



NHH Market Participant Feedback Mechanisms

James Alden April 2021

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Version Control

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Purpose

This document will set out the mechanisms Thames Water has in place to capture, review, and respond to feedback from participants (specifically NHH customers, NHH retailers and third-party providers) in the Non-Household (NHH) market).

Definitions

NHH - Non-Household

MIA - Market Impact Assessment

MSG – Markets Steering Group

ASM – Accountable Service Manager

RSM – Responsible Service Manager

Oversight – for the purposes of this document oversight covers all personnel/groups that are specifically related to the NHH Market.

WMS – Wholesale Market Services, the department within Thames that is dedicated to supporting the NHH market.

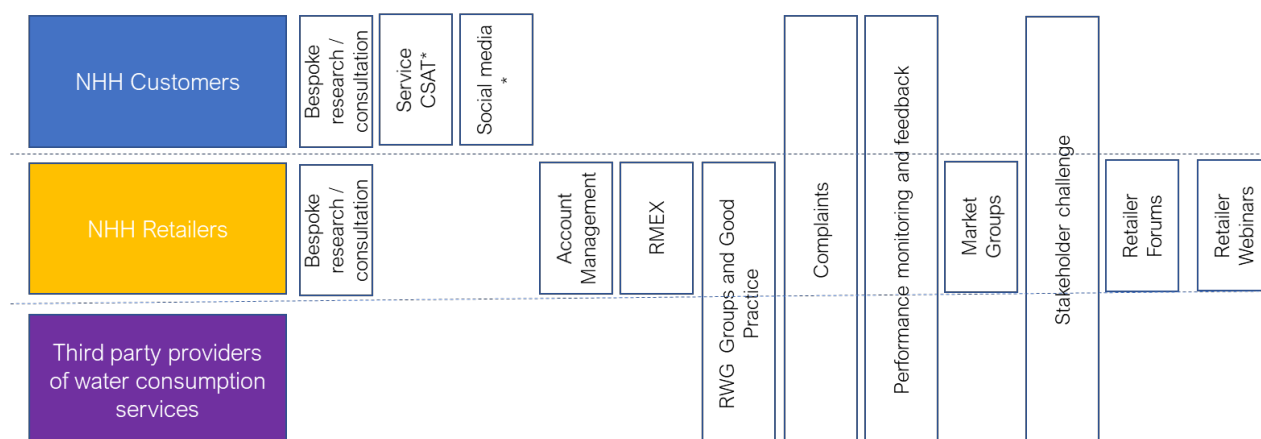
Wholesale Services – The division within Thames Water that WMS is a subcomponent.

Codes – The Market Arrangements Code and Wholesale-Retail Code

OPS - Operational Performance Standards

MPS – Market Performance Standards

Mechanisms



* Covers households and non-households (not split)

Figure 1 feedback channels

1. Bespoke research

Scope: Targeted research carried out typically by third-party provider of Market Participants to inform 'what customers want' and strategic business planning.

Stakeholder Segment: NHH Customer and/or retailer and/or third party.

Frequency or Trigger: Adhoc to inform business strategy

Timeframes for reviewing and escalating feedback: Completed on a case-by-case basis

Mechanisms for capturing and reviewing customer feedback: Results of Market Research typically presented by the third-party provider as executive summary and detailed analysis. Reviewed by ASM & RSM; NHH Performance Meeting and the Markets Steering Group and may provide insight when completing Market Impact Assessment.

2. Service CSAT

Scope: CSAT measured across Thames Water interactions with household and non-household customers – not split out. Focuses on front line interactions e.g. supply interruptions, sewer flooding.

Stakeholder Segment: All HH and NHH Customers

Frequency or Trigger: Daily

Timeframes for reviewing and escalating feedback: Feedback escalated through the business operational units at least monthly.

