

PR19 Customer Challenge Group – Vulnerability Sub-Group

Meeting number: 10

Meeting Date: 30th May 2018

Paper No: 2

Agenda No: 3

Title: Vulnerability Strategy Update

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Printing: This document does not contain any graphs or pictures and therefore does not require you to print in colour.

What is this paper about:	Update to CCG VSG members. Paper is intended to set out the current CAG research and recommendations and how this translates to the SEW Vulnerability Strategy.
Action needed from the CCG:	VSG feedback required.

Customer Challenge Group Vulnerability sub-group

Meeting 10, Agenda item 3

Vulnerability Strategy Development Update

30 May 2018

south east water

Company Confidential

Pure know_how

Purpose of the Paper

- Provide CCG VSG with an update on the strategy development by providing the following;
 - Reminder of the engagement undertaken
 - Key Findings from the engagement
 - Walk through the key framework of the strategy
 - The timeline and activities to publication

Key Engagement Undertaken to inform the strategy



Stakeholder Engagement

- Pre-Strategy Focus Groups with stakeholders
- Pre-strategy Workshops with Stakeholders
- Telephone interviews with agencies



Customer Engagement

- PSR Customer interviews affected by disruption
- Sample of PSR customers not affected by disruption
- PSR face to face customer interviews and case studies affected by disruption
- PSR face to face customer interviews and case studies not affected by disruption



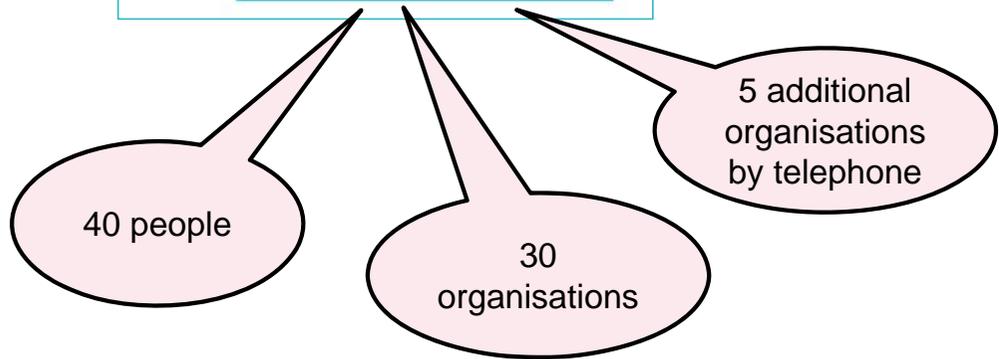
Industry & Cross Sector Working

- Workshops with SEW Customer Care Team
- Joint working energy forums
- Industry Safeguarding Working Group
- South East Region Water Company group

Scale of engagement

Stakeholder Engagement

- Pre-Strategy Focus Groups with stakeholders
- Pre-strategy Workshops with Stakeholders
- Telephone interviews with agencies



