City West Water

Customer Billing and Community
Michael Thwaites, Strategic Services Manager
23 September 2014

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Customer Operations Overview

- Customer Operations was created 2012, bringing the Customer Service Centre, Customer Data Management and Credit Management teams together to align customer touch points.

- The Strategic Services team was also introduced in 2012 to enable us to better predict customer call volumes and staff requirements across all customer interactions – calls, emails and data processing.

- Some facts about us:
  - ✓ Customer Operations is made up of 9 teams, totalling 107 FTE
  - ✓ Opening hours are 8:30-5:00 (M-F)
  - ✓ GOS target is 80% of calls answered within 30 seconds
  - ✓ We handle 580k-600k customer interactions per year, including:
    - ✓ 330,000 calls
    - ✓ 230,000 customer data change requests
    - ✓ 25,000 emails
  - ✓ We complete more than 1.5M meter reads per year
  - ✓ Send out 2.174M bills per year

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Operational Plan 2012-2015

CWW VISION & MISSION	A truly sustainable water business Guarantee affordable and safe water for today and tomorrow, and contribute to a healthy urban habitat
CUSTOMER	Right product, right price, right way

OPERATIONAL PLAN

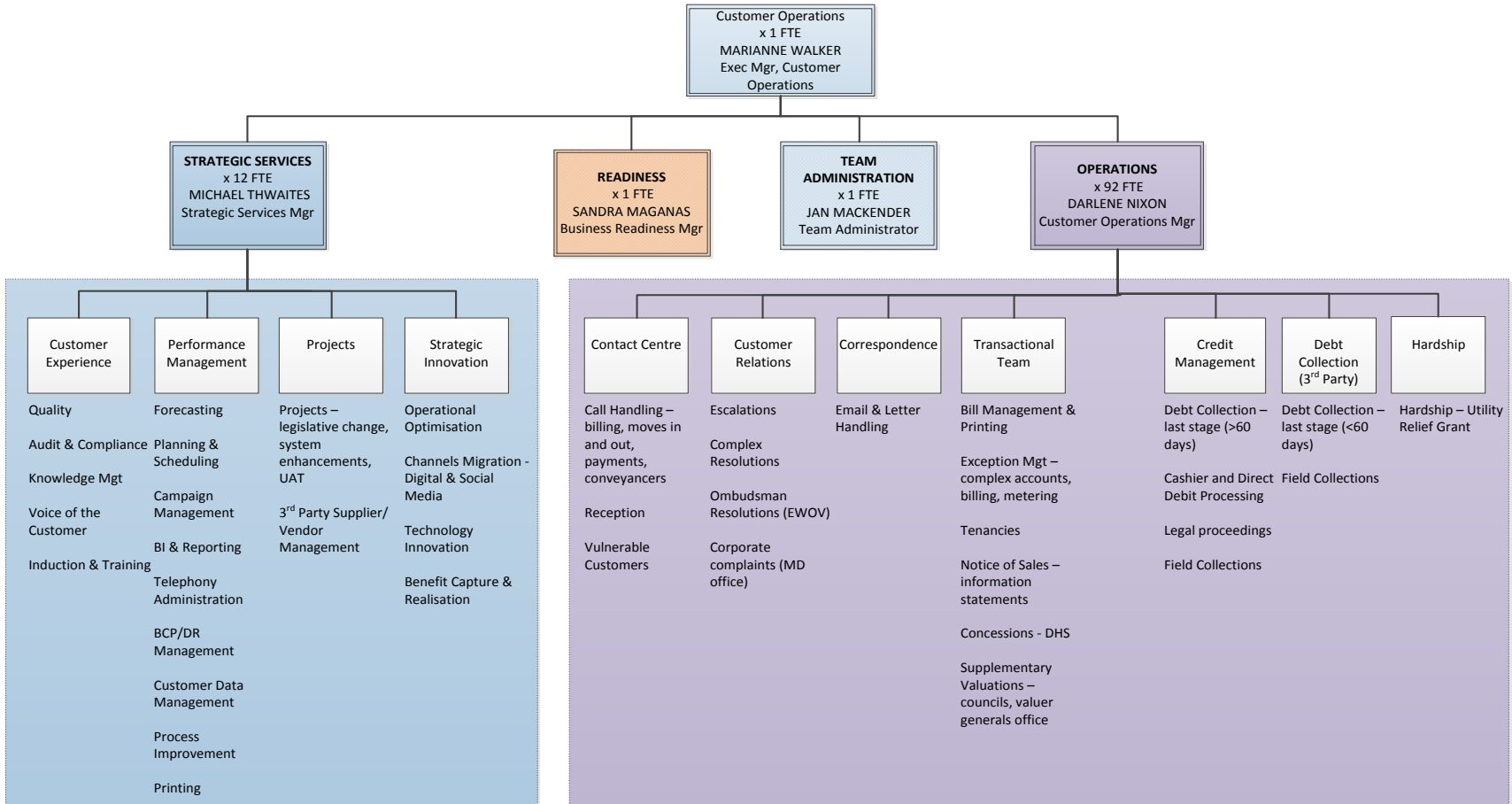| PEOPLE	PROCESS	TECHNOLOGY	FINANCIAL
"We want our people to be skilled, empowered, engaged and working as one team to deliver a delightful customer experience"	"We want our processes to be reliable, accurate, efficient and consistent so that it is easy to do business with us"	"We want our technology to be stable, accessible, efficient to support quality interactions and a foundation for future innovation"	"We want to be accountable for the financial position of our division and deliver value for money to our stakeholders"
Job definition Recruitment Induction & Training Coaching Measurement Reward & Recognition Leadership & Management Development & Career Structures	Customer lifecycle definition Best practice process re-engineering Quality Assurance Customer Advocacy Voice of the Customer Knowledge Management Data Management Resource & Campaign Management Reporting & BI Outsource Partners	IVR & Routing Telephones CTI Call Recording Workforce Management Quality Management Knowledge Management Voice of the Customer Workflow Management Online & other channels CC & B (Customer Care & Billing)	Budget Management & Reporting Cost per transaction/call Cost per attrition

