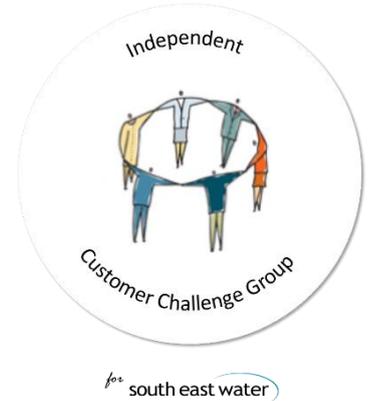


Independent Customer Challenge Group
for South East Water

Consumer Vulnerability Sub Group



Meeting number: 1

Meeting Date: 30 June 2017

Paper No: 3

Agenda No: 4

Title: Five out of Five Service for all customers: The Company's current services and approach to supporting customers experiencing vulnerability

Author: Simon Mullan

Purpose: To inform the CSVG on the company's developing approach to supporting customers experiencing, or at risk of experiencing, vulnerability.

This paper contains commercially sensitive information, and is confidential to the Customer Challenge Group, and the Consumer Vulnerability Sub Group.

Five out of Five Service for all customers

The company's approach to developing its support for
customers experiencing vulnerability



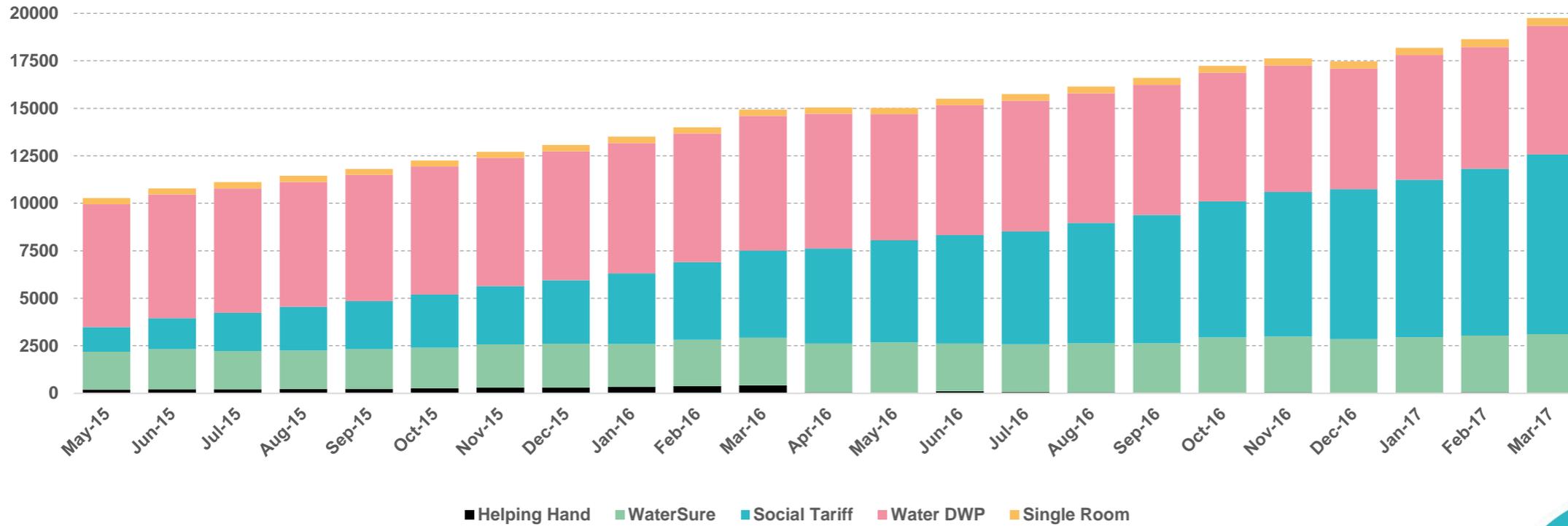
Knowing our customers

Mosaic Public Sector Groups (Households)		Catchment	%
A	Residents of isolated rural communities	51,000	6.1
B	Residents of small and mid-sized towns with strong local roots	81,000	9.7
