

WINTER COMPLAINTS HEALTHCHECK

EACH YEAR WHEN THE WEATHER TURNS COLDER, CONSUMER ISSUES WITH THEIR ELECTRICITY, GAS, WATER AND COMMUNICATION PROVIDERS GROW IN COMPLEXITY AND URGENCY.

As a result, during the winter season, although the overall volumes of complaints may not always increase, firms may experience a rise in complaints that are more emotionally charged and complex to handle, creating capacity issues for providers:

- Consumers are less tolerant in waiting for a resolution to issues, which can mean an increased propensity to complain
- Due to the complexity of complaints, the average resolution time is likely to increase
- Treating vulnerable consumers in times of distress needs to be handled sensitively as loss of access to key utilities can exacerbate vulnerability
- Sickness levels and employee absences tend to be higher during the winter, impacting on the capacity of providers to deal with complaints

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HUNTSWOOD

HOW PREPARED IS YOUR FIRM TO MEET THESE CHALLENGES?

HUNTSWOOD'S COMPREHENSIVE WINTER COMPLAINTS HEALTHCHECK ASSESSES ALL KEY AREAS OF YOUR COMPLAINT HANDLING OPERATIONS TO ENSURE THEY ARE OPTIMISED TO MEET THE CHALLENGES YOUR BUSINESS IS LIKELY TO FACE. THE FOLLOWING SERVICES CAN BE UNDERTAKEN IN ISOLATION OR, DEPENDING ON YOUR FIRM'S NEEDS, COMBINED TO CREATE A BESPOKE SOLUTION.

CAPACITY PLANNING

We help your firm capacity plan effectively by embedding a robust resourcing model and mobilisation plan. Our consultants work with you to create a capacity plan or review your firm's current plan to ensure it is fit for purpose. After this, we assess the robustness of your plan by testing it against a series of scenarios to see how your firm is likely to react and how your resource is likely to cope, if specific eventualities were to occur.

POLICY REVIEW

We can review your firm's complaint handling policy and how this fits in with your complaints target operating model. This diagnostic review and gap analysis can be undertaken on your current complaints approach or your proposed plans.

HEALTHCHECK BENEFITS

OPERATIONAL RESILIENCE

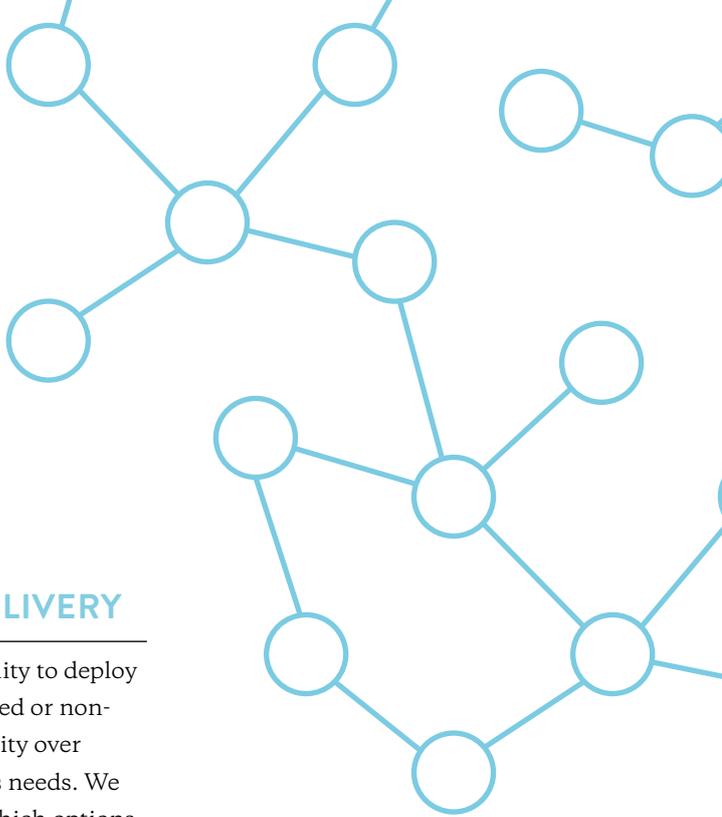
By understanding your capacity needs over the winter season, your firm can proactively plan for the right level and type of resource. If required, we will identify and provide your firm with the appropriate quantity and quality of resource needed in the right place and at the right time.

