

For publication

Project Title

HomeServe People Charter
and Internal Brand

Industry Sector

Financial Services
(Home Assistance Insurance)

Client Company

HomeServe UK

Design Consultancy

WPA Pinfold

Date

July 2016

HomeServe

Taking care of our People

"The bottom line is this: If you engage, empower and actively communicate with your people and allow them to reciprocate, they will bring your brand to life through their words and deeds. They are your brand."

Greg Reed
Chief Marketing Officer
HomeServe



Together, we'll take care of it

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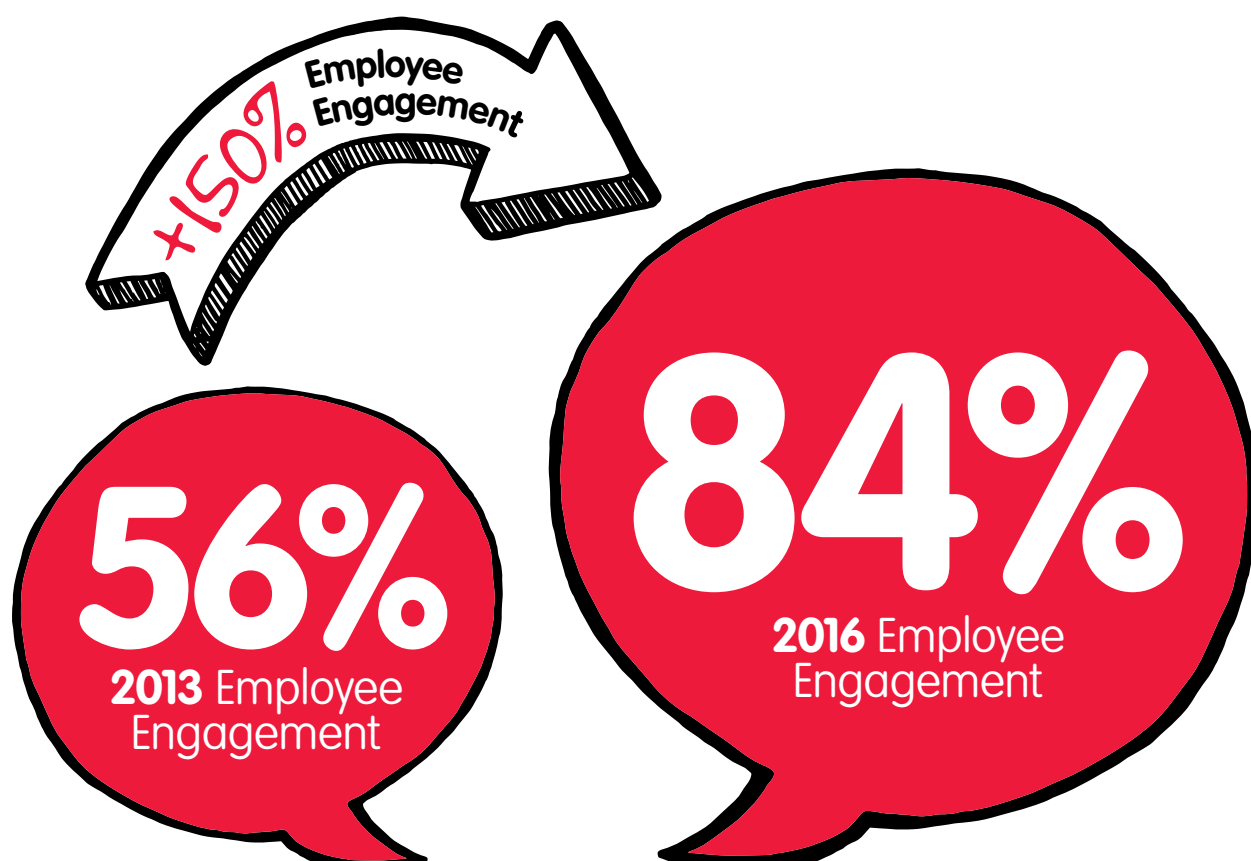
HomeServe is one of the UK's leading home assistance providers. They make customers' lives easier by delivering maintenance and repair services, including plumbing, drainage, electrics, heating and much more, through their own nationwide network of engineers and sub-contractors.

