

TA 05.2 Future Customer Engagement and Participation Examples Technical Annex

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Navigation: TA 05.2 – Future Customer Engagement and Participation Examples

Purpose:

This technical annex provides 4 high level examples of how our future participation strategy would apply to real life initiatives within the plan. It looks at bathing waters, customer lead replacement trail, water re-use and removal of surface water. This helps to provide evidence to demonstrate that the participation with our customers is an ongoing programme, rather than just a one off for PR19, and as such goes above and beyond the Ofwat test questions which look at the engagement for the building of the plan).

The table below summarises the Ofwat tests that are addressed by the evidence presented in this Annex.

Table 1 - Ofwat tests:

Ref	Ofwat test		Comment
Primary Focus Areas			
EC1	What is the quality of the company's customer engagement and participation and how well is it incorporated into the business plan and ongoing operations?	<p>High quality plan: The company will demonstrate real leadership on customer engagement and customer participation.</p> <p>The company will provide strong evidence that it has effectively applied the principles of good customer engagement.</p> <p>The company will provide strong evidence that it has taken forward customer participation.</p> <p>The company's evidence on its approach to customer engagement will be supported by high-quality, independent challenge, and assurance from the CCG</p>	<p>Our plan proposes a large number of initiatives where future engagement with customers will play a major role in the delivery. It is very likely that the engagement plans will change as we move to delivery, however providing examples helps to demonstrate the extent to which our customer participation will work across our engagement model. These examples were used to provide evidence to the CCG that we had an enduring plan in place and would be ensuring we reach out to a much broader definition of the 'community' in future engagement.</p>
Secondary Focus Areas			
1.17	Community Ownership		
1.21	Engagement with Business (future)		
1.24	Establishing two-way communication channels		

Example Engagement Plan – Lead Replace in Customer Pipes (Deal)

Situation: 6,500 homes in Deal estimated with lead pipes, and a plan to engage these customers and incentivise by subsidising the cost of their pipe replacement. This would be a pilot in AMP 7, ahead of other possible schemes

Challenge: How to engage with customers to ensure comprehensive take up

Our framework would draw together a number of engagement activities into one shared plan

1 - Customer Experience	2 - Listening and Acting	3 - Community	4 - Behaviour Change	5 - Communications	6 - Customer Culture
Contact - combine with outbound, divert inbound contact	Segmentation - benefits lead by tailored customer segments (e.g. vulnerable, engaged, disengaged etc.)	Sub Panel Committee - of stakeholders from Deal area to help reach household customers	Analysis of Consumption - to target and identify customers with potential leakage, multiple benefits	Vulnerable stakeholders - to reach those customer most at risk	Customer Strategy Group - informing and shaping the engagement plan
Prompts / Alerts - with customers managing online	Customer Action Group (phase 1) - using customers in Deal to understand the issues specific to that region / demographic	Local Business Sub Group - (e.g. use CoC) to have a sub group of plumbers, builders etc. within the area who visit homes	Customer action Group (phase 2) - using previous members to promote the schemes, to ensure use of the right customer language	Regional Stakeholder panels / Local Councils - identifying the range of stakeholders to engage with	CCG Challenge - informing and shaping the engagement plan
	Benefits - Insight to understand customer benefit, using wider sector best in class examples	School Visits - speaking with customers of the future to influence parents	Incentives (customer) - to help reach hard to reach or disengaged customers	Chambers of Commerce Twitter - use of Kent CoC to promote to relevant businesses engaging with households	Bluewave - innovation across incentives to motivate lower engaged
	Continuous Insight - tracking and gathering insight from the programme to drive future initiatives	Recommend a Neighbour - Local imitative linked to the investment decisions made by the Customer Choice programme	Incentives (business) - to help reach hard to reach or disengaged customers	Social Campaign - using a range of media to reach customers more likely to engage through these channels	Internal comms - Promoting focus and benefits to customer facing employees (Deal area)
				Trigger based comms - targeting customers when	Insight Board Sub-Committee -

				they are most engaged (e.g. just after a complaint, or bill)	board input to inform and shape our engagement plan
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The timing would vary, but an example of how this could be sequenced is detailed below:

