

**Yorkshire Forum for Water Customers**  
**Minutes of Meeting**  
**13 December 2019**  
**Doubletree Hilton Hotel, Colnsey and Islay**

**Attendees:**

Andrea Cook	Chair
Dave Merrett	Independent Member
Chris Griffin	Independent Member
Alistair Maltby	The Rivers Trust
Janine Shackleton	Consumer Council for Water (CCW)
Roger Martin (on behalf of Melissa Lockwood)	Environment Agency (EA)
Pam Warhurst	Pennine Prospects
Steve Foers	Citizens Advice
Tom Keatley	Natural England
James Copeland	National Farmers Union
Nevil Muncaster	Yorkshire Water
Wendy Kimpton	Yorkshire Water
Jessica Collinge	Yorkshire Water
Tom Greenwood	Yorkshire Water
Lee Pitcher	Yorkshire Water
Gaynor Craigie	Yorkshire Water
Kirstin Hutchinson	Yorkshire Water
Paul Chapman	Yorkshire Water
Rebecca Dovener	Yorkshire Water

**Apologies:**

Para  
No

**1) Welcome**

- a) The Chair welcomed Forum members to the meeting.
- b) Apologies were noted as above.

**2) Minutes and actions of the last meeting**

- a) Minutes from the meeting on 18 October 2019 were reviewed, however not all Forum members had had the opportunity to review the minutes and these would be approved at the next meeting.
- b) Actions were reviewed and updated.

**3) Company Update**

- a) The Chief Strategy and Regulation Officer introduced himself to the Forum. The Forum asked about the practicality of working together with other agencies. The example of surface water flooding was given, and the discussion focused on flood protection for reservoirs, with all agencies following the 6 capitals approach.

- b) The Forum asked about the aspirations for the new Job role. The Chief Strategy and Regulation Officer advised these were fulfilling the ambitions of the company, including but not limited to;
- following the company strategy;
  - meeting the company regulatory targets;
  - considering the picture as a whole – peak land restoration/ storm water/ surface water/ managing catchments / environment and sustainability;
  - sharing a passion for driving/ instilling and inspiring a change of culture for water customers.

The Forum acknowledged the importance of seeing how all customers can be engaged in cultural changes in water usage and climate change.

- c) The Forum acknowledged that the importance of strategic thinking but asked if the company felt the long-term strategy is complementary to customer engagement. The company believed that this would develop over time. The Forum input is valuable in ensuring that customer engagement and research continues and that the insight in to customer behaviour will help inform the engagement plan. The insight work undertaken by the company is critical to informing partnership projects.
- d) The Chair of the Forum emphasised the independence of the Forum but that it believed it had a very effective relationship with the company The Forum's aspiration for the company is for it to be 'best in class', noting that the company has fallen behind in recent years and that it would like to support the company moving forward.
- e) The Forum provided an update on issues around the website. After a review of personal profiles, it was agreed that all members need to review and update their profiles using the template provided.

**Action 1: Forum members to review and update their personal profiles for the website.**

- f) A discussion was held on commissioning a short video detailing the Forum's role.

#### **4) Customer Experience Strategy – First thoughts**

- a) The company provided an update on CMEX which the Chair had asked to be put on the agenda.
- b) An introduction was given on the CX team, a new team created to give CX the focus it needs following the PR19 plan.
- c) Over the last few years the company has seen a steady decline in customer satisfaction performance. Insight suggests that the company is not doing anything fundamentally differently, it is just not responding in line with customers' changing needs and expectations.
- d) UKCSI data shows that customers' expectations around service channel and touchpoint performance is rising. The Forum asked what the UKCSI is – it was explained that it is data about all customer and companies across all industries. The UKCSI is an external 'in the round' benchmark for utility companies.

