

# SP Energy Networks 2015–2023 Business Plan

Updated March 2014

## Annex

**Customer Satisfaction Strategy**

SP Energy Networks

March 2014

# Customer Satisfaction Strategy

March 2014

Issue Date	Issue No.	Document Owner	Amendment Details
1 <sup>st</sup> July 2013	1.0	Vicky Kelsall	First issue
17th March 2014	2.0	Vicky Kelsall	Updated for ED1 Business Plan March 2014 resubmission

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# 1. Scope

This annex describes our comprehensive strategy and roadmap for delivering outstanding customer satisfaction through the current price control period (DPCR5), through ED1 and beyond.

# 2. Table of Linkages

This strategy supports our ED1 Business Plan. For ease of navigation, the following table links this strategy to other relevant parts of our plan.

Document	Chapter / Section
SP Energy Networks 2015–2023 Business Plan	Chapter B1 – About Us – a. Our Strategic Vision and Guiding Values
SP Energy Networks 2015–2023 Business Plan	Chapter B3 – Stakeholder Engagement
SP Energy Networks 2015–2023 Business Plan	Chapter C5 – Outputs and Incentives e. Connections f. Customer Satisfaction

# 3. Introduction

As a Distribution Network Operator we pride ourselves on being an integral part of the communities we serve and focus strongly on placing our customers at the heart of everything we do.

In order to continually serve our customers in these communities we have developed a clear and transparent strategy to support our objective of achieving a 20% improvement in our overall customer satisfaction score over the ED1 period. This percentage improvement covers the remainder of DPCR5 and the entire ED1 period.

The delivery of this strategy, which has been informed and developed in line with our customers and stakeholders views and feedback, will allow us to achieve our vision of a best in class customer focused organisation. It will ensure we continually deliver our operational objectives through the eyes of the customers and stakeholders and maintain our commitment to listening, learning and acting on the feedback we receive.

## 3.1. What Our Customers/Stakeholders Told Us

Our customers told us the following:

Customer	Stakeholder
Power Cut - "I think sometimes it can be a wee bit confusing in this day and age when people change suppliers annually, depending on who has the best deals and things. You lose track of who to call." (Happendon)	I was at a Scottish Power event on Friday, celebrating volunteers and things like that, so quite how widespread that is known, I think is an issue. I think there are some companies, who probably do as much, if not less, but get a lot more attention for it." (Welsh Assembly)

<p>I want to speak to someone when I have a power cut? (Chester)</p>	<p>“I suppose we think that there could be more proactive marketing of the guaranteed standards, compensation to consumers, more effective compensation to consumers, where they’ve experienced a standard of service that falls short of those stipulated.” (Non attendee (Consumer Group))</p>
<p>Could ScottishPower have a text message based service that customers can sign up to so when there is an outage in my area and I get a message telling me how long it is likely to be. (Dumfries)</p>	<p>“I think the supply in general terms is good within the urban areas, and I think that a lot more effort should go into some of the rural areas to make sure the quality of supply is improved” (Scottish Local Government)</p>
<p>In an extended power cut could ScottishPower provide some hot food and drinks? (Edinburgh)</p>	<p>“Well, you can get storms anywhere, but I suppose what they really need to look at, if anything, is to actually identify where the most likely places are to have the storms. For example, I used to go to the Isle of Harris and they had terrible interruptions weather-wise because it’s such a windy place, and yet it’s well known to be a windy place.” (Charities representing vulnerable people).</p>
<p>Could the SP Energy Networks website give live information about outages. (Middlewich)</p>