Mechanisms for capturing and reviewing customer feedback: Feedback is collected by surveys which are tailored to match the channel that customer chooses to interact with Thames through (e.g. SMS surveys for telephone contacts; web-based surveys for customers completing transactions through our website). Surveys do not differentiate between markets. The purpose of this activity is to improve front-line services. Interventions are made where low scores are given to recover poor customer experiences as quickly as possible. Consolidated insight is shared with the relevant operational business units. Positive and negative themes from CSAT feedback are aligned with C-MEX feedback. Ofwat's proposed introduction of BMEX will provide additional insight in this area.

3. Social Media

Scope: Managed across Thames Water interactions with household and non-household customers – not split out.

Stakeholder Segment: NHH Customers, NHH retailers and third parties (and potentially any stakeholder including HH Customers)

Frequency or Trigger: Adhoc

Timeframes for reviewing and escalating feedback: Responsively

Mechanisms for capturing and reviewing customer feedback: As feedback is not collected in a market specific way, and the purpose of the activity is to react to comments as they are received limited review is taken of the data through a NHH lens.

4. Account Management

Scope: Regular account management activity with retailers, including account management calls/meetings and maintaining retailer-specific action logs. Focussed on gathering and responding to feedback.

Stakeholder Segment: NHH Retailers

Frequency or Trigger: varying cycles, ad-hoc, monthly and quarterly (led by customers' preference)

Timeframes for reviewing and escalating feedback:

- i. Escalated on a case-by-case basis to RSMs & ASMs.

- ii. Reviewed monthly on a consolidated basis in Operational Performance Meetings.
- iii. Reviewed monthly on a consolidated basis in NHH Performance Meeting.
- iv. Reviewed at least quarterly on a consolidated basis in the Markets Steering Group.
- v. Available for RSMs & ASMs to engage with customers via the Account Managers.

Mechanisms for capturing and reviewing customer feedback: Captured and shared via the Retailer Account Managers Log.

5. Retailer Measure of Experience (RMEX)

Scope: The Retailer Measure of Experience (R-MeX) survey evolved from a Retailer Wholesaler Group (RWG) workstream. Its purpose is to provide a measure of wholesaler service to their retailer(s). First survey launched in October 2020 with results released to wholesalers in December 2020. Quantitative scores accompanied by detailed comments and rich feedback reviewing historic performance and pointing towards Retailers' future priorities which are expanded upon in dedicated Account Manager arranged calls. RMEX action plans and progress fed back to retailers individually during dedicated account management calls and collectively during forums.

Stakeholder Segment: NHH Retailers

Frequency or Trigger: 6-monthly

Timeframes for reviewing and escalating feedback

- i. Reviewed in detail with willing retailers.
- ii. Shared with RSMs & ASMs.
- iii. Improvement plans reviewed monthly in Operational Performance Meetings.
- iv. Improvement plans reviewed monthly in NHH Performance Meeting.
- v. Summarised for information quarterly for Markets Steering Group.
- vi. Trends and activity fed back to retailers during Forums and Account Management calls.

Mechanisms for capturing and reviewing customer feedback: MOSL's summary pack shared with relevant stakeholders. Detailed action plans held and progress shared visually.

6. RWG Groups and Good Practice

Scope: Rich engagement covering wide cross-section of market. Thames is active member of the RWG, including being with the Chair or a member of various working groups and has published its alignment with all RWG Good Practice Guides.

Stakeholder Segment: NHH Retailers and third parties

Frequency or Trigger: Cyclical based on RWG timetable

Timeframes for reviewing and escalating feedback: Feedback escalated on a case-by-case basis

Mechanisms for capturing and reviewing customer feedback: Notes taken of meetings.

7. Complaints and Escalations

Scope: Formal and codified processes for dealing with NHH customer complaints (see appendices 1 & 2) with additional route for retailer escalation (see appendix 3). Focused on resolving each individual complaint, including dialogue between the Accountable Service Manager and the retailer or third-party.

