our in-house design and construction capability in conjunction with the design capability and specialist input from our consultant partners, AECOM, helps to identify issues and opportunities early in the project lifecycle with quick decision making leading to reduced programme time and costs. This complete delivery solution enables us to provide an agile response to our clients' needs and plan and mobilise our resources quickly and efficiently whilst ensuring we deliver industry-leading customer service.

Our track record of successfully delivering clean and wastewater infrastructure schemes as part of our current ongoing frameworks across the UK includes the following:

Caledonia Water Alliance (CWA) – MWS and AECOM JV: April 2015, 6-year framework agreement to March 2021, extended a further 6 years. Projects range from £250k - £90m. Value of £90m per annum.

Thames Water Delivery Frameworks – MWS led with AECOM as design partners:

April 2020, 5-year initial agreement to March 2025, plus option to extend for a further 5 years. Projects range from £50k to £70m. Value of £50m per annum.

Yorkshire Water P4Y: Infrastructure Frameworks: April 2010 to March 2025. 5-year agreement with the potential to extend by 3 years to April 2028. Projects range from £50k - £15m. Value of £25m per annum.

Southern Water Capital Infrastructure Framework – MWS and Galliford Try JV:

April 2015 – March 2025. AMP6 value of £132 million and a forecast of £156 million for AMP7.

Dŵr Cymru Welsh Water: Water Network Alliance (WNA): November 2018 to November 2022. 4-year agreement with three 1-year extensions. Currently extended to November 2023. Project range from £50k to £10m. Value of £45m per annum.

Value of similar type works undertaken within the last three years

We are currently undertaking and have completed a number of key clean and wastewater infrastructure projects during the last three years, including the following:

- Thames Water Mains Rehabilitation, with AECOM as design partner – large programme of works ramping up from £5 million in 2021 to £40 million in 2023 – with a forecast of £27 million in 2024 (Thames Water).
- Bourton on the Water, Cotswolds, with AECOM as design partner – £4.2 million (Thames Water).
- Dukes Ride Rising Main, Berkshire with AECOM as design partner – £830,000 (Thames Water).
- London Road, Newbury Rising Main - £4.7m (Thames Water).
- Combined Sewer Overflows, South and East Yorkshire – £2 million (Yorkshire Water).
- Pipe Bridge over River Torne, Doncaster – £586k (Yorkshire Water).
- Region-wide DMA Optimisation – £4.3 million (Yorkshire Water).
- Supply Pipe Replacement Programme, Sheffield – £390k (Yorkshire Water).
- Ensign Park CSO Shaft – £1.9 million (Southern Water).
- Military Road Rising Main Replacement – £7.3 million (Southern Water).

Numbers of staff and their professional qualifications

Our resource pool provides us with access to 4,500+ directly employed MWS staff (2,000 employed on water contracts) and 10,000+ employees across M Group Services. We can also draw on the expertise and resources within our Water Division such as IDS, Z-Tech & PMP as well as the wider M Group. AECOM provides dedicated design teams to our projects, supported by environmental, geotechnical, geo-environmental, tunnelling and planning resources as required. AECOM also brings significant experience and knowledge from a global network of 50,000 staff.



The number and levels of staff we have in the business with the professional qualifications relevant to this framework are listed below.

	Role group	No	Role group	No.	Role group	No.
MWS	Contract/Framework Leadership	15	Design/Engineering	79	Operatives	783
	Ops/Contract Managers	42	Supervisors	120	Support services	961
AECOM	Framework	40	Design	453	Environmental	849
	Tunnelling	29	Ground Engineering	205		

We maintain contract-specific skills development matrices to ensure our selected team members hold the necessary skills and competencies required for each contract. We assess and monitor each team member's skillset and competence via Learn With Us (our e-learning portal) and, where necessary, provide suitable training to fill any gaps. We also assess the competency and performance of our staff through annual PDRs where we identify development needs and opportunities, which are followed up through regular 1-2-1s. Emerging talent, personal development and succession planning is carried out using the 9-Box grid model where tomorrow's superstars are identified and nurtured.