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Functional Structure

CUSTOMER OPERATIONS
FUNCTIONAL STRUCTURE

Customer Operations
x 1 FTE
MARIANNE WALKER
Exec Mgr, Customer Operations

STRATEGIC SERVICES
x 12 FTE
MICHAEL THWAITES
Strategic Services Mgr

READINESS
x 1 FTE
SANDRA MAGANAS
Business Readiness Mgr

TEAM ADMINISTRATION
x 1 FTE
JAN MACKENDER
Team Administrator

OPERATIONS
x 92 FTE
DARLENE NIXON
Customer Operations Mgr

Customer Experience	Performance Management	Projects	Strategic Innovation
Quality	Forecasting	Projects – legislative change, system enhancements, UAT	Operational Optimisation
Audit & Compliance	Planning & Scheduling		Channels Migration - Digital & Social Media
Knowledge Mgt	Campaign Management	3rd Party Supplier/ Vendor Management	Technology Innovation
Voice of the Customer	BI & Reporting		Benefit Capture & Realisation
Induction & Training	Telephony Administration		
	BCP/DR Management		
	Customer Data Management		
	Process Improvement		
	Printing		

Contact Centre	Customer Relations	Correspondence	Transactional Team	Credit Management	Debt Collection (3rd Party)	Hardship
Call Handling – billing, moves in and out, payments, conveyancers	Escalations	Email & Letter Handling	Bill Management & Printing	Debt Collection – last stage (>60 days)	Debt Collection – last stage (<60 days)	Hardship – Utility Relief Grant
Reception	Complex Resolutions		Exception Mgt – complex accounts, billing, metering	Cashier and Direct Debit Processing	Field Collections	
Vulnerable Customers	Ombudsman Resolutions (EWOV)		Tenancies	Legal proceedings		
	Corporate complaints (MD office)		Notice of Sales – information statements	Field Collections		
			Concessions - DHS			
			Supplementary Valuations – councils, valuer generals office			

