

C5 – Right First Time – End to End

A key part of the agreement is that work is completed with a ‘right first time’ approach, minimising customer disruption and cost of failure.

Diagram 1 illustrates a high level overview of the process to install smart meters and utilise associated data to reduce water loss and usage for a Household scenario. It illustrates the key activities and the proposed owners at each stage in the process. There is a requirement for the smart partner to successfully deliver its obligations within this framework.

The applicant should provide a view of how they delivered a similar project to installing AMI meters and ensuring they return data to client systems with a right first time approach.

Excellent scores will be awarded where the Applicant effectively demonstrates the following:

- Robust processes and procedures were put in place to achieve a success project outcome
- Evidence that a right first time culture is embedded throughout the organisation
- Successful management of the different customers within the project including their communication strategy to each customer, specifically the general public if applicable.
- How the feedback loop was established, and an example of continuous improvement being embedded as a core principle.

At Morrison Water Services (MWS), we recognise the importance of establishing robust processes and procedures to drive productivity and ensure effective use of our workforce, contributing to our exceptional customer journey and our award-winning Every Customer Counts strategy. Our structured approach to metering ultimately reduces potential complaints and ensures positive feedback, which in turn, drives the high C-MeX results expected by our clients.

For Thames Water, we run bespoke customer journeys for optant, replacement, progressive, non-household, and customer side leakage programmes, mapping every scenario to provide our workforce with the knowledge and processes to enable them to deal with multiple scenarios. Once mapped, our processes are integrated into our CRM systems, where they are coded, automated and then linked to various customer systems, such as SAP, Maximo or Temetra (used for meter reading) to deliver all data and completed works in a consistent manner. Our CRM system is linked to our telephony platform to help us reduce the number of aborts and manage the customer journey once they have requested a meter on our online booking platform. To ensure we are providing the best user experience possible, we record conversations between customers and our agents, which we then review and analyse to identify any improvement needs, such as additional training or coaching etc.

Our right first-time culture starts with ensuring our workforce is fully trained and competent to perform their roles; ensuring all individuals complete a full induction with training reinforced by supervisors and stand-down sessions. Our surveyors are responsible for gathering data from field surveys to inform the team of the viability of each job and associated reinstatement challenges, including making sure that meter supplies are proved to the right property (virtually or physically). This helps us avoid issues such as 'no waters' (stop taps being left closed or grit in meters). Every job is audited either using photographic recognition technology or automated job management checks that prevent operatives leaving the premises until the system verifies the work has been completed. The successful introduction of this technology has enabled us to deliver very low fault percentages and create efficiencies – leading to a significantly higher number of installs.

The customer journeys vary from light communication for meter replacements through to detailed communication with the customer for internal fits where we provide bespoke literature and job-specific advice. We record the customer's satisfaction and the effectiveness of the install through a 'rant and rave' texting system, which allows us to gain valuable feedback from customers for continuous improvement. We ensure vulnerable customers have access to water and support during installation and provide support and a call-back service to manage customer queries swiftly resolving any complaints or dissatisfaction. For businesses we may take a different approach, offering out-of-hours or weekend installs for those businesses that cannot cease trading during daytime hours of operation. We also provide local drop-in centres and letter drops to ensure the public are fully informed of works in progress.

As part of our commitment to continuous improvement and innovation, we have introduced and upgraded mobile applications that provide near real-time photographic evidence at key stages of the meter installs recording the quality of reinstatement. This technology has minimised the need for repeated site visits and reduced non-conformity. Photographs are captured of back-fill and reinstatement work for quality assurance purposes and checked for compliance against SROH, as well as accepted industry good practice.

As part of our ongoing innovation, we use generative AI image recognition which contributes to a 'right first time' approach by 1. Improving accuracy – meter readings and meter serial numbers are recorded photographically, 2. Enhancing efficiency – accurate photographs of meters ensure the meter reading process is completed correctly, 3. Supporting quality assurance – AI is now part of our robust performance management and quality assurance measures to ensure exceptional quality and real-time data capture, which reduces reworks and remedial work. To further improve the customer telephone and online booking experience, we have recently adopted the Salesforce Lightning application, which is globally recognised as the leading job management system.