All staff working on water contracts hold relevant HSE qualifications and have received our mandatory training including water hygiene training and corporate compliance training e.g., Modern Slavery, Ethical Business Code of Conduct, Whistleblowing, Equality & Diversity and Dignity at Work etc. All managers undergo management training as part of our management development programmes. Senior managers are required to hold a NEBOSH Construction Certificate.

AECOM is committed to the professional development of all employees so that they can achieve the highest standards within their roles and deliver the absolute best service to clients. Design and support teams are led by chartered professionals (e.g. CEng). All framework staff are either chartered or working towards chartership.

Management and controls to ensure contracts are delivered to clients' expectations

Key to ensuring our contracts and portfolios are delivered to clients' expectations is early review and understanding of our client's management systems. We review these and integrate our Business Management System (BMS) within them to ensure it complements the process and does not duplicate effort, so we ensure an efficient project lifecycle process. Where appropriate, we use our digital tools to support the process, which we can integrate into our clients' systems; or we adopt our clients' systems. For example, in Thames Water we utilise TWEXnet as the common data environment as well as CEMAR for commercial control. In Southern Water we use CEMAR, GIS, PIM, Ellipse, Insight, Moata, Map Info, PRISM and Symology. We also develop digital tools, such as Salesforce, Oracle and PowerBI, to aid reporting, project control, and measure on-site performance – creating dashboards reporting on areas such as productivity, CAT and Genny usage, people, training compliance, and plant usage and helping our operational teams manage efficiency and performance.



The aligned processes are rolled out to our delivery teams as part of our onboarding process. At framework level, we produce specific activity procedures defined within our framework management plans, setting out how we will manage health and safety, design, the environment and ecology, archaeology, project delivery, client interfaces, customer/stakeholder management, commercial management as well as audit/inspection, planning and scheduling processes, and contract review and performance management processes. Our performance is measured using balanced scorecards, which set out aims, objectives, performance measures and targets – our strategic aims for CWA are 'Create an environment where our people are safe, healthy and where they can flourish,' 'Service excellence and delivery,' 'Beyond net zero' and 'Great value and financial sustainability.'

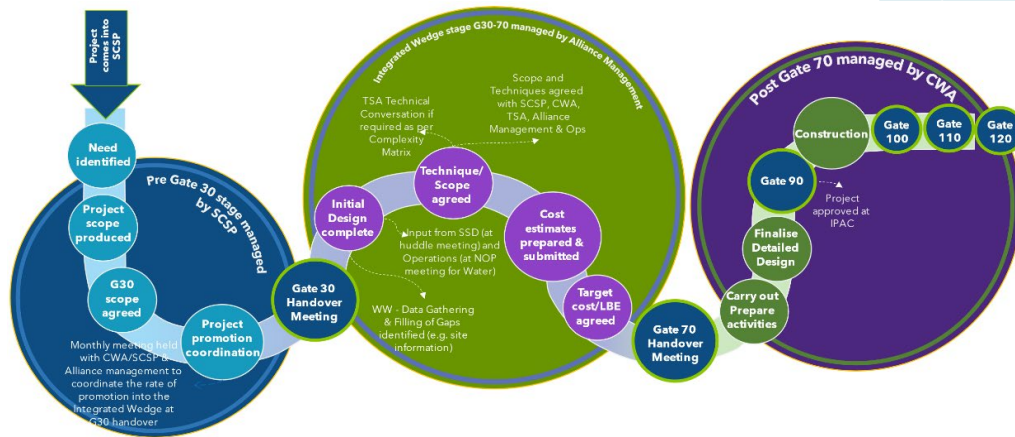
Our BMS incorporates health and safety, environmental and quality assurance systems, together with our programme and project management systems. BMS is implemented in line with guidance given in HSG65 – "Successful Health and Safety Management" and certified to the three main management system standards, ISO 45001: 2018 (Health & Safety), ISO 9001:2015 (Quality) and ISO 14001:2015 (Environment) by LRQA, a UKAS accredited certifying body.