Estimated Meter Reads Project

Estimated Read Reasons (2012-13)

n = 47,000

- Cyble Not Registering 2%
- Missing Meter 2%
- Obstructed 2%
- Dog In Yard 2%
- Cannot Locate Meter 3%
- **Locked & Vacant 7%**
- Other 6%
- Locked 76%

"OTHER" (6%) includes:
- Not in Sequence
- Buried
- Refused Entry
- Bad Dial
- Locked Temp Fence
- Under Bush
- Key Required
- Cannot Locate Property
- After Hours Entry Req
- Unable to Read Condensation
- Meter Numbers Differ
- Unable To Verify Meter Number
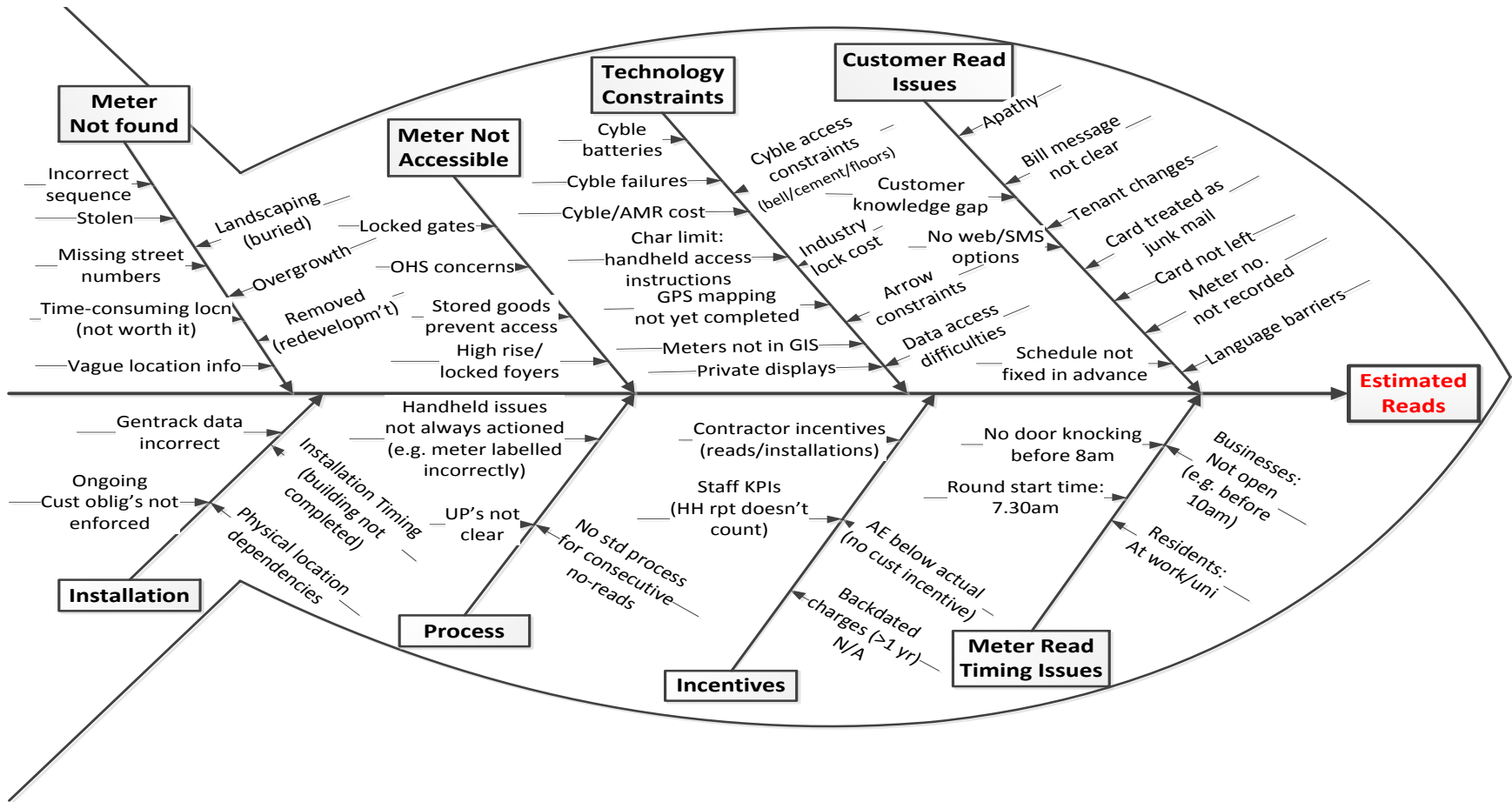
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A day in life of a meter reader