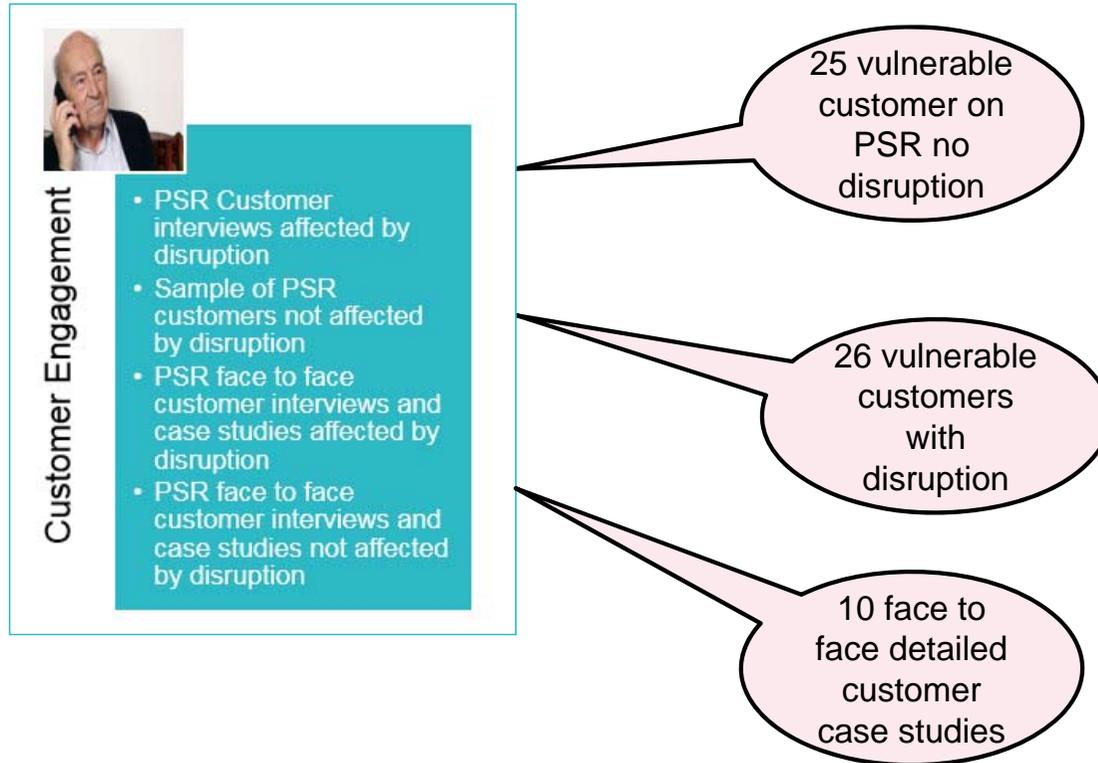
MAIDSTONE

Organisation	Type	Vulnerability category				
		Financial	Disability	Medical	Age	Personal
Maidstone Age UK	Third sector				✓	
Kent County Council (Resilience team)	Council					
CAB - North & West Kent and Maidstone	Third sector	✓	✓	✓	✓	✓
Age UK	Third sector				✓	
Hollingbourne Parish Council	Council	✓	✓	✓	✓	✓
Kent Police	Council	✓	✓	✓	✓	✓
Clarion Futures Money (Clarion Housing Group)	Housing	✓				
Moat	Housing	✓				
Golding Homes	Housing	✓				
Hyde Housing	Housing	✓				
Kent MS Therapy Centre	Third sector		✓	✓		
Red Cross	Third sector	✓	✓		✓	✓
Mind Dementia Advice	Third sector			✓		
Powerhouse	Third sector	✓				✓
Royal Agricultural Benevolent Institution	Third sector	✓				✓
Leicester Law School	Academia					
California Public Utilities Commission	Academia					

BASINGSTOKE & EASTBOURNE

Organisation	Type	Vulnerability category				
		Financial	Disability	Medical	Age	Personal
Sovereign Housing Association	Housing	✓	✓	✓	✓	✓
Money Lifeline	Third sector	✓				
Bracknell Forest Council (Adult social care & housing)	Council				✓	✓
Basingstoke & Deane Borough Council	Council	✓	✓	✓	✓	✓
Vivid Homes	Housing	✓	✓	✓	✓	✓
CAB Basingstoke	Third sector	✓	✓	✓	✓	✓
Age UK	Third sector				✓	
Wealden Dementia Action Alliance	Third sector			✓	✓	
Devonshire West Big Local	Third sector					
Herringtons Solicitors	Other			✓	✓	
Wealden District Council	Council	✓	✓	✓	✓	✓
Basingstoke & Deane Borough Council	Council					
East Sussex County Council	Council	✓	✓	✓	✓	✓
Clarion Housing Group	Housing	✓	✓	✓	✓	✓
First Point Basingstoke, The You Trust	Third sector	✓	✓	✓	✓	✓

Scale of engagement



Key Engagement Findings Summarised

Area of Process	Recommendation
Promotion	Increase awareness of special tariffs
	Strategic leafleting (GPs etc.)
	Utilise agency and community groups to promote
	Tailored communications (elderly, young busy families)
Identification	Improvement of trigger and identification to recognise complexity of categories
	Addition of transient nature of circumstances
	Improve key questions at account set up stage
	Data mapping to improve targeting of services to customers
	Be flexible
Tariffs	Consider eligibility requirements including entry value and WaterSure eligibility
	Simplification of tariffs
	Better explanations of changes in tariffs and impacts
	Plain English for leaflets and information

Key Engagement Findings Summarised

Area of Process	Recommendation
Billing and Arrears	Simplify the bills and use plain English
	Provide monthly bills and provide certainty over costs
	Earlier alerts for customers going into arrears
	Make personal visits to customers not paying there bills
	Make it easier for field staff to help customers to apply for Helping Hand
Meter Transition	Provide a cost estimate
	Provide an early bill
	Provide information regarding typical costs
Additional Services	Install water saving devices for vulnerable customers
	Better communications when dealing with a high consumption bill
	Fridge magnet on where to contact for emergencies

