

**Minutes of the CCG
held on
14 June 2017 at 10:30 am
at
AWL, Tamblin Way, Hatfield, AL10 9EZ**

CCG Member Attendees

Teresa Perchard **(TP)** **Chair**
 Karen Gibbs **(KG)** *CC Water*
 Gill Taylor **(GT)** *Groundwork*
 Scott Oram **(SO)** *Glaxo Smith Kline*
 Richard Haynes **(RH)** *Up on the Downs*
 Jon Sellers **(JS)** *Environment Agency*
 Tina Barnard **(TB)** *Watford Community Housing Trust*

Affinity Water Attendees

Siân Woods **(SW)** *Assistant Company Secretary*
 Chris Offer **(CO)** *Director of Regulation*
 Mike Pocock **(MP)** *Director of Asset Strategy*
 Adam Warner **(AW)** *Community Stakeholder Manager*
 Ann Scutt Webber **(ASW)** *Governance & Controls Manager*
 Rob Hutchison **(RH)** *Head of Corporate Affairs*
 Julien Foster **(JF)** *Community Delivery Director*
 Anton Gozzard **(AG)** *Community Ops Delivery Manager*
 Sarah Clark **(SC)** *Regulation & Price Review Manager*
 *Item 6

There was a closed session of the CCG members for which no minutes were produced. The main business of the CCG commenced at 10:30am

Agenda Item	Minutes	Action points	Owner
1.	Housekeeping and Governance		
1.1	The Chair welcomed everyone to the meeting		
1.2	Apologies had been received from Caroline Warner John Rumble, John Ludlow, David Cheek and Dr James Jenkins		
1.3	Conflicts of Interest: There were no conflicts of interest declared by members. Members were advised that the company would be asking them to update their statements of conflicts of interest shortly.	Distribute annual conflicts of interest update forms to members	SW
1.4	Minutes of 15 March 2017 were AGREED and signed by the Chair	Publish agreed Minutes	SW
1.5	Matters Arising: Several actions from previous minutes were noted as follows: <ul style="list-style-type: none"> • Amanda Reynolds to circulate the number of customer complaints and the different communication methods used to do so; 	AR to be reminded	ASW

	<ul style="list-style-type: none"> • CCWater to provide best practice from other companies following major incidents; KG reported that this review is currently in progress; • Hertfordshire County Council Report on research about customers' willingness to pay had not yet been distributed; • Arkley Incident: the incident report had not been distributed and is still outstanding 	<p>CCWater to circulate on completion of the review Follow up with JR</p> <p>Follow up with MP</p>	<p>KA</p> <p>ASW</p> <p>ASW</p>
1.6	<p>Challenge Log: the Challenge Log was AGREED as an accurate reflection of challenges and actions ongoing</p>	<p>Publish Challenge Log</p>	<p>SW</p>
2.	<p>Chair and Members' Reports</p>		
2.1	<p>Chair's Report: The Chair highlighted the following areas from the report:</p> <ul style="list-style-type: none"> - <i>AWL Customer Excellence Day:</i> the Chair considered that it was a very good initiative - <i>Feedback from the Board:</i> TP emphasized that the Board was interested in the CCG's view on the effectiveness of AWL's customer segmentation and customers' views on resilience - <i>Links between the CCG and the Board:</i> TP advised that CCG meeting papers are being circulated to Chris Bolt the AWL Board member who is also a member of the AWL Regulatory Working Group <p>Members had no questions relating to the report</p>		
2.2	<p>Members' Reports: members provided the following verbal updates to the group:</p> <p>KG: CCWater has commissioned research on willingness to pay and how different sources of information regarding what customers want could be used (triangulated) with WTP data. A workshop was being held in July to disseminate this work for CCGs and companies. The report will be published. CCWater was also doing work on communication questions to customers and the sort of language and messaging that customers will understand.</p> <p>JS: confirmed that the <i>WISER</i> document should receive sign-off from <i>DEFRA</i> at the end of the month. A new area manager, Simon Hawkins, was now in post at the Hatfield Office</p>	<p>Circulate details of the CCWater 'triangulation' session in July</p>	<p>TP</p>
3.	<p>Company Report <i>(Presented by Rob Hutchison, Head of Communications)</i></p>		
3.1	<p>RH highlighted several points covered in the report that had</p>		

been distributed to members:

Early Careers Day: was a very successful day with both graduates and current apprentices attending the event

Retail Market Opening: successfully went live and the Wholesale Operations Service Desk was performing well against target SLAs

Customer Excellence Day: was a very successful day, speakers provided insight into how empathy and identifying with the customers' position should be part of every interaction

Outstanding Achievement Awards: this year the event was held as a standalone event to ensure it was a special evening for all those shortlisted, and it was very successful

EMT Roadshow: the EMT were meeting all staff face-to-face through a series of workshops across the various sites. They had met over 800 colleagues so far. The engagement will be reviewed and fed back at the next *Leaders' Forum*

Industry Awards: AWL had been shortlisted for two awards. The company was positively approaching awards to this raise AWLs profile and employee morale

Change of Ownership: this completed on 19 May 2017 Allianz are long-term investors and pension funds and regulated utilities are a good match

Billing/Leaflet: an update was provided on how AWL is moving to a digital solution. The company was reviewing and revising the billing leaflet and would be seeking CCG views at an early stage.