Although a commercially successful business – moving from start-up to FTSE 250 Company in just 20 years – it was evident in 2011 that HomeServe had lost its focus on the customer experience. A three-year FCA investigation concluded in February 2014 resulting in a **fine of £30m**.

However, by 2014 Martin Bennett became CEO and launched his Effortless Strategy 2020. A massive transformation was underway as the business focused on stabilisation and retention of its UK Customer base. A Customer Charter – a set of promises from the business to its customers – was developed, ensuring customers are at the heart of everything they do.

Recognising that the engagement of its employees was business critical and against a backdrop of **56% engagement in 2013, they set a strategic objective of 80% employee engagement by 2020**. To achieve such a challenging target we were commissioned to deliver a People Charter – we developed a series of communications around a set of promises shaped by its people, for its people – to enable everyone to achieve and exceed.

The People Charter was communicated through five new values, the promises HomeServe makes to its people and the behaviours the people are asked to demonstrate in return. This shaped a new internal branding, launched simultaneously, to ensure its seamless integration into the business and through HomeServe's recruitment strategy.



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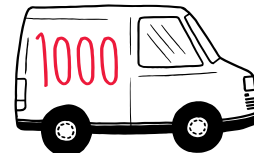
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Thanks to the People's Charter branding and communications HomeServe has seen employee engagement climb to, this year, an **84%**. Despite the fact that **1,000 of those are field-based engineers** working on their own. Customer service levels and measures have followed the same trajectory.



Employee survey
completion rate



Field-based
engineers

Customer and People Promises created in a new internal branding style



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Outline of project brief

In most organisations, employee engagement is one of the critical priorities for HR departments and management teams. For HomeServe, that wasn't the case just a few years ago. Whilst most people understand that engaged employees are often happier and more satisfied in their job, the main reason that engagement is now a focal point is because it leads to real business results. High employee engagement can lead to better productivity, reduced employee turnover and increased revenue – amongst other things.

Prior to the new branded initiative, internal engagement at HomeServe was low.

Only 32% of people felt as though the senior management team took the time to understand their needs and challenges, and only 47% felt that they could communicate openly to their senior leaders.

HomeServe UK were managing themselves back from the regulatory and customer purgatory of the previous years and were absolutely committed to a strategy of putting their people first, which required a lot of focus. On top of this, they had to make some significant investments in their operating structure, specifically, in their engineer network and systems. Without an engaged workforce this investment would be wasted.

Where they were:

32%



Only 32% of people felt as though the senior management team took the time to understand their needs and challenges.

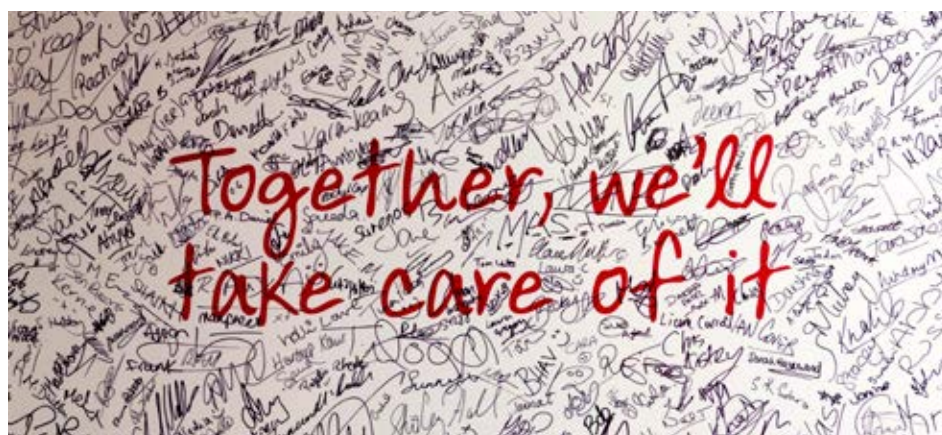
47%



Only 47% felt that they could communicate openly to their senior leaders.

