

# Implementing Retail Competition in Scotland

Workshop 11 June 2012  
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# Resources required and approach to implementing new market arrangements

- Establishing a wholesale capability
- Activities
  - Wholesale team
  - Separation and new processes
  - Systems changes and data
  - Compliance and training



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# Establishing a wholesale capability

- Dedicated wholesale team working with operational teams
- Includes
  - Contract management
  - Influencing market framework
  - Account management for Licensed Providers
  - Wholesale billing, allowances and reconciliation analysis
  - Coordination of KPI reporting and service issues
  - IT programmes and projects
  - CMA relations
- Mix of skills, internal and external recruitment
- Developed over time from 2005



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# Establishing a wholesale capability

- Business processes reviewed and revised to support market framework
- Systems developments to
  - Support the processes in the Codes
  - Log service requests from Licensed Providers
  - Update the CMA of changes
  - Report on and support the KPIs
  - Hold new data, allow analysis
    - Very tight timescales for cut-over, no dry run
    - Flexible resource deployment
- Wholesale Service desk main operational point for LPs
- LP portal for notification of service interruptions



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# Establishing a wholesale capability

- Data
  - Data had to be migrated from BS to SW and then the CMA
  - Structured to meet wholesale settlement requirements
  - Included some data cleanse
  - Extensive piece of work in a short period
- The most difficult piece of the preparations
  - Needs careful consideration and planning
  - Internal and external support



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# Establishing a wholesale capability

Period from November 2006 to market opening

- SW provided operational services to BS under Service Agreement
  - From market opening, substantially separated
- At same time, focused on developing a wholesale capability
  - Complex demands on staff
  - Development of compliance culture
- Clearer from market opening



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# Establishing a Wholesale capability

## Extensive training programme

- Compliance
  - Training on implications of the market and what to do
  - Awareness sessions - c1,100 staff; front line staff, c600
  - Sessions for partners and other contractors
  - Supported by printed materials, posters, internal communications
  - All staff received a booklet sent to home
  - Compliance champions
  - Delivered with external assistance
- Specific training on process and system changes
- Appointment of Compliance Officer



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# Establishing a wholesale capability

## Resources required

- Wholesale team as focal point to plan and develop new arrangements, building on skills of operational staff
  - Continues to develop
- Mix of internal and external experience
  - Recruitment and contract market
- Significant IT programme
- Training and cultural change programme critical
  - Reflected senior commitment



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