OPTIMISED USE OF RESOURCE

We can train and develop your resource to make sure they are operating at the right level. We have helped many firms track and align resource allocation based on incoming cases, enabling them to deliver against regulatory SLAs and within budget.

ASSURANCE OF POLICIES AND PROCESSES

Undertaking a review of your policies and procedures helps to assure senior management that they are aligned to regulatory requirements and that any regulatory breaches are evident, so that they can be rectified.



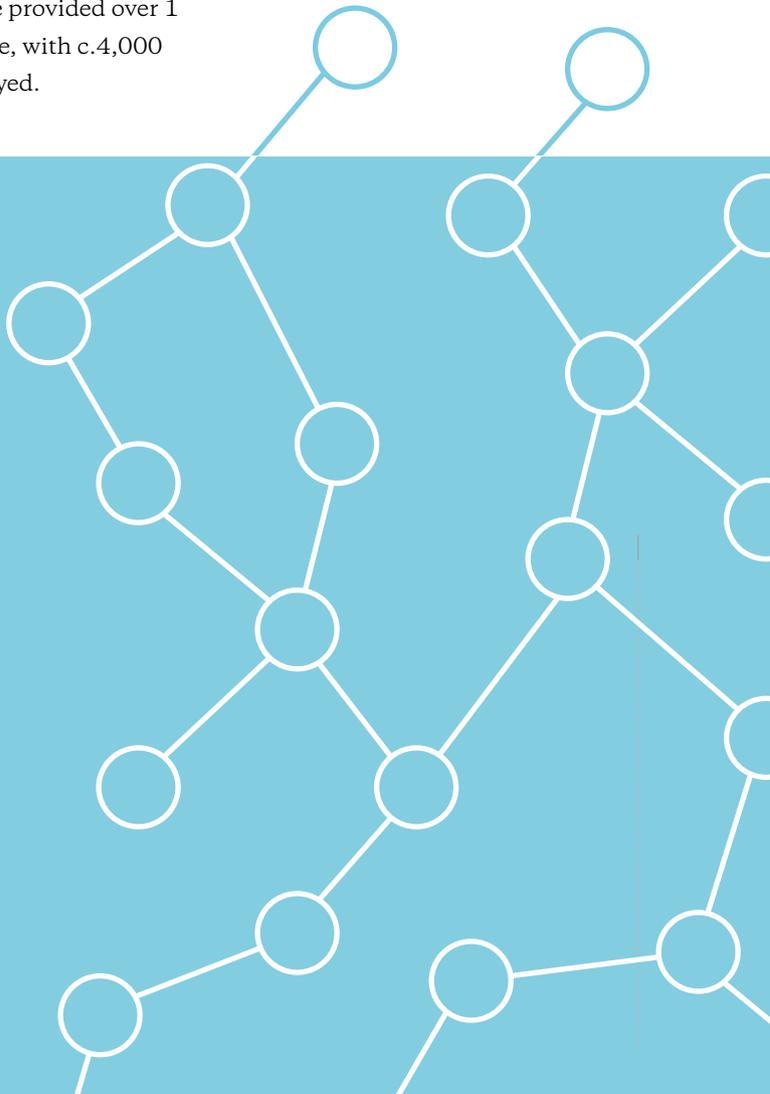
TRAINING AND COMPETENCY REVIEW

Our dedicated Learning and Development team can review your firm's approach to training and competency. We can ensure complaint handlers and team leaders have the necessary skills and expertise to deal with the increased complexity of complaints, specifically around vulnerable customers. We will undertake a review of your team and, if required, recommend and deliver a comprehensive training programme to meet your firm's requirements.