- ^ Residential properties account for 70% of estimated reads.
  - Older residences (especially on small inner city blocks) do not conform with new metering standards.
  - Inaccessible meters are most commonly behind locked gates, fences and walls.

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Root Cause Analysis

Meter Not found
- Incorrect sequence
- Stolen
- Missing street numbers
- Time-consuming locn (not worth it)
- Vague location info
- Landscaping (buried)
- Overgrowth
- Removed (redevelopm't)

Meter Not Accessible
- Locked gates
- OHS concerns
- Stored goods prevent access
- High rise/ locked foyers

Technology Constraints
- Cyble batteries
- Cyble failures
- Cyble/AMR cost
- Char limit: handheld access instructions
- GPS mapping not yet completed
- Meters not in GIS
- Private displays

Customer Read Issues
- Cyble access constraints (bell/cement/floors)
- Industry lock cost
- Arrow constraints
- Data access difficulties
- Apathy
- Bill message not clear
- Customer knowledge gap
- No web/SMS options
- Tenant changes
- Card treated as junk mail
- Card not left
- Meter no. not recorded
- Language barriers
- Schedule not fixed in advance

Estimated Reads

Installation
- Gentrack data incorrect
- Ongoing Cust oblig's not enforced
- Installation Timing (building not completed)
- Physical location dependencies

Process
- Handheld issues not always actioned (e.g. meter labelled incorrectly)
- UP's not clear
- No std process for consecutive no-reads

Incentives
- Contractor incentives (reads/installations)
- Staff KPIs (HH rpt doesn't count)
- AE below actual (no cust incentive)
- Backdated charges (>1 yr) N/A

Meter Read Timing Issues
- No door knocking before 8am
- Round start time: 7.30am
- Businesses: Not open (e.g. before 10am)
- Residents: At work/uni

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Meter Cybles & New Handhelds

- New hand held reading devices capable of remote reading

- Recommended for all customers with >3 consecutive estimated meter reads

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Community Programs

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What do we do?

- Water Efficiency Programs
  - Education and Advice
- Data Analysis & Modelling
  - Behavioural analysis
  - Water accounting and security
- Greening the West
  - Linking sustainable water supplies to community health and liveability
- Community and Social Involvement
  - Water literacy education and community participation
- Vulnerable Customers
  - Identify, approach & communicate with our customers

Greening the West
– a regional approach
Strategic Plan

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Some of our achievements

- Water Efficiency Programs
  - More toilets exchanged than the other retailers combined
  - Healthy Urban Habitat website (most comprehensive in the industry)
  - Showerhead exchange
- GTW
  - Alliances built with local councils
  - Media coverage
  - Stakeholder buy in
  - Projects commissioned
- Schools Education
  - Provide school visits and resources
  - Community involvement

WE DELIVER TO ALL AREAS

7 DAYS A WEEK

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Thank You