8wks	4wks	20wks	20wks	4wks	20wks	4wks	
Discovery	Design	Phase 1	Phase 2	Review	Phase 3	Continuous improvement	Maintain-Phase 4
Segmentation	Customer Strategy Group	Vulnerable stakeholders	Local Business Sub Group	Customer Strategy Group	Incentives (customer)	Customer Strategy Group	Prompts / Alerts
Benefits	CCG Challenge	Chambers of Commerce Twitter	School Visits	CCG Challenge	Incentives (business)	CCG Challenge	School Visits
Regional Stakeholder panels / Local Councils	Internal comms	Sub Panel Committee	Recommend a Neighbour	Bluewave	Prompts / Alerts	Internal comms	Vulnerable stakeholders
Customer Action Group (phase 1)	Insight Board Sub-Committee	Prompts / Alerts	Contact		Vulnerable stakeholders	Insight Board Sub-Committee	Chambers of Commerce Twitter
		Customer Action Group (phase 2)	Trigger based comms		Contact		
					Continuous Insight		

Learning is applied to future initiatives and engagement

Example Engagement Plan – Bathing Waters

Situation: We have had an extensive bathing water enhancement programme to build on. However, it will require on-going work to maintain the quality reached in AMP 6, and will need to develop in AMP 7 by engaging with communities impacting quality

Challenge: To collaborate with customers outside of coastal areas and drive behaviour change to enhance bathing waters

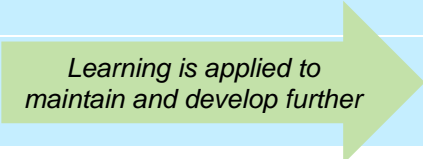
Our framework would draw together a number of engagement activities into one shared plan:

1 - Customer Experience	2 - Listening and Acting	3 - Community	4 - Behaviour Change	5 - Communications	6 - Customer Culture
Retailer stakeholder workshop - to help drive awareness of business benefits, and what's needed for retailers	Insight Review - summarising existing breadth of insight, to capture the key narrative	Customer Sub Committee - of informers to help drive the customer message and continuously participate	Incentives - developing incentives for hardest to impact change	Evolution of Steering panel - use of existing bathing water panel (lead by Amber Rudd, MP)	Customer Strategy Group - informing and shaping the engagement plan
Retailer Enhancements - a tool kit provided to retailers to promote the benefits of new innovations direct to business customers	Customer Action Group (phase 1) - coastal community engaging with inland customers to help drive understanding of benefits	Bathing Sub Panels - to have a sub group of high urban discharge customers (e.g. farmers, in-land river owner groups)	Customer action Group (phase 2) - previous members to explain the benefits, to ensure use of the right customer language across our engagement	Regional Stakeholder panels - identifying the and working with the broad range of relevant stakeholders (e.g. tourism boards)	CCG Challenge - informing and shaping the engagement plan
Online prompts / Education - using our action group to provide tools to help share with prompts on our online account	Segmentation- To understand 'informers' for social targeting and ongoing participation	Bathing Community - informers social campaign to demonstrate SW's success, through eyes of the customer and encourage participation	Customer Advice - offering tailored advice and recommendations for those on coastal or impacting on inland rivers	River trust & local Councils - bespoke stakeholder engagement to partner and have continued active participation with key stakeholders	Bluewave - innovation around new tech to take to businesses (e.g. farmers and new fertilizer solutions through drones etc.)
Performance Dashboard - to	Continuous Insight - tracking and	Catchment First - aligning activity	Behavioural Science trial -	Evolution of Misconnection campaign	Voice of the customer - to

show communities the latest performance of all bathing waters at anytime online	gathering insight from the programme to enhance	(Community Guide to your Water Environment - provides a strong framework)	trailing the reframing of the campaigns, and trialling messages to drive engagement	- multi channel educating and collaborating with councils	ensure a consistent understanding of customer benefits internally
	Business customer deep dive - focusing on high impact customers, to understand their priorities and impact of messaging	School Visits - educating customer of the future		Tailored Comms (e.g. farmers) - campaigns informing of product replacement (e.g. machinery) and incentives etc. that provide a benefit	Internal Comms - promoting some of the success stories, and align delivery plans