Key Engagement Findings Summarised

Area of Process	Recommendation
Care Team Toolbox	Offline functionality
	More resource
	Better system for customer feedback and understanding customer need
	Flag for all field visits across SEW to establish vulnerable customers
	Large print leaflets available
	Keeping PSR up to date – identifying when customers no longer vulnerable
Communications	Freephone number / callback
	Options for non-English speaking or low literacy
	Consider terminology (Social Tariff)
	Improve digital services
	More outreach to vulnerable customers

Key Engagement Findings Summarised

Area of Process	Recommendation
Outages	Communication with customers in a quicker way (face to face if complex issue)
	Goodwill payments made quickly and immediately
	Identify and develop links with community partners – use geo-mapping
	Work out data protection issues for sharing data during an incident
	Communicate better and set expectations
	Advise local agencies earlier so they can react
	Prioritise reconnection
	Offer more water to those that need more
	Assist customers who cannot open plastic bottles
	Ensure we meet our promises

Key Engagement Findings Summarised

Area of Process	Recommendation
More Joint Working	Effective stakeholder mapping
	More signposting and cross referrals
	Better promotion of services through agencies
	Agencies to do key checks re tariffs
	Get data sharing agreements in place
	Appoint a liaison officer and allow time to develop relationships
	Keep agencies up to date

Overall Strategy Approach

- (1) Develop a robust process that ensures we can support the needs of our vulnerable customers through our PSR.

Ensuring that our targets and identification processes are robust to identify all target customers

- (2) Deliver a bespoke service to vulnerable customers to ensure that they receive the same level of service as all customers by delivering a 5 out of 5 services and also ensuring they are protected during service disruptions

We want to ensure that none of our customers receive any lesser of service or an ability to access services any less than other customers. Also to deliver effective processes to support the protection of our customers during a service disruption

- (3) Once we establish a significant volume of similar needs and requirements then develop a segment of customers where the service requirement is developed as their base service rather than a bespoke service

The conversion of bespoke to base processes will ensure ongoing capability to deliver

Developing a robust Process.....

- Broaden the definition of vulnerability
 - Adoption of the energy PSR codes – futureproofs our process and prepares for 2020 data share
 - Broaden the trigger awareness and collection
 - Transitional vulnerability
 - Additional training of Customer Service Team
 - Adaption and development of training to other areas of the business to recognise enhanced triggers
 - Promotion of our services
 - Additional training to promote PSR across the business
 - More proactive web based marketing strategy
 - Target leaflets through GPs, Council offices and other agencies
 - Utilise stakeholder agencies to enrich PSR content
 - Clear and plain language
 - Data share Agreements
 - Develop diverse data share agreements to enable us to maximise opportunities
 - Drive forward the opportunities that now through the new Digital Economy Act

Deliver a Bespoke Service

- Making things simple
 - Ensuring customers get it
 - Telling customers when their tariff is capped i.e. a new monthly bill that spreads payments and gives certainty
 - Making our communications to vulnerable customers plain English – engaging with RICA and other agencies to support
 - Lets not add to their worry
 - Where we have complex issues we will try to talk to the customer to explain or someone else they ask us to
- Making customers resilient
 - Help our customers to manage their bills:
 - Develop a range of information around how much the costs of water use for devices can be – make it meaningful
 - Offer devices that allow them to reduce their bills and recognise when customers may need assistance to fit them
 - Ensure customers understand what to do and when
 - Provide information up front about the services that they will get and can expect from us, including when to contact us
 - Offer customers immediate registration to the ‘in my area’ solution
 - Ensure customers are able to open bottles during a disruption – offer solutions and help
- Manage Customers expectation
 - Communicate with customers quicker when there is a problem (enabled through registration on in my area)