On the back of its customer charter and its strategy of creating the Home of Effortless Service, HomeServe wanted to launch a People Promise – a new charter setting out its membership standards, the behaviours expected of employees and what employees can expect from HomeServe. To enable this to have maximum impact and longevity we undertook a wider remit to define the people brand within HomeServe, a scope which included:

- A single unifying thought aligned to the brand promise that would communicate the people brand.
- A cohesive look and feel, tone of voice and message throughout the business, which was developed into a clear set of internal guidelines for implementation throughout the business.
- A clear internal and external identity as an employer of choice.
- Reflecting HomeServe's corporate brand and integrating with the existing internal identity.
- Communicating HomeServe's values and leadership capabilities.
- Creating stand out from competitors, expressing unique differences to target both the passive and active job market.
- Reflecting the focus on the front line i.e even if you aren't directly serving a customer you are supporting someone who is.
- Activation across all media off-line and on-line.



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Description

HomeServe is one of the UK's leading home assistance providers. They make customers' lives easier by delivering maintenance and repair services, including plumbing, drainage, electrics, heating and much more, through their own nationwide network of engineers and sub-contractors.

Overview of market

The home assistance market is led by British Gas, with HomeServe second. British Gas is the major player in the sector, has a massive marketing budget and the highest brand awareness. On the other scale there are the local trades people, independent or small groups operating locally and regionally. HomeServe is positioned in the middle, providing home assistance, repair and heating installation services to **2.2m customers in the UK**. Currently, they mainly acquire customers by marketing via Affinity Partners' brand (e.g water companies/insurance companies) and develop a HomeServe branded relationship once they become a customer.

Project launch date

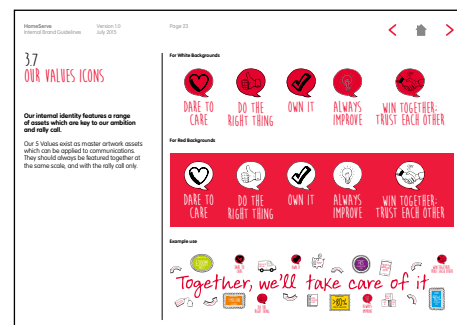
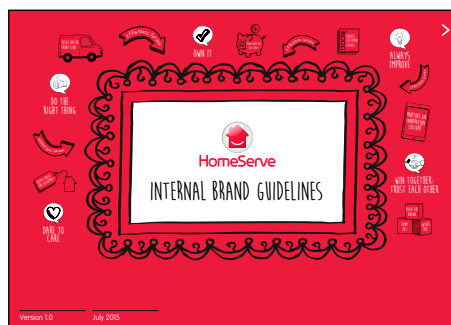
March 2015 through to July 2015

Size of design budget and production costs

Design budget £40,000

Production costs circa £35,000

Rally call, values and messaging
application to key locations & internal
brand guidelines



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People Charter and internal brand

We created a friendly hand-drawn typographic and illustration style to communicate the internal aspirational thought and rally call, supported by value icons and key messaging. The visual design style was used across all internal communications and applied to offices and meeting rooms across all of HomeServe's offices. We extended this thinking across the employee journey from recruitment, internal communications, training and development and recognition. We developed the People Charter for our People, with our People. It was developed setting out five values – this shaped a new internal branding, launched simultaneously, to ensure its seamless integration into the business and through HomeServe's recruitment strategy.

Live launch

The CEO launched the new People Charter reaching out personally to people at HomeServe sites across the UK. In addition, each of the engineers received a personal letter to their homes, with a video message from the CEO. Screensavers were launched across the business to support the launch and every employee received a booklet explaining the People Promise. Following this all employees attended half-day cascade work-shops focused on bringing each of the values to life.

People Charter launch:
Engineer's letter to home; People Promises backdrop; launch date desk-drop; Our Promises employee giveaway.



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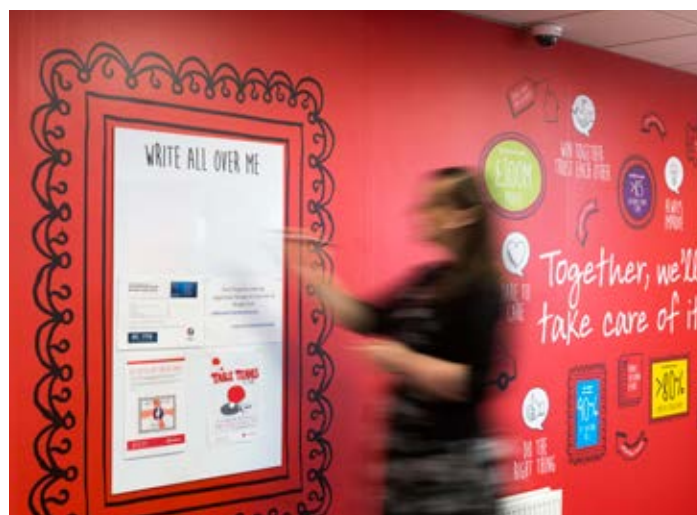
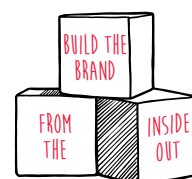
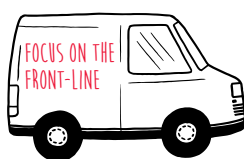
Office environment

We mapped the physical employee journey from arrival at the office to sitting at their desk. We identified the key messaging opportunities and maximised impact and exposure to the new branding, people promises, customer charter, unifying thought and key business messages. We used impactful graphics to help embed the brand across the site and create an engaging office environment. The graphics were carefully planned to provide working tools such as wipe boards, recognition points and team planning areas so that they became part of the daily routine rather than graphic wallpaper. The install was delivered across 3 sites over a weekend to deliver maximum effect on the Monday launch day.

Office environment graphics included:
employee recognition walls; 'How to Win' illustrations; lift doors; re-writeable wall frames and more.



'How to Win' illustrations



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Recruitment

The look and feel we created was developed to create an overarching campaign for recruitment materials. Using the images of HomeServe people as hero shots, we adopted the illustration style to communicate the benefits of working at HomeServe. The campaign was rolled out across advertisements (on-line and off-line), recruitment fair stands and giveaways.

Recognising the values and people behaviours in action

To recognise and celebrate people living the values and demonstrating the new people behaviours, a new recognition scheme was launched. E-cards were used to build a culture of saying 'thank you'.

We created four new 'STAR' (Special Thanks and Recognition) awards: – Bronze, Silver, Gold and Diamond. The Gold and Diamond award winners are considered for company-wide quarterly awards and then quarterly award winners will be considered for annual awards.

People Charter week

In one week in July the whole business took the opportunity to spend each day focusing on one of the values within the Charter. On a Friday, the week came to a conclusion with 'Win together; Trust each other', bringing together representatives from across the whole business with everyone proudly sporting their new HomeServe People Promise red polo shirts.

E-card recognition awards



Recruitment collateral
including key employee
benefit illustrations



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The level of involvement from across the whole business during the development process – **1700+ People involved in determining the values, 700+ involved in shaping the Promises and the Behaviours, 500+ people attended the initial launch (30th March), over 2,000 people attended the cascades that followed.**

A global survey of 6 million employees by the Hay Group (2013) found that 65 percent of UK employees are engaged. This is below average worldwide and way below countries such as US (72%), Austria (76%), Spain (72%), Netherlands (71%), Italy (69%), Canada (69%) and Belgium (69%). The study also found that the average engagement level in high performing companies globally was 73%.

HomeServe people feeling that the senior management team take the time to understand their needs and challenges has risen from **32% to 94%**, and feeling they can communicate openly to their senior leaders from **47% to 96%**.

The branded communications focused on the CEO Martin Bennett and the Executive team to demonstrate strong leadership and commitment. Evidence of the impact of this is reflected in the CEO achieving a **96%** approval rating on Glassdoor and ranked as **No 4 in the top ranked UK CEOs**, joining other top ranking CEOs from Google, American Express and Three.

Since the launch of our Recognition scheme, **18,906** e-cards have been sent across the business and **4,000+** STAR awards presented.

+294%



People feel that the senior management team take the time to understand their needs and challenges has risen from 32% to 94%.

+204%

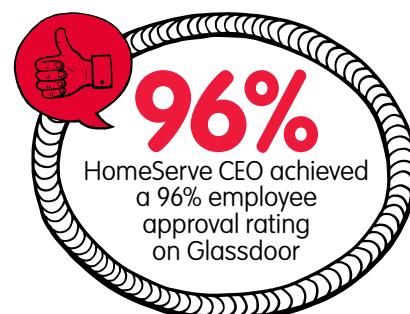
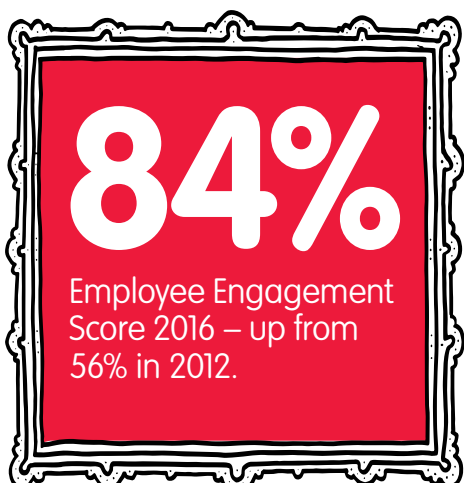


People that they can communicate openly to their senior leaders, from 47% to 96%.

+129%



One third higher than the UK average for employee engagement (65%), HomeServe scored 84%.



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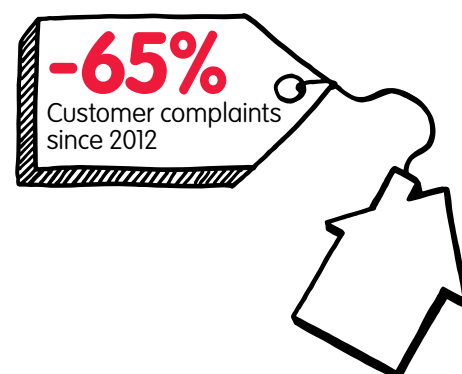
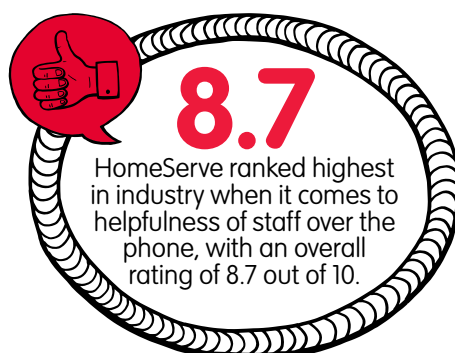
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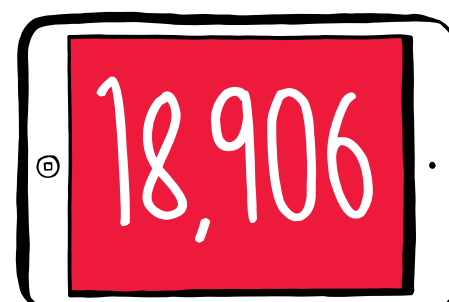
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Employee engagement is working with customers. The Institute of Customer Service's bi-annual report has just ranked HomeServe as highest in industry when it comes to helpfulness of staff over the phone, with an overall rating of **8.7 out of 10**. Added to this, the Institute says HomeServe are the most improved company in the services industry – showing a remarkable increase of **16.2 points** in satisfaction when compared to the scores in 2009.

The World's Most Admired Companies (WMAC) understand the link between employee engagement and customer experience. Annual research with FORTUNE magazine shows that 71 percent of WMAC executives rate their company highly for linking employee and customer engagement. And of the people who use the findings to inform their engagement strategies, 84 percent say it's strengthened customer relationships.



HR Magazine, hailed the CEO's leadership, which has helped the business back to growth after a period of turbulence. Under the CEO's direction, People engagement has risen from 56% to 84%, Customer retention is at 83% and profits are increasing.



E-cards have been sent across the business since the launch of the Recognition Scheme

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The UKCSI survey is an independent and nationally recognised measure of customer satisfaction, based on an online survey of thousands of consumers, covering 13 sectors and hundreds of companies, from Amazon to HomeServe.

The latest report shows that customer satisfaction is at its highest point since January 2014, which means getting it right for customers is more important than ever. HomeServe have continued to grow their satisfaction score and in the January survey achieved **78.3 (out of 100)** which is higher than the Services sector average of 77.5 and the overall survey average of 77.0. They have increased their score in every six month survey from 70.4 in January 2013 to today's **78.3**. The Institute has introduced new metrics for 2016, one of which is whether everything was right first time for customers. **HomeServe tops the services sector with a massive 88.5%!** This score stands out even more when you consider that customers in this sector say 75% of interactions are right first time, and the UK all-sector average is 74.4%. HomeServe are also highest when it comes to helpfulness of staff over the phone with a massive **8.7 out of 10**, a category where the RAC trails with a score of 8.4. They are also second when rated for 'Cares about their Customers' with a score of **8.0**, only RAC narrowly beating them by 8.1.

Other influencing factors:

During the branded communications campaign all other internal communications activity continued at previous levels.

People Taxis – site exchange programme

One of the suggestions put forward to help the business to 'Win together; Trust each other' was to make it easier for individuals to travel across sites and learn more about what their colleagues did on a day to day basis, helping to build stronger relationships. As a result, a People Taxi has been allocated to each of the main sites and every fortnight up to seven People travel to another site for a day of getting to know more about the business.

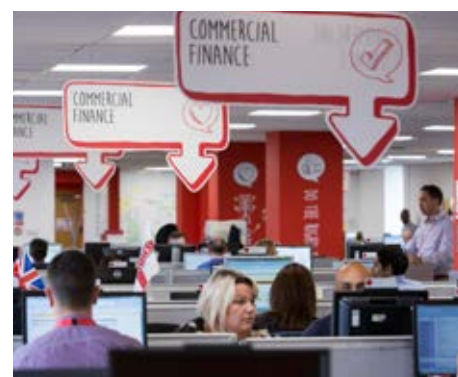
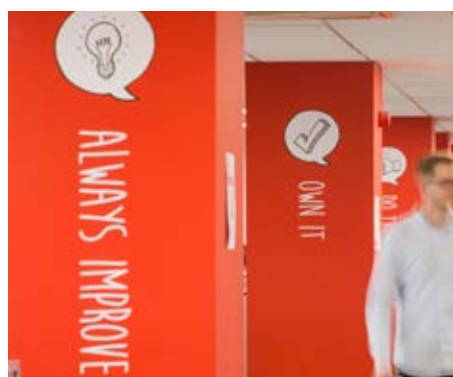
Executive Buddy Scheme

Recognising that supporting our engineers out in the field and ensuring that they feel a strong sense of belonging, each of the members of the Executive team have become 'Buddies' to two of the Field Operations Areas. This has resulted in them attending breakfast meetings with the engineers on a regular basis to learn more about their challenges and to support them in addressing them.

PeopleFirst

At any time, anyone has any suggestions or ideas about how the business can live the Promises of the People Charter, they can submit them to PeopleFirst. These are then reviewed monthly and actioned accordingly, making sure that everyone continues to be fully involved in how HomeServe is embedding the Charter.

