

## Minutes of the Meeting of the Customer Challenge Group

Thursday 11 June 2020, 11:00 – 13:00

### Teams Meeting

<b>CCG MEMBERS IN ATTENDANCE</b>		
Caroline Warner	<i>Chair</i>	<b>CW</b>
Gill Taylor	<i>Groundwork East</i>	<b>GT</b>
David Cheek	<i>Friends of Mimram</i>	<b>DC</b>
Tom Perry	<i>Environment Agency</i>	<b>TPy</b>
John Ludlow		<b>JL</b>
Bob Winnington	<i>Money Advice Liaison Group</i>	<b>BW</b>
Karen Gibbs	<i>CCWater</i>	<b>KG</b>
Unette Spencer	<i>Mastercard</i>	<b>US</b>
Tina Barnard	<i>Watford Community Housing</i>	<b>TB</b>
Simon Morrison	<i>Nesta</i>	<b>SM</b>
James Jenkins	<i>University of Hertfordshire</i>	<b>JJ</b>
Richard Tunnicliffe	<i>CBI</i>	<b>RT</b>
<b>APOLOGIES</b>		
Richard Haynes	<i>Up on the Downs</i>	<b>RH</b>
<b>AFFINITY WATER ATTENDEES</b>		
Pauline Walsh	<i>CEO</i>	<b>PW</b>
Tony Cocker	<i>Chair of AWL Board</i>	<b>TC</b>
Jake Rigg	<i>Director of Corporate Affairs</i>	<b>JR</b>
Stève Hervouet	<i>Director of Regulation and Strategy</i>	<b>SH</b>
Joe Brownless	<i>Director of Customer Operations</i>	<b>JB</b>
Anne Scutt Webber	<i>CCG Manager</i>	<b>ASW</b>
Lauren Schogger	<i>Programme Director (change)</i>	<b>LS</b>
Luke Sambridge	<i>Head of Customer Strategy</i>	<b>LSa</b>

<b>AGENDA ITEM</b>	<b>MINUTE</b>	<b>Action</b>
<b>1.0</b>	<b>CHANGE TO MEETING AND VENUE</b>	
	CW welcomed all to the meeting and although this was not the interactive meeting that had been planned for the year, she urged members to take the opportunity to ask questions and share experiences.	
<b>2.0</b>	<b>Q&amp;A with Pauline and Tony</b>	
	PW welcomed members and acknowledged the wealth of experience that members brought to the group.	
	<b>Company response to Covid-19</b> AMP7 has not had the start that any of us were expecting, however the Company has managed the Covid-19 crisis well, with all services maintained where safe to do so. Over 800 employees are working from home flexibly and productivity has increased.	
	We have all adapted to new ways of working and technology has been at the forefront of this. New apps have been developed to enable virtual training in the operations teams.	

	The Company has been planning a phased return to work, working closely with employees to understand their thoughts and concerns.	
	Performance in April was good, however the hot weather in May, coupled with households being at home, resulted in a very high demand. Teams worked around the clock to keep the water flowing, however some areas received lower pressure and an airlock in a trunk main meant that some customers lost their supply for > 12 hours.	
	TB asked how AWL has been maintaining and adapting its support for customers during lockdown. JB confirmed that the call centre has been working as normal (no services have been dropped) Routine work within customers' homes has stopped, however where essential work is required customers have been contacted in advance and made aware of the processes that will be put in place to manage the work safely. Customer satisfaction has improved, possibly due to the fact that expectations have been lowered in the crisis. This is starting to return to normal as lockdown is gradually lifted. The Company is now looking at the medium to long term and what changes will need to be put in place to adapt to the "new normal". We are looking outside the industry to investigate ways of broadening the technology used.	
	BW queried the on-going support that will be provided to customers whose financial situations have changed due to the crisis. AWL is working with Kearney to evaluate this and what continued support may be offered. It was noted that this should be treated particularly sensitively as many people would not have experienced this situation before.	
<b>3.1</b>	<b>UPDATE FROM CCW</b>	
	CCW have been supporting consumer interest, looking at how services have been maintained and what support is provided to those who have become vulnerable either through shielding and not able to get out to collect water or to those who find themselves in need of financial support	
	KG confirmed that CCW has recognised that AWL has responded well to the crisis, one of the few companies to maintain all services and has recognised the additional support provided to vulnerable customers. There have been very few contacts escalated to CCW during this time.	
	CCW are now looking to see how companies continue the support through the longer term and into potentially a hot/dry summer.	
<b>3.2</b>	<b>UPDATE FROM EA</b>	
	TP confirmed that all EA offices were closed and staff working from home. Only monitoring of high risk sites had continued. There was therefore a large gap in data collected which covered an interesting period following the wet winter and dry weeks of May. He noted that this could impact on the analysis for the WRMP. PW asked if there was anything AWL could do to support this, TP confirmed that talks had started on how and what data could be shared.	
	EA is looking at revising guidance and regulatory position statements to meet new requirements as lockdown is released.	
<b>4.0</b>	<b>IMPACT OF COVID-19 ON PERFORMANCE COMMITMENTS</b>	
	Members were asked to note the work that is being done to analyse the potential impact of the response to covid-19 on the performance commitments. A particular focus is on PCC.	
	JJ proposed the use of virtual learning, as is being done in the education system for taking customers through water efficiency checks around their home. JB confirmed that this is an area that is being developed, and has been used recently to describe an incident on line. <b>JJ happy to share his experience of learning systems with the Business.</b>	LS to catch up with JJ around e-learning