OPERATIONAL DELIVERY

We have the proven capability to deploy resource on either a managed or non-managed basis with flexibility over location to meet your firm's needs. We can help you understand which options will fit your specific situation.

Our clients benefit from access to specialists from senior operations managers and qualified case handlers to data gathering and administrative support. Only 5% of candidates make it through our strict vetting process. During the last year we provided over 1 million days of resource, with c.4,000 people currently deployed.



DELIVERY OF GOOD CUSTOMER OUTCOMES

Ensuring the correct allocation of resource and that appropriate policies and procedures are in place, will help to ensure your complaints are dealt with appropriately and in a timely manner delivering good customer outcomes.

WHY HUNTSWOOD

OUR ENGAGEMENT WITHIN UTILITIES

Across utilities, we work with key stakeholders such as regulators (Ofgem, Ofcom and Ofwat), trade bodies and a number of the industry's largest energy and telecommunications providers. Through our understanding of regulatory expectations, key developments shaping the industry and best practice shared by firms, we are well positioned to provide your firm with support.

OPTIMISED ON-BOARDING PROCESSES

Through supporting multiple clients during numerous resource ramp-ups (and ramp-downs), we have developed experience of all elements that should be considered to ensure such initiatives are well planned, communicated and delivered. These factors include questions relating to your firm's capacity to on-board new resource and whether your systems will cope with the increase.

A COMPLETE SOLUTION

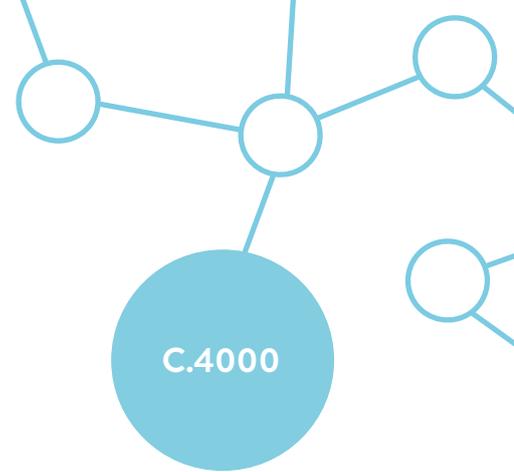
We offer a blended range of resourcing and consultative solutions to provide an end-to-end approach to managing complaints effectively, including complaints handling, quality assurance, root cause analysis, management information (MI) and reporting.

ESTABLISHED AND PROVEN APPROACH

For over 20 years, we have and continue to support firms with complaint handling challenges. We have a successful track record in conducting a full healthcheck or various elements of this for financial services firms - and are able to translate our experience of best practice across to the utilities sector and to your firm.

EXPERTISE AND INSIGHT

Huntswood is the UK's leading resourcing and consultancy firm in the area of complaints, drawing from our market-leading thought leadership, based on in-depth industry and consumer research. We also have deep cross-sector knowledge in consumer vulnerability and have partnered with charities (e.g. StepChange), researchers and academics from the University of Bristol ensuring that we're able to provide you with market-leading support.



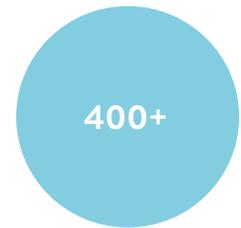
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RESOURCES ACTIVELY DEPLOYED ACROSS THE UK



OVER 7 MILLION

COMPLAINTS HANDLED ANNUALLY



400+

COMPLAINTS PROJECTS CLOSED IN THE LAST FIVE YEARS



1 MILLION

WORKING DAYS DELIVERED IN COMPLAINTS MANAGEMENT ANNUALLY



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