Media Activity: the report circulated provided the CCG with an overview on the media sentiment about AWL

Strategy on Hotspots: the current programme linked to the Business Plan identified where the hotspots are on AWLs network, largely those 1,500kms which could impact over 2,000 customers if they failed. In response to the company report the following issues were raised:

Lift Tariff: TB highlighted that some, but not all social housing tenants had access to the social tariff. This raised the question of whether it was discriminatory.

CHALLENGE: The Chair reminded the company that in its forward plan the CCG had said it would like to look at how the social tariff is working and what the plans are going forward. CO suggested that it would be helpful to have the scope of the review set out in a formal CCG challenge

Metering Awareness – Local Authorities & Housing Associations: RH considered communication with LA and HA stakeholders was an integral part of the water saving programme and engagement took place with housing associations on how best to rollout the programme. TB confirmed that there is a meeting in June between *Watford Housing Association* and AWL

Share drafts of the new billing leaflet at an early stage

NB

Feedback to the Vulnerable Customer Team

CO

Social Tariff: create a brief for AWL on the review the CCG would like to undertake in 2017/18

TP

IT Outages: the internal report was highlighted. Services seemed to have stabilized. More detail would be provided at the December meeting where the CCG had asked to examine the customer impact of IT outages.

Board Report v Business Plan Commitments: no questions were raised

GT observed that AWL could make more of the positive things the business is doing with the communications. RH confirmed that this happens already within the media reports and statements that go out regularly

4. **Drought Management**

(Presented by Mike Pocock, Director of Asset Strategy)

4.1 MP presented the report to the CCG providing an update on drought management. MP thanked TP for the feedback ahead of submitting the document and noted that AWL is the only company currently raising concerns about the drought.

Overall View: it was unlikely that there will be restrictions across the summer, and AWL was now focusing on the resource situation in the Autumn. A meeting was being held with DEFRA on Monday 19 June

There has been a significant absence of rain and if low rainfall continues over the next 12 months, the potential for a serious drought from the Autumn and into the summer 2018 is a real possibility. MP highlighted the graph in the pack showing recession comparison.

MP advised the CCG that restrictions on customer water use this year are now 'unlikely' rather than 'likely' and any water ban at this stage would not make a significant difference to the resource situation. Direct communications requesting customer support to use less water was the way forward. MP highlighted that in 2012 there had been concerns raised regarding DEFRA's guidance which exempted sports turf. This exemption has a significant impairment on the enforcement of any ban on the use of hosepipes.

MP explained that AWL has a lot of internal activity monitoring the drought situation. There is a drought group which meets every two weeks who in turn update EMT monthly; EMT maintains an overview which is then submitted to the Board. AWL was the only company to use early warning signs/visuals on its website and was hoping to expand this going forward

MP confirmed that the AWL would seek CCGs views on

customer communications regarding any announcements relating to a ban or restrictions on water use if that happened, and explained that AWL would be looking at the merits of differentiating messages for different customers and this is a work in progress to develop the programme

The CCG particularly noted the company's plans for further communications to customers including:

Door Drop Leaflet: this was due to go to print on Friday 15 June and would be distributed to every household including local business, except for the East which does not have a potential drought situation

Livery messages on vans and buses: AWL was currently in the process of finalizing arrangements for the communication messages that will go onto vans

CHALLENGE: The Chair reminded AWL that in its Annual Report the CCG had posed a challenge to AWL to show how it was engaging with customers who need to change their water use behaviour. How was the company evaluating whether there was any change in water use patterns? RH commented that there is additional proactive engagement outreach work taking place in Folkestone and Dover.

CCG members asked how AWL confirms messages have been understood by customers. MP explained that focus groups were used to ensure there was an understanding about the content of information being communicated; AWL will also do call backs to customers

SO asked how much of the communications relate to businesses, as there appears to be no evidence in the paper or the draft communication materials that there is any. KG agreed that there may be an opportunity to communicate to business customers and MP advised that AWL would continue discussing this with retailers as AWL are unable to undertake direct communications to business customers, relying on the retailer to do so.

5. AMP 6 – Review

5.1 2016/17 Performance Report: (Presented by Adam Warner, Community Stakeholder Manager)

AW highlighted the draft Performance Report and summarized comments he had received from CCG members prior to the meeting:

- the design and layout had been simplified so that the comments on the second version could focus more

MP to distribute the stats on Outreach in the SE and Dour Community

MP

on the content

- There had been suggestions for more focus on the environment, the dry weather situation makes the performance stats easier to understand, un-audited figures will now go in.