- e) The Draft Determination creates a challenging backdrop with demanding targets and the challenge continues to grow greater than anticipated by estimated business cycles, with population growth in the region increasing and a slowdown in non-service demand sector.
- f) Customers are demanding an experience that does more than simply meet their needs, meeting their day to day needs is an 'implicit' expectation and their aspirations for the company are much more ambitious. The challenge is to deliver all this through an experience that is emotive around things people really care about (money, water, water crisis and environment). The Forum questioned moving younger customers to webchat. The company advised no assumptions have been made to move anyone; the ambition is to get a better understanding of all customers by reviewing service channels and methods of service channels, which the Forum acknowledged comes with a cost.
- g) The aspiration is to move from service experience to customer experience; with customer experience comes a focus on getting the quality of the experience right across all the different channels and touchpoints of the organisation. The Forum acknowledged that a profile of a customer is currently built on a bill payer; the company advised going forward profiles will be developed on a whole household. The company advised the feedback from the social contract work compliments future CX strategy.
- h) The CX strategy can play a unique role across the organisation. The CX strategy is not an extra activity, it is an integral approach that helps the company's vision, business plan and goals. The Forum asked about the relationship with contract partners such as Loop and how this is being built into the CX strategy; the company stated that this was through people and training for customer service. In time the Loop transactional approach will move to focus on customer service but there has to be an understanding that part of Loop's processes will always be transactional.
- i) The future of the company is community focused, customer emotions and the Yorkshire index. The Forum asked if there a shared understanding of good. Will it transition to customer participation as opposed to customer engagement? The Yorkshire Index will help the company to form a view of 'best in class'.
- j) The draft principals were shared with the Forum:
  1. You can rely on us
  2. We will make a lasting impression
  3. We will lead by example

The Forum asked if customers want the company to make a lasting impression. The company needs to be clear about managing expectations. Some members of the Forum felt the second principle was more about the company as compared to the customer. The Forum also felt that there may be some tensions on principle two in regard to making a lasting impression versus been 'invisible'. (CHECK SPACING)

- k) A discussion was held on understanding customer lifecycles. The Forum asked if these have been tested with the customers. The company advised the life cycles have been developed from research. The Forum asked about customers who don't think like this. The company advised it planned to lead by example in influencing and educating customers.

- l) CX live is being validated with the help of colleagues across the whole organisation.
- m) The plan for CX is; develop the CX Strategy, build and share the plans, have a Board and Stakeholder Launch and hold an Organisation Launch.
- n) The Forum's feedback on the CX strategy was:
  - Address the cycle concerns and test what customers want.
  - Be careful with the wording of the strategy.
  - Ensure the CX strategy fits with visions and values/ focus groups/ insight.
  - Build the strategy with partners when they are not the customers.

## 5) Land Strategy

- a) The company provided an update on the Land Strategy.
- b) The Land Anchor event held in December was born out of the challenges raised by the Forum. There were 130 stakeholders at the event, including Forum members, and the day was considered to have been a success.
- c) The proposed outcomes from land anchor events were; collaboration through partnering and working together; opportunities to pool resources, knowledge and expertise; a 'land Anchor network for Yorkshire'; a platform to share best practice; and expertise and clarity on how land initiatives can deliver value.
- d) The next steps from the event are;
  - January 2020: Core YW team to meet to agree framework, lead resource, governance and secretariat (based on Leeds Anchor Network).
  - January 2020 - Collation of feedback from delegate survey issued in December 2019.
  - January 2020 – Collateral from the day defined, key objectives and initiatives to be circulated to all delegates and initially agreed.
  - January 2020 – Priority initiatives to be included within the draft YW Land Strategy (aligned to PC's). Timeline and engagement programme to be approved and released.
  - February 2020 Test session of Land Anchor Network to be conducted with core group focusing on priority initiative(s). Findings circulated.
- e) It was acknowledged that if the company get the Land Anchor correct it would be the first for the UK and a platform to manage land use.

**Action 2: Circulate the NP11 Manifesto of the North to Forum members.**

- f) The Forum advised that they were feeling more positive about the Land Strategy and starting to feel excited about its development.