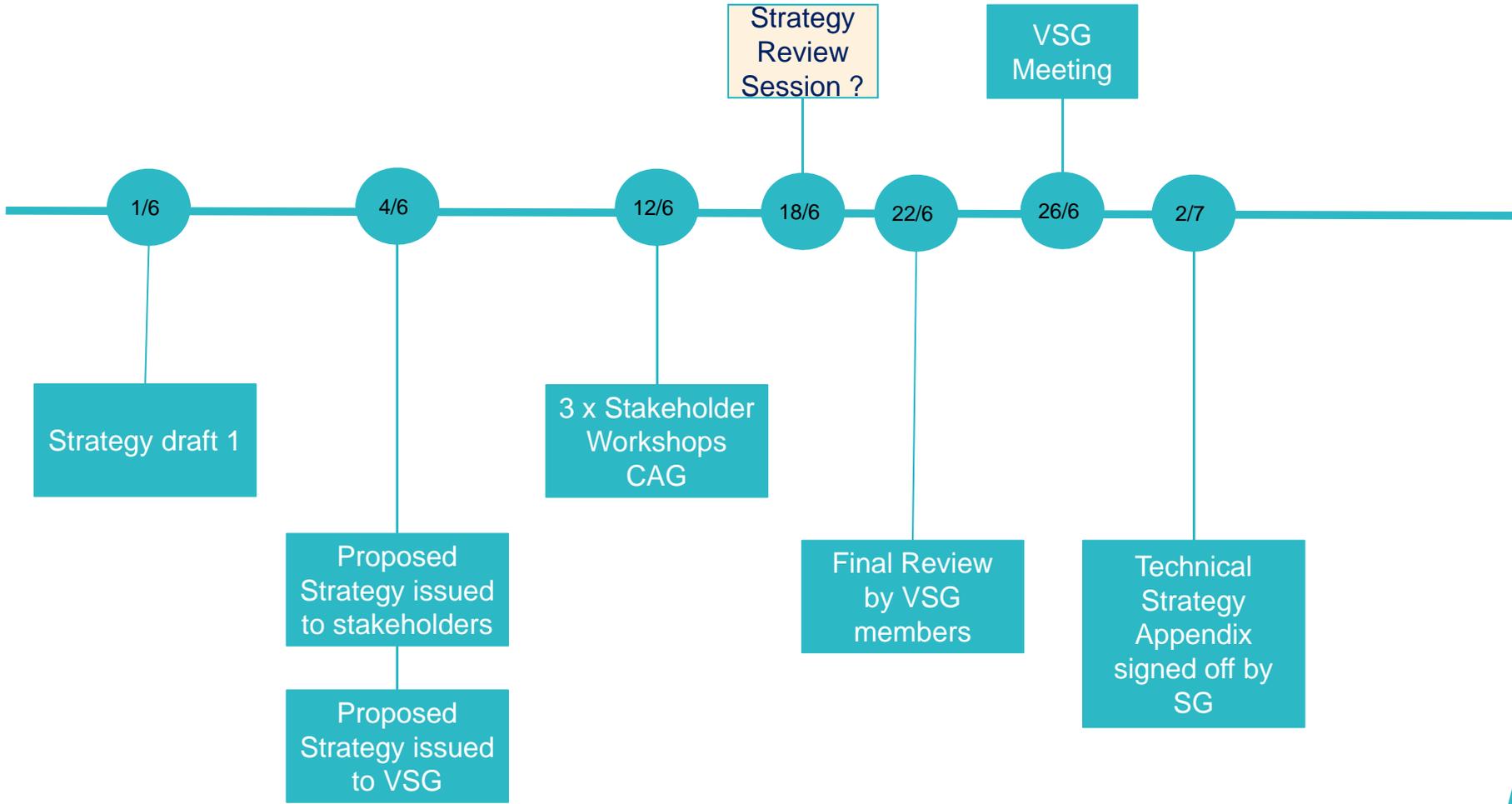
Deliver a Bespoke Service

- Making it Easier for our Team to help our Customers
 - Development of a fully integrated mapping tool that will make it easy to not only manage PSR customers during incidents but also through all BAU processes
- Development of a more Collaborative Approach to Delivering the Bespoke Service
 - Increasing and improving our understanding of the partners and agencies that operate in our area
 - Appointment of a dedicated Vulnerability Relationship Manager to work alongside our Customer Care Team
 - Implement a stakeholder mapping tool that identifies agency relationships that we will collaboratively work with to support our vulnerable customers during critical and non critical times
 - Expand the One Stop Shop approach
 - PSR Datashare with energy and other organisations
 - Establish 'passporting' of customers onto SEW tariffs once debt support agencies establish qualification through working with mutual customers
 - Promotion of Services through our partners
 - Understand our partnerships more to enable us to mutually support each others activities and signpost and refer customers
 - Making referrals easier – dedicated contact points

Measuring Success – What our stakeholders said

Stakeholder / CAG Recommendations Said	Covered
More partnerships, better signposting and easy referral process	Yes
Reduction in Debt from vulnerable customers	No
Increased tariff and support uptake	Yes
PSR kept up to date	Yes
Work with other companies to develop common monitoring and evaluation framework	No
Smart Meters installed to improved budget and anxiety	Yes – different approach
Mapping of vulnerability as an ongoing process	Yes
Customer satisfaction increase from vulnerable customers	Yes – PC's

Next Steps – Technical Strategy Appendix



End