The timing would vary, but an example of how this could be sequenced is detailed below:

8wks	4wks	28wks	28wks	4wks	28wks	4wks		
Discovery	Design	Phase 1	Phase 2	Review	Phase 3	Continuous improvement	Maintain-Phase 4	
Insight Review	Customer Strategy Group	Customer action Group (phase 2)	Bathing Sub Panels	Customer Strategy Group	Behavioural Science trial	Customer Strategy Group	Retailer Enhancements	
Customer Action Group (phase 1)	CCG Challenge	Benefit lead tailored comms	Customer Advice	CCG Challenge	Incentives	CCG Challenge	Bathing Sub Panels	
Business customer deep dive	Voice of the customer	Catchment First	Evolution of Misconnection campaign	Bluewave	Online prompts / Education	Voice of the customer	Bathing Community	
Segmentation	Internal Comms	Bathing Community	Retailer Enhancements	Internal Comms			Benefit lead tailored comms	
Regional Stakeholder panels		Retailer Enhancements	School Visits				School Visits	
Retailer stakeholder workshop		Evolution of Steering panel, River trust & local Councils, Customer Sub Committee, Bathing Sub Panels, Continuous Insight, Performance Dashboard						



Learning is applied to maintain and develop further

Example Engagement Plan – Water reuse

Situation: We have a plan to introduce water reuse schemes in a number of areas, which would mean discharging treated waste into rivers and abstracting downstream for reuse

Challenge: To collaborate with communities to understand the best use cases

Our framework would draw together a number of engagement activities into one shared plan:

1 - Customer Experience	2 - Listening and Acting	3 - Community	4 - Behaviour Change	5 - Communications	6 - Customer Culture
Complaint Tracking - follow up on taste / odour complaints for better understanding why and recruit customer champions	Acceptability- Acceptability testing on proposed plans, impacts and investment	Co-creation Labs - sessions to explore the best way to user cases (including stakeholders, customers, businesses)	Customer action Group (phase 2) - using previous members to promote the schemes, to ensure use of the right customer language	Regional Stakeholder panels / Local Councils - identifying the range of stakeholders to engage with	Customer Strategy Group - informing and shaping the engagement plan
Segment Identification - analysis of taste / odour complaints, to identify target segments	Customer Action Group (phase 1) - using customers in the likely impacted regions to help identify the key messages	Local Community Sub Groups - Customers, river groups, business, farmers, landowners - to form a consulting group	Customer Testimonials / Champions - to relay and promote benefits to others	Stakeholder regulation focus - extended stakeholder programme to understand water reuse objectives	CCG Challenge - informing and shaping the engagement plan
Billing / Online Prompts - messages helping to educate around re-use benefits and needs	Benefits - Summary of insight to understand customer benefit, using wider sector best in class examples	School Visits - education on water re-use	UU Case study - reviewing lessons learnt from case study when they switched soft to hard water	Sub group updates - to River and Farmer sub groups, updating on progress	Bluewave - leading our co-creation labs with new engagement techniques
	Continuous Insight - tracking and gathering insight from the programme to drive future	Co-creation Community - Follow up engagement from the labs, when	Conflict Groups - a research technique designed to bring contrasting views together, to	Social Campaign - using a range of media to reach customers more likely to engage through these channels	Internal comms - Promoting focus and benefits to customer facing employees

	initiatives (e.g. Desalination)	ideas have become tangible business cases	understand strength of opinion		
	Customers of the Future - a bespoke dive into future customer views on the proposed water re-use approach			Online Education Campaign - a number of tools to educate on the benefits and safety of water reuse	

The timing would vary, but an example of how this could be sequenced is detailed below:

8wks	4wks	20wks	20wks	4wks	20wks	4wks	20wks
Discovery	Design our Discovery Phase	Phase 1	Phase 2	Review	Phase 3	Continuous improvement	Deliver - Phase 2
Segment Identification	Customer Strategy Group	Customers of the Future	Local Community Sub Groups	Customer Strategy Group	Co-creation Community	Customer Strategy Group	Local Community Sub Groups
Benefits	CCG Challenge	Acceptability	School Visits	CCG Challenge	Sub group updates	CCG Challenge	Complaint Tracking
Regional Stakeholder panels / Local Councils	Bluewave	Co-creation Labs	Online Education Campaign	Bluewave	Customer Testimonials / Champions	Internal comms	Sub group updates
Customer Action Group (phase 1)	Insight Board Sub-Committee	Social Campaign	Billing / Online Prompts	Insight Board Sub-Committee	Vulnerable stakeholders	Insight Board Sub-Committee	Online Education Campaign
UU Case study		Stakeholder regulation focus	Conflict Groups		Contact	Insight Board Sub-Committee - board input to inform and shape our engagement plan	

Complaint
Tracking

Customer
Action Group
(phase 2)

Continuous Insight

*Learning is applied to
maintain and develop
further*

Example Engagement Plan – Removal of Surface Water

Situation: A specific village that comprises of c50 properties where one household had experienced external storm water and sewage flooding on a number of occasions. Engineers who had been investigating a range of potential solutions including disconnection from the network, smart water butts and soakaways

Challenge: To collaborate with communities to co-create a solution ad template for similar situations

Our framework would draw together a number of engagement activities into one shared plan:

1 - Customer Experience	2 - Listening and Acting	3 - Community	4 - Behaviour Change	5 - Communications	6 - Customer Culture
Outbound contact - with customers in the impacted area to discuss potential solutions	Surface Water Analytics - analysis how much surface water is required, to identify possible solutions	Local Council and Technical Forum - collaborative workshop to assess possible solutions	Bespoke Incentives - designed around encouraging sustainable drainage solutions (e.g. discounts)	Regional Stakeholder panels / Local Councils - identifying the range of stakeholders to engage with	Customer Strategy Group - informing and shaping the engagement plan
Exclusive Home visit incentive -a tailored offer of home visits to encourage take up	Ethnographic Research - diary and panel exercises with depth interviews to explore the drivers for behaviour change	Community Hub - lead by the programme lead and community champions to bring together into one group with an open dialogue	Customer Testimonials - from other customers who have successfully installed personal solutions	Public meeting - to advise and inform the local area on the situation	CCG Challenge - informing and shaping the engagement plan
Dedicated Programme Lead - with customers being able to speak directly to the internal teams	Benefits - Insight to understand sustainable drainage benefits and how to communicate	Village Council Programme - Drop in session for overview, Q&A's to discuss sustainable drainage and account issues		Local Campaign - bespoke communications to the area, promoting home visits and incentives	Bluewave - innovation session to drive new possible solutions
	Continuous Insight - tracking and gathering insight from the programme to drive future initiatives	Co-creation labs - with customers and stakeholders run by Bluelab to explore possible solutions			Insight Board Sub-Committee - board input to inform and shape our engagement plan

		Community Champions - recruited from the local area to share the benefits and link with the local neighbours			
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The timing would vary, but an example of how this could be sequenced is detailed below:

8wks	4wks	16wks	16wks	4wks	16wks	4wks	
Discovery	Design	Phase 1	Phase 2	Review	Phase 3	Continuous improvement	Apply to other schemes
Ethnographic Research	Customer Strategy Group	Dedicated Programme Lead	Exclusive Home visit incentive	Customer Strategy Group	Bespoke Incentives	Customer Strategy Group	Outbound contact
Benefits	CCG Challenge	Local Campaign	Outbound contact	CCG Challenge	Outbound contact	CCG Challenge	Local Campaign
Surface Water Analytics	Bluewave	Community Hub	Village Council Programme	Insight Board Sub-Committee	Local Campaign	Insight Board Sub-Committee	Community Champions
Public meeting	Insight Board Sub-Committee	Community Champions					Bespoke Incentives
Regional Stakeholder panels / Local Councils		Co-creation labs					
Outbound contact		Customer Testimonials			Continuous Insight		

Learning is applied to maintain and develop further