	SM asked if any attitudinal research had been carried out. Nesta has been focussing on this in particular around the return to work/office, looking at people's feelings and understanding any barriers and how to gain people's confidence. This would be similar for customers and how they feel about AWL entering their home. JB confirmed that all customers were being called and provided with an explanation of what to expect and the precautions being taken. This is also something that could be explained on a video. (see above) PW acknowledged the need for more sensitivity and reassurance during this time.	
	TB has noted that customers attitudes change with a change in the lockdown "rules" with expectations changing in response to any relaxation in the guidelines. The housing association has started to hold zoom meetings with residents – <b>JR/TB to discuss</b>	JR to arrange discussion with TB
<b>5.0</b>	<b>CUSTOMER INSIGHT STRATEGY</b>	
	The customer insight strategy is based on building a relationship with customers, understanding their needs and then providing a service that meets their needs. Customer journeys will be mapped to gain a baseline understanding of current customer experience, this will then be used to develop improvements and measure success, and provide a continuous cycle of improvement.	
	The team is using and reviewing its internal data and identifying any gaps. Insight is currently gained through rant & rave which looks at customer experience following an interaction and through the vulnerable customer surveys. Also the customer perception survey. <b>BW has worked with Rant &amp; Rave and happy to share any insight.</b>	LSa to contact BW on insight into using Rant & Rave
	Customer experiences are different for individuals, even within a household. We are working towards being able to truly understand our customers on a more "personal" level, understanding their wants and needs as well as how they interact with our business. Customer segmentation is being conducted using Experian to collect data at an individual level. The output will identify optimal groups which will enable personalisation and better understanding of customer need. <b>US has worked with CACI and happy to share her experience.</b> KG stated that interpretation of the data was key to be able articulate what it is saying and use it for influencing individual behaviours.	LSa to contact US on insight into experiences working with CACI
	RT asked if there was any insight being drawn from business customers. There has been a big impact on the retail market as a result of Covid-19, discussions have been on-going during this period between the water companies, retailers and MOSL and the business model is being revisited. It was agreed that there were very different consumers within the sector, many small businesses following similar behaviours to household customers and segmentation was also important here. <b>RT happy to provide any support in this area.</b>	LS to contact RT regarding engagement with businesses
<b>6.0</b>	<b>NOTES FROM THE SUB GROUPS</b>	
	Members are requested to note the summaries from the sub group sessions and raise any queries through ASW.	
<b>7.0</b>	<b>MINUTES FROM THE PREVIOUS MEETING (16 MARCH 20)</b>	
	Members are requested to review the minutes and feedback any comments to ASW.	
<b>8.0</b>	<b>AOB</b>	
	The company would like to hold a lessons learnt session on PR19 with members and looking ahead, collect any thoughts for preparing for PR24. This is also open to those members who joined last year and will be held in small groups. ASW will organise over next few weeks.	

	<b>CONCLUSION</b>	
	TC commended the open discussion and the wealth of knowledge that members brought to the meeting. It is great to see the insight that the CCG will be able to bring to meet the challenges of AMP7 and also preparations for PR24.	