**Action 3: Update to the Forum on the Land Strategy to be a regular item.**

**Action 4: Add Land Strategy to the agenda for the meeting of the Environment sub group meeting on 6 February 2020.**

## 6) CCWater response

a) The company discussed and agreed a response to the issues raised by CCWater.

### Action 5: CCWater to discuss this internally.

#### Actions

##### Summary of actions: 14 June 2018

No	Action	Comment
4	<p><b>Company</b> to project the level of investment and timescales to display how discolouration will be reviewed to help the Forum understand the plan and resources</p> <p><b>Post meeting update 06/06/2019:</b></p> <p>To be reviewed when received Final Determination (FD).</p>	Ongoing

##### Summary of actions: 13 December 2018

No	Action	Comment
3	<p><b>Company</b> to consult the Forum on the risk analysis regarding pollution and ISF alongside the EA and CCW (in 3 months' time)</p>	Ongoing

##### Summary of actions: 24 July 2019

No	Action	Comment
1	<b>Company</b> to circulate the bill impact from WINEP.	
2	<b>Company</b> to share with the environment sub-group detailed environmental papers and schedule a call, if necessary ahead of the sub-group meeting in September 2019.	Closed
4	<b>Company</b> to confirm how the reward for pollution will be used.	Complete
5	<b>Company</b> to circulate the result from the blockages campaign.	
6	<b>Company</b> to confirm with forum engagement plan for tenants on company land.	Complete
7	<b>Company</b> to circulate slides presented at session.	Complete

### Summary of actions: 20 August 2019

No	Action	Comment
4	<b>Company</b> will send a communication regarding totex and bill impacts.	
6	<b>Company</b> to set up a meeting with a number of Forum members to discuss initiatives, speed and products of National Trust.	<b>Ongoing</b>

### Summary of actions: 18 September 2019

No	Action	Comment
1	<b>Company</b> to provide the Chair and Forum members with a briefing paper detailing the changes to the WINEP period.	<b>Complete</b>
2	<b>Company</b> to share Economic Insight paper with Forum members	
3	<b>Company</b> to share a briefing note on the £25m efficiency in the WINEP programme.	<b>Complete</b>
4	<b>Company</b> to circulate the report from the energy trust.	<b>Complete</b>
5	<b>Company</b> to circulate draft, response and evidence to the Forum	<b>Complete</b>

### Summary of actions: 18 October 2019

No	Action	Comment
2	<b>Company</b> and <b>Chair</b> will draft a holding response for all future queries.	
7	<b>Company</b> to present the vision and value work to return to a future Forum meeting.	<b>Complete</b>

### Summary of actions: 13 November 2019

No	Action	Comment
1	<a href="#">Company</a> to add Land Strategy to a future agenda to have a thorough review.	<b>Noted</b>
2	<a href="#">Company</a> to schedule a call for Final Determination.	<b>Complete</b>
3	<a href="#">Company</a> to add Final Determination to the January 2020 agenda.	<b>Complete</b>
4	<a href="#">Company</a> to consider making text bigger on one page summary and publish the document on the website.	<b>Noted</b>
5	<a href="#">Company</a> to add Quarterly reporting to a future agenda to discuss Forum engagement.	<b>Noted</b>
6	<a href="#">Forum</a> member to work with the Company to review and update webpage as discussed.	<b>Ongoing</b>

### Summary of actions: 13 December 2019

No	Action	Comment
1	<a href="#">Forum</a> members to review and update their personal profiles for the website.	
2	<a href="#">Company</a> circulate the NP11 Manifesto of the North.	
3	<a href="#">Company</a> to provide regular update to the Forum on the Land Strategy	<b>Noted</b>
4	<a href="#">Company</a> to add Land Strategy to the agenda for the Environment sub group meeting on the 6 February 2020.  <b><u>Post-meeting update</u></b>  Meeting booked for 13.02.2020. Land strategy has been added to the agenda.	<b>Complete</b>
5	<a href="#">Forum</a> to respond to the CCWater query.	