Values positioned around the office environment



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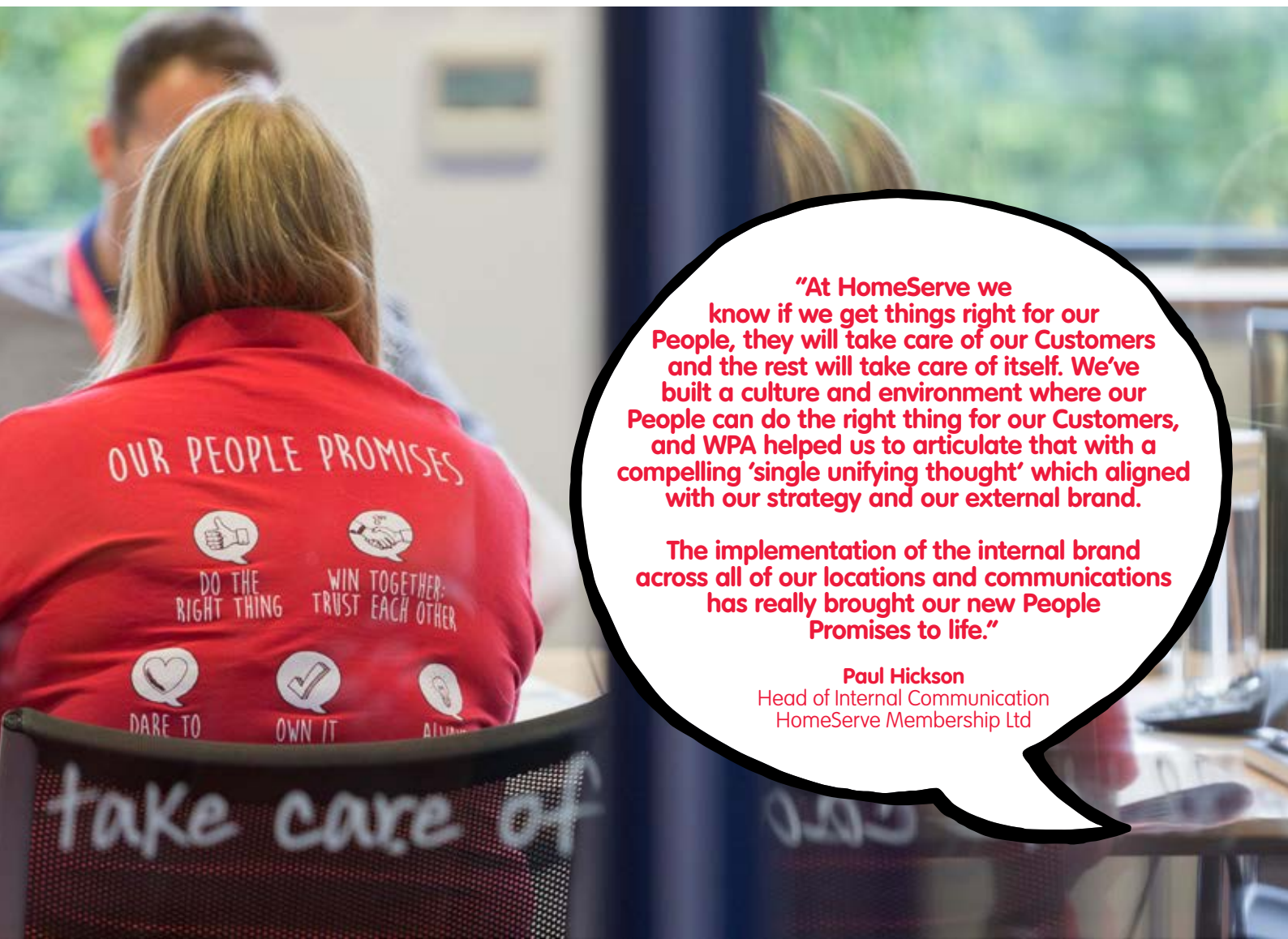
- Institute of Customer Services
- Hays Group research
- Fortune magazine
- UKCSI survey
- HomeServe internal employee survey
- HomeServe internal data

**"Better
than it
has ever
been..."**

HomeServe
Employee

"Where do I start?
Everything from the People
to the culture to the
environment makes this a first-class
place to work. At HomeServe your
opinion is always valued and listened
to and everyday you can see People
working together, going above and
beyond, to make this an amazing
place to work."

HomeServe
Employee



**"At HomeServe we
know if we get things right for our
People, they will take care of our Customers
and the rest will take care of itself. We've
built a culture and environment where our
People can do the right thing for our Customers,
and WPA helped us to articulate that with a
compelling 'single unifying thought' which aligned
with our strategy and our external brand.**

**The implementation of the internal brand
across all of our locations and communications
has really brought our new People
Promises to life."**

Paul Hickson
Head of Internal Communication
HomeServe Membership Ltd