At operational level, we produce project execution plans to manage project requirements and constraints from feasibility through to commissioning (Southern Water ID1 to ID5). These specify design management plans, stakeholder plans, health and safety, environmental management, quality assurance and customer plans, identifying risks and optimum ways of working. Governance of frameworks is a critical element in delivering beyond our client's expectations while maintaining a responsive and agile approach. This contract would be run and managed locally via a Contract Director. Area Directors would support and

ensure operation reviews were undertaken. Formal reviews by an Executive Director would assess overall performance and risk. This proven process ensures compliance and resilience for our clients.

Collaborative working, delivering sustainability improvements and social value

We work in many collaborative arrangements with existing clients, framework partners and a number with AECOM, where the success of the model and delivering to plan rely on collaboration, and actively collaborate with delivery teams, stakeholder management, asset planning, design and engineering and key statutory stakeholders. On CWA, collaboration is assured by our integrated wedge approach, which governs project activities from Level 0 to handover and fully supports Left Shift activities, as illustrated below.



Many of our contracts are long-term, strategic service delivery arrangements that require extensive collaboration to achieve our clients' objectives. On these contracts, we develop a shared operational vision and culture with streamlined, integrated operational processes, common data environments (where appropriate) using collaborative tools such as SharePoint, MS Teams and Miro online whiteboard tool to help the teams deliver successful projects. We also chair, participate in, and attend key client forums and roadshows to collaborate with framework partners, clients, and the supply chain to share best practice, innovation and lessons learnt.

We have an impressive track record of carrying out ECI work to develop sustainable solutions that meet key constraints e.g., on our Thames Water Bexley Trunk Main project, in close collaboration with Thames Water and AECOM, we have identified pipeline route savings of 700 metres of 630-mm pipe; and on Surbiton reline in Tooting High Street, we have reduced pipe diameter and rating to 630-mm SDR33 polyethylene. This reduced costs, and impact to road users, pedestrians, and stakeholders.

Social value

M Group Services' commitment to social value and the group's overall strategy to ESG (Environmental, Social and Governance) is demonstrated by our market leading ESG performance – achieving a phenomenal Sustainability rating of 8.3.

On CWA, MWS and AECOM organised a clean-up of Carnoustie beach, working alongside staff from Scottish Water. The event was organised through Marine Conservation with the aim of gathering data through completing a beach survey while having the positive effect of cleaning the beach.

On our Thames Water Millennium Main Reline project, we organised a picnic in the park with residents where we donated water bottles and held craft sessions with local children. We hired a local artist to decorate the hoarding and added the children's work – making the hoarding a community project and deterring graffiti. We also installed water fountains in the community park and a dog friendly water fountain in the local dog park, close to where we are working.

Sustainability improvements

We are proud to deliver nature-based solutions to improve sustainability wherever possible as part of our project work, two recent examples of which are:

a) Nidd Valley Greenway tree planting – As part of clean water network growth works on our P4Y contract, we engaged with tree specialists to plant a number of trees in the reinstated banking along the Nidd Valley to improve water quality, reduce the risk of flooding and enhance biodiversity. **b)** Build less – On CWA, we have used restraint joints on our C1a project pipeline to allow us to remove concrete thrust blocks, therefore further reducing embodied carbon associated with the capital aspects of the project. This totals an estimated 5,500 m³ of concrete, which has reduced carbon by approximately 16,000 tonnes; 15,000 from concrete and 1,000 from concrete transportation.

Areas of innovation delivered over the last 3 years to achieve added value

Examples of innovative solutions we have recently implemented are described below.

VariSim Delta (digital twin) – developed in 2020 in partnership between MWS network engineers and our specialist hydraulic modelling partner. VariSim can model the behaviour of complex water networks, providing opportunity to sustainably manage them by focusing on leakage and pressure management.