Any further comments were requested by close of play on 15 June. The final draft was due on 20 June and the report would then be printed by 30 June and distributed to MPs, council leaders, and council offices for the Environment with an PDF version via social media

CCG members asked how the company measured the success and effectiveness of the report and AW responded that the company looked at ensuring the report meets the AMP6 requirement by securing positive views from the CCG, and by tracking what contact is received via social media

5.2 Handling Service Disruptions:

(Julian Foster, Community Delivery Director and Anton Gazzard, Community Operations Delivery Manager)

The presentation in the pack was noted and the following key areas were highlighted in discussion:

The CCG were aware of the poor performance in 2016/17 which tends to be down to big events across the year, hotspots trunk mains renewal and unplanned interruptions.

JF and AG talked the CCG through the activities undertaken to deal with service disruptions. In relation to incidents, the company normally knows about an incident before customers are aware via telemetry and this information passes on to OPSD – customer services technicians commence a communications log and start a triage: - 'what is the cause and the remedy'?

When there is an event the company can see how many customers are affected, including the vulnerable customers, and use this information to deploy water to the right people and areas. The polygon is done internally by the GIS team and this information is shared very quickly. The network modelling teams are also on call and if it's a wider impact they can provide realistic figures immediately.

AG highlighted that the CLOs are proactive with face-to-face customer contact and Incident Support Managers help to form part of the 24/7 service provided. AWL has a process for proactive calling to customers. Metrics are available regarding traffic to the website; customers can also click through on the website to find out what is happening in their area, when there are issues.

Members to provide further comments by 15 June 2017

All

AWL to provide the CCG with a map of the hot spot areas where the most bursts have happened

JF

Automatic messaging is also used. CCG members suggested AWL should look at how successful this method actually is since sign-up is currently driven by the customer in relation to a specific incident rather than an automatic messaging service from the company.

Going forward AWL was looking at how to get water to customers asap. Water efforts are focused on those who need it most, and the company calls for help from AWL employees to deliver bottled water to customers. There is a critical review of how well AWL has kept customers informed following every incident to identify lessons learned for the future.

AG explained that for those customers with language barriers, AWL uses language line and are currently reviewing the leaflets to see if they can be more visual, and for language cards to be used by those in customer facing roles, face-to-face or on the phone.

Members thanked JF and AG for the presentation and briefing and for attending the meeting.

5.3 Leakage and water savings' programme:

Members were asked to comment on whether there were any additional areas they would like to see covered in a review of the issues so that the company was briefed on the issues it should be seeking to cover. No additional areas were suggested, but it was agreed that the challenge should focus on the WSP

6.

PR19

(Presented by Chris Offer, Director of Regulation)

**Sarah Clark joined the meeting*

6.1 **Customer Engagement Tender Process update:** CO explained that a paper on the tender process had been submitted to the EMT and the PR19 Steering Committee. The document in the pack was redacted (to remove some commercial information relating to the bidders); it provided the CCG with visibility around the assessment and decision process made. The EMT had endorsed the final decision to appoint **Arup Ipsos/MORI**. SC confirmed she is currently working on the programme for the meeting between the contractor and AWL, and provide the CCG on 20 July 2017.

CO confirmed that Lauren Schogger will be looking at all the PR19 business plan work streams to produce a high level critical path which would highlight what areas the CCG will need input into across the coming months.

The Agenda and key points for discussion at 20 July meeting to be circulated in advance of the session

SC

AWL to share with the CCG updates to the PR19 plan

LS

6.2 **Protocols:** CO explained the background to producing the Protocol which set out the arrangements the company and the CCG expected to be made to support the CCG to deliver effectively, whilst safeguarding its independence from AWL. The administrative processes outlined were particularly intended to assist the CCG to produce its final report and provide the necessary audit trail in place. Information about the external website (for sharing documentation between CCG members) would follow

Members noted the Protocol document and it was suggested it would be helpful to include some provisions relating to the production of the final report from the CCG.

It was **AGREED** that sign off for this would be by email

Amend Protocol document to cover the process for producing the final report from the CCG on the Business Plan

TP & CO

7. AOB and Forward Planning Agenda

7.1 **AOB Items:** there were no AOB items

7.2 **Forward Planning:** TP asked members to note several amendments to the Forward Plan since it was agreed in March 2017. In addition, it was noted that:

- the revised Bill Insert would now be added to the September Agenda; and
- in addition to the 20 July session, a further meeting was likely to be held in late August/early September with the customer engagement contractors before the September meeting. Members would be advised of the selected date by email shortly.

Add Revised billing insert to September agenda

ASW

Ensure the Water Saving Programme is added to the main Agenda for the September meeting

ASW

Advise date of Aug/Sept meeting with contractors

ASW

The meeting ended at 14:35

I confirm that the Minutes of 14 June 2017 are a true and accurate record of the business discussed and agreed.

Signature 

Date 

Chair