C	Wealthy people living in the most sought after neighbourhoods	40,000	4.8
D	Successful professionals living in suburban or semi-rural homes	136,000	16.3
E	Middle income families living in moderate suburban semis	94,000	11.3
F	Couples with young children in comfortable modern housing	95,000	11.4
G	Young, well-educated city dwellers	43,000	5.2
H	Couples and young singles in small modern starter homes	61,000	7.3
I	Lower income workers in urban terraces in often diverse areas	14,000	1.7
J	Owner occupiers in older-style housing in ex-industrial areas	46,000	5.5
K	Residents with sufficient incomes in right-to-buy social housing	62,000	7.5
L	Active elderly people living in pleasant retirement locations	54,000	6.5
M	Elderly people reliant on state support	34,000	4.1
N	Young people renting flats in high density social housing	7,000	0.8
O	Families in low-rise social housing with high levels of benefit need	14,000	1.7
TOTAL		832,000	100

(SEW Business Plan)



Where are we?



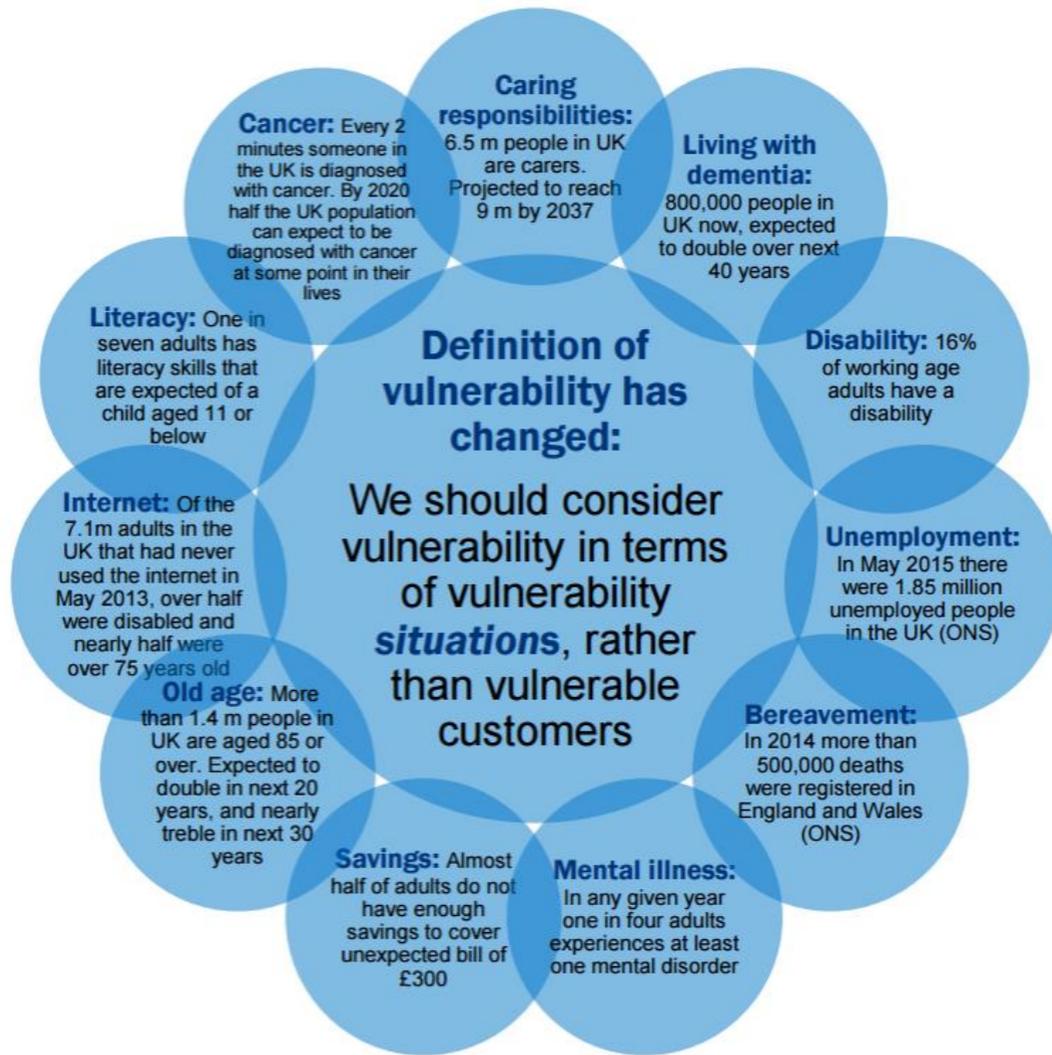
£73.16
Average Customer Saving in 2015-16

£67.23
Average Customer Saving in 2016-17

£70.41
Average Customer Saving from Social Tariff



Developing our Services – working with others



Ofwat Vulnerability focus report 2016
Data from FCA OP8, February 2015



Identifying further opportunities – Ofwat Vulnerability focus report

Good Practice

“Anybody can find themselves in circumstances that make them vulnerable and this situation may not be permanent”

Water companies play a key role in supporting customers in circumstances that make them vulnerable - this is integral to good customer service

Partnership and adopting good practice is important, whether with other utilities or third party organisations

Leadership & Culture change

Sharing of data, information and resources is helpful when supporting customers

Effective horizon scanning and impact assessments

SEW Approaches

- Listen to customers and recognise key words
- involving third party organisations in training (MIND, Age UK)
- user friendly website and literature
- new entrants receive awareness training

- flexible and bespoke payment options are available
- our staff are trained to recognise 'triggers' for vulnerability
- our website uses Recite accessibility to help language and visual needs
- we have a customer care team to talk through all available tariff options
- signpost to debt agencies and other external organisations

- we are working with other utilities to identify best practice
- we attend local focus groups and have links with a wide variety of organisations (housing associations)
- signpost customer to third party organisations

- support of vulnerability is clear in the company business plan
- we offer a five out of five service to all our customers
- supported development of internal customer care team

- we carry out customer surveys on all our customer contacts

- we hold a Priority Service register to identify customers with various needs
- local emergency services pull together in emergency situations

Gaps & Opportunities

- improve our knowledge of what customers want from us
- engage with customer groups to tell us what they want
- partnering with other 3rd parties to build trust
- learning and using ideas from our partners
- looking out of area to gain expertise
- use data better to check what we are doing is right increase our networking capability"
- data sharing with other providers
- increasing communication channels



Identifying opportunities to improve – BS 18477 2010

Good Practice

Guiding principles for inclusive service provision

Planning, design and development of inclusive service delivery

Understanding risk factors

Compliance, evaluation and improvement

SEW Approaches

- we are committed to giving a 'five out of five' service to all
- training is given to all customer facing staff
- our customer care team provide specialised assistance
- our communication channels are accessible to all

- our staff are trained to identify key 'trigger' words
- individuals needs of the customer are identified
- if vulnerability is identified, they are led through key processes to ensure they receive the relevant help

- we regularly review our existing service
- using the knowledge of risk factors we adapt our service accordingly
- policies and procedures are in place
- provision of information is in a variety of formats
- promotions and marketing are designed to be inclusive

- we are developing our strategy to be responsive and proactive
- we keep relevant metrics to monitor the our service

Gaps & Opportunities

Staff development

- training material to be reviewed
- identify other avenues of training

Service development

- How to identify customers we can't engage

Service promotion

- Develop multi channel presence.
- Better promotion of where we do well and selling our services

Service improvement

- use data to prevent indebtedness
- Work to identify additional support customers require



Where next...

Strengths

- Strong existing culture of support
- Service development reflective of good practice in Ofwat Vulnerability Focus report
- Also reflective of BS 18477 standard for Inclusive Service Provision
- Working with third-parties to develop engagement and service development

Weaknesses

- Approach has been “organic” – developed own approaches, opportunities to learn from other sectors not fully realised
- Use of publicly available data to improve scope and reach of services
- Engagement with difficult to reach customers – working with reference agencies as customer representative to develop services
- Promotion and publicity of available support
- Documentation and evidencing

Opportunities

- Work with others to develop services
 - WPD and CSE approach
 - Data analysis
 - Customer contact and communications
 - External review of approach
 - Commissioning StepChange
 - Institute of Customer Service

Engagement

- Improve our engagement with difficult to reach customers
- Work with referral groups to identify gaps and develop new services
- Establish a panel of experts to support our engagement,



A Five out of Five Service...

...for all customers