Intellitect Water data collection products – in partnership with Intellitect Water, manufacturer of Insight and the Intellisonde range of products, we have an exclusive agreement to utilise their products for smart retrieval of data from water networks and input into VariSim Delta and to use Intellisonde within the water market for trunk mains and distribution mains monitoring. **Spray lining for pipelines** – MWS has achieved WRc accreditation for the in-situ lining of sewer pipelines using Axalta. This is a viable option for mains rehabilitation, resulting in overall carbon reduction and potential cost and programme savings. In Doncaster, we applied the material to repair a failed 12-metre-deep x 600-mm cast iron surface water rising main, protecting the asset from future failures in a complex environment and significantly increasing the asset life – saving over £1 million for Yorkshire Water on this single project. M Group Services is also gaining accreditation for the use of the innovative Saertex UV Cured Liner System, trenchless

rehabilitation system for wastewater and supply pipes. **FYLD – AI risk and productivity solution** – this AI app provides managers and H&S staff, who oversee multiple work sites/gangs, with targeted risk intervention via push notifications that create greater awareness of high-risk sites identified through the AI platform. The app provides improved risk perceptions and hazard identification, saving cost, time, and carbon. **Unmanned air vehicle (UAV) surveys** – during investigation works on our West Stonesdale (Yorkshire) project, the team trialled the use of unmanned air drones for initial land surveys, which proved extremely beneficial in providing accurate and timely information from more remote areas. **Next generation low-carbon concretes** – as part of Scottish Water's Net Zero Construction Expert Panel, we are currently collaborating on their route to concrete decarbonisation by assisting with the development and commercialisation of next generation low-carbon concretes in Scotland, working with strategic partners Network Rail, SSE and Scottish Power.

Mobilisation to ensure successful delivery from Day 1

Upon contract award, we quickly deploy our core team and Framework Manager to oversee the mobilisation of the framework, utilising experienced mobilisation and transition resources from across MWS and AECOM. We use our proven Mobilisation Blueprint to define the structure, roles and responsibilities of the mobilisation team, the governance model, communication plan, checkpoints, and documentation. This blueprint will form the basis for developing the Mobilisation and Exit Plan required by Southern Water as part of the SDP tender.

This plan fully describes how we will manage the mobilisation period and how we will set ourselves up to ensure we are ready to meet the requirements of the new framework, defining resource requirements, office and yard locations, IT links and essential equipment availability etc. Our performance will be measured against this plan to ensure our mobilisation is successful.

We swiftly draw up a schedule of meet and greet sessions with key people from the client to discuss operating rules and requirements, including topics on project delivery, commercial, operations, engineering, customer, asset integration, environment, and estates; and then arrange a series of meetings with our supply chain to discuss the opportunities and optimum ways of working.

As part of our highly successful mobilisation for our AMP7 Thames Water Capital Delivery framework, we invited all our key supply chain partners to an introductory, two-way-discussion event to explain the client's needs, culture, and expectations.

Critical path measures we adopt to ensure successful delivery from Day 1 include; **a)** Review and evaluate client requirements and work volumes for any early start, planning or long lead-time supply requirements, **b)** Conducting a gap analysis to ensure the availability of resources and skills required to meet the programme; and to evaluate any TUPE transfers necessary for the contract and understand and mitigate any associated risks (early and consistent communications with potential TUPE staff is an important part of ensuring a successful mobilisation); **c)** Reviewing the operating and technological systems to be used for the contract and either testing access to the client's systems, if they are to be used, or implementing established MWS systems that have been proven to be both efficient and reliable; **d)** Drawing on our long-term fully collaborative relationship with AECOM to ensure early engagement of the whole team from the start of the framework, **e)** Engaging with the supply chain to ensure resource is available to meet client requirements, **f)** Ensuring the necessary systems are in place to receive orders, capture costs and report performance against the client's dashboard, **g)** Setting up joint mobilisation reviews with the client.

Our understanding of Southern Water's systems and processes and the strong relationships our people have already built with you, having worked with Southern Water for over 25 years, provide further assurance of a seamless mobilisation for this framework. Our people know who to speak to within Southern Water to 'get things done.'