Stakeholder Segment: NHH Retailers, third party, NHH Customers

Frequency or Trigger: received ad-hoc – analysed monthly

Timeframes for reviewing and escalating feedback: Cases dealt with on an individual level as per the Codes. Monthly root-cause analysis sessions consolidate complaints data:

- i. Reviewed Monthly in Operational Performance Meetings

- ii. Reviewed Monthly in NHH Performance Meeting
- iii. Summarised for information quarterly for Markets Steering Group.
- iv. Available for RSMs & ASMs.

Mechanisms for capturing and reviewing customer feedback: Complaints and escalations captured using the workflow management tool. Analytical tools such as PowerBI are used to aggregate individual complaints to help establish trends.

8. Enquiries

Scope: Formal and codified processes for dealing with NHH customer enquiries (see appendix 4). Focused on resolving each individual enquiry, including dialogue between the Accountable Service Manager and the retailer or third-party.

Stakeholder Segment: NHH Retailers, third party, NHH Customers

Frequency or Trigger: received ad-hoc – analysed monthly

Timeframes for reviewing and escalating feedback: received ad-hoc – analysed monthly

Monthly root-cause analysis sessions consolidate complaints data:

- i. Reviewed Monthly in Operational Performance Meetings
- ii. Reviewed Monthly in NHH Performance Meeting
- iii. Summarised for information quarterly for Markets Steering Group.
- iv. Available for RSMs & ASMs.

Mechanisms for capturing and reviewing customer feedback: Enquiries captured using the workflow management tool. Analytical tools such as PowerBI are used to aggregate individual enquires to help establish trends.

9. Performance monitoring and feedback

Scope: Operational Performance Standards (OPS) and Market Performance Standards (MPS) are quantitative measures of the delivery of services and the update of related data in the market respectively. Underperformance is managed by Thames Water internal policies or, if certain triggers are breached, by MOSL's performance rectification plan.

Stakeholder Segment: NHH Retailers, third party, NHH Customers

Frequency or Trigger: internally reported at least weekly.

Timeframes for reviewing and escalating feedback:

- i. Daily reporting available on OPS Services.
- ii. Weekly view available for RSMs/ASMs
- iii. Reviewed monthly on a consolidated basis – and in detail any under scrutiny at Operational Performance Meetings.
- iv. Reviewed monthly on a consolidated basis – and in detail any under scrutiny at the NHH Performance Meeting.
- v. Summarised for information quarterly for Markets Steering Group.

Mechanisms for capturing and reviewing customer feedback: Both metrics provide only quantitative data. MOSL publishes a monthly report detailing performance of these metrics. Intra-month OPS tasks monitored using workflow management tool. MPS performance can be calculated using market data. Analytical tools such as PowerBI are used to aggregate individual tasks to help establish trends

10. Market Groups

Scope: Thames active in releasing staff to serve on Codes Panel and Committees and other MOSL and market groups.

Stakeholder Segment: NHH Retailers

Frequency or Trigger: Cyclical based on Market timetable.

Timeframes for reviewing and escalating feedback: Feedback escalated on a case-by-case basis

Mechanisms for capturing and reviewing customer feedback: Notes taken of meetings. Papers and minutes published by MOSL.

11. Stakeholder Challenge

Scope: Business plans reviewed by Customer Challenge Group, and good level of challenge from MOSL (e.g. on data) within multiple competing market priorities / market frictions.

Stakeholder Segment: NHH Retailers, third party, NHH Customers

Frequency or Trigger: cyclically

Oversight:

- i. Summarised for Markets Steering Group.
- ii. Available for RSMs & ASMs

12. Retailer Forums

Scope: Rich dialogue with multiple retailers to stimulate consensus building and challenge. In response to Covid-19 pandemic Thames has adopted more frequent, shorter “virtual” forums which are more convenient for the customer to attend and for them to release multiple interested parties within their organisation. Pandemic permitting, we intend to offer a blended offering in the future with some dedicated virtual sessions and some face-to-face forums that customers can choose to attend or dial in.

Stakeholder Segment: NHH Retailers

Frequency or Trigger: At least bi-annually, driven by customers’ preferences.

Timeframes for reviewing and escalating feedback:

- i. Notes/Actions issued to relevant parties following event.
- ii. Periodical updates delivered until actions closed.
- iii. Review/replay included in the subsequent forum.
- iv. Consolidated feedback shared with Markets Steering Group.

Mechanisms for capturing and reviewing customer feedback:

- v. Active RSM & ASM participation to hear customers view first-hand.
- vi. Notes/Actions issued to relevant parties following event.

13. Retailer Webinars

Scope: Rich dialogue with multiple retailers to stimulate consensus building and challenge on a single issue

Stakeholder Segment: NHH Retailers

Frequency or Trigger: Adhoc – triggered by customer request or business need.

Timeframes for reviewing and escalating feedback:

- i. Notes/Actions issued to relevant parties following event.
- ii. Periodical updates delivered until actions closed.
- iii. Review/replay included in the subsequent forum.
- iv. Consolidated feedback shared with Markets Steering Group.

Mechanisms for capturing and reviewing customer feedback:

- v. Active RSM & ASM participation to hear customers view first-hand.
- vi. Notes/Actions issued to relevant parties following event.

14. Disputes

Scope: Formal and codified processes for dealing with NHH retailer disputes (see appendix 5). Focused on resolving each individual complaint, including dialogue between the Accountable Service Manager and the retailer.

Stakeholder Segment: NHH Retailers

Frequency or Trigger: Adhoc –

Timeframes for reviewing and escalating feedback: Cases dealt with on an individual level as per the Codes. Monthly root-cause analysis sessions consolidate disputes data:

- i. Reviewed Monthly in Operational Performance Meetings
- ii. Reviewed Monthly in NHH Performance Meeting
- iii. Summarised for information quarterly for Markets Steering Group.
- iv. Available for RSMs & ASMs.

Mechanisms for capturing and reviewing customer feedback: Analytical tools used to consolidate disputes for trend analysis.

Oversight Bodies

1. Markets Steering Group

The group with Executive oversight that brings together senior stakeholders from legal, regulatory, and operational departments to review NHH market issues.

2. Non-Household Performance Meeting

A monthly meeting whose attendees include all RSMs and ASMs that provide services into the NHH Market with a purpose to holistically review operational performance in the NHH market sharing customer insight and reviewing performance.

3. Operational Performance Meetings

Meetings that consolidate and escalate operational performance through Thames Water's line-Management structure. For the purposes of this document key meetings are the Wholesale Market Services Performance Meeting, the Wholesale Services Performance Meeting and the Retail Performance Meeting.

Formalised Routes to Markets Steering Group

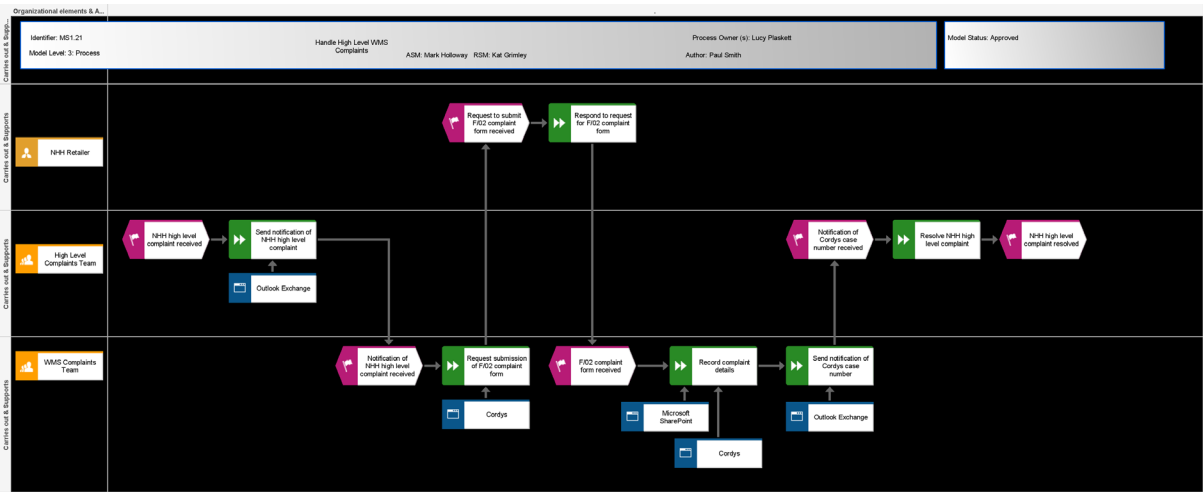
The formalised routes for information to reach the Markets Steering Group are:

- i. Directly from the customer engagement activity (i.e. Retailer Forums)
- ii. Via the NHH Performance meeting
- iii. Through the ASMs – 3 key ASMs sit within the MSG
- iv. As an output from a MIA
- v. As an output from the Market Data Management Approach (please see appendix 6)

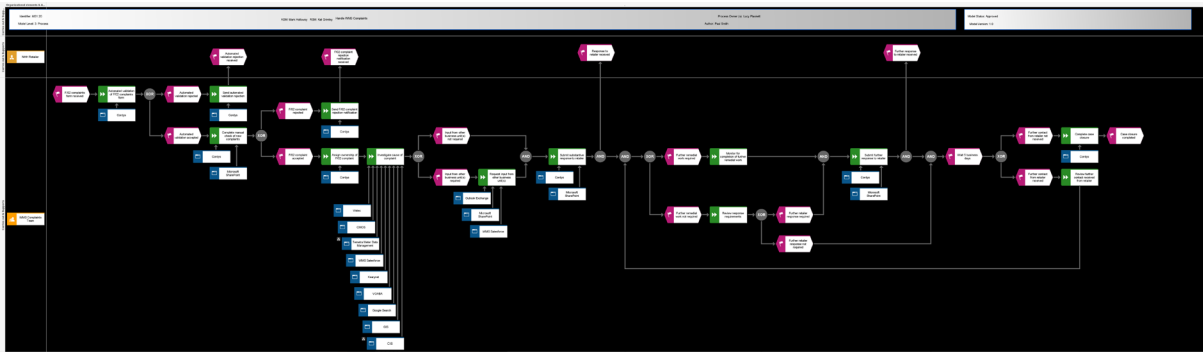
Market Impact Assessment

The Market Impact Assessment is designed to ensure due consideration is given to the implications of decisions.

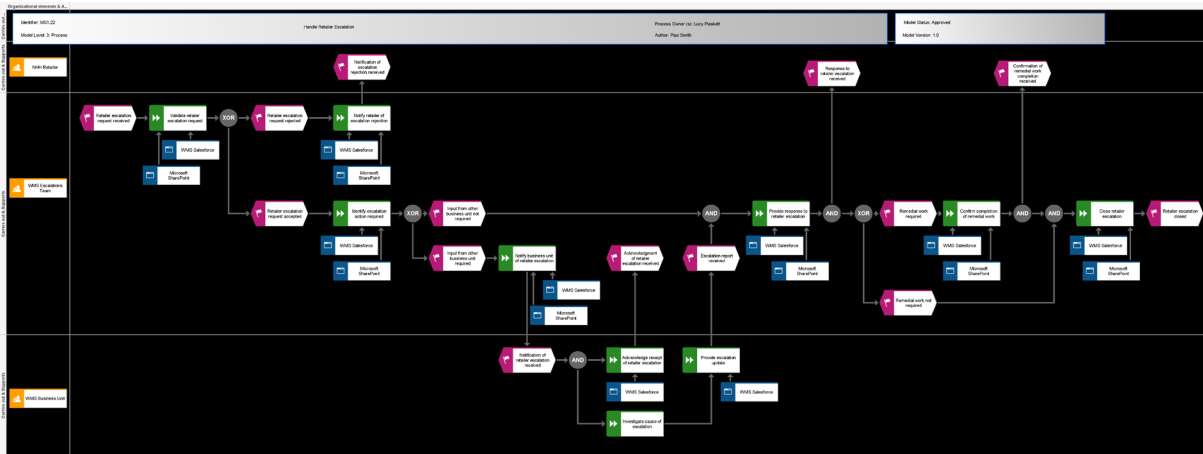
Appendix 1: High Level Complaints



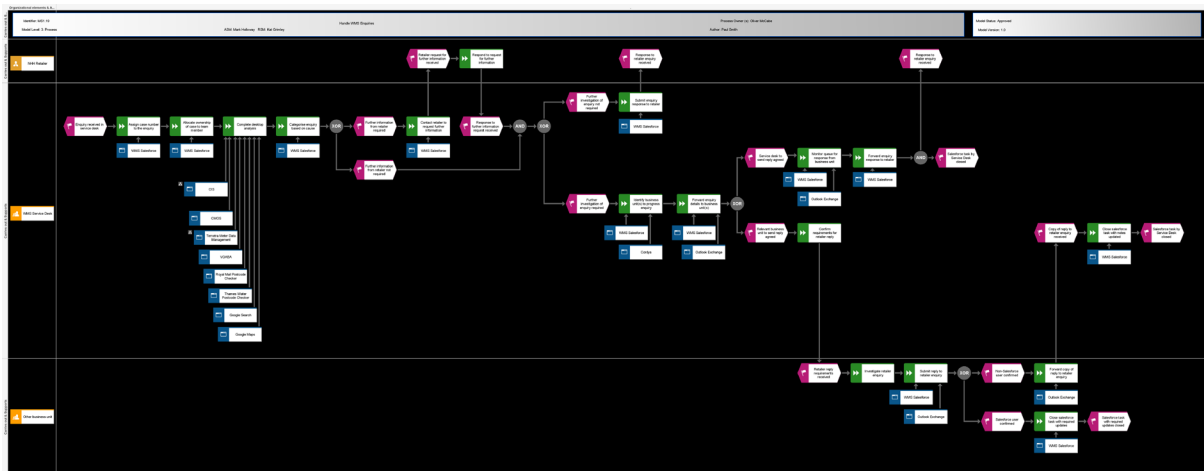
Appendix 2: Complaints



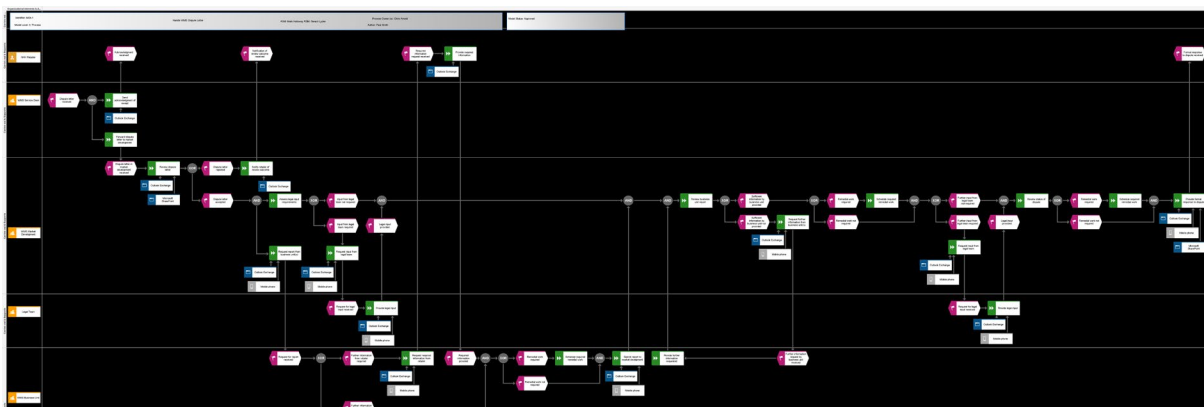
Appendix 4: Retailer Escalation



Appendix 4: WMS Enquiries



Appendix 5: Disputes



Appendix 6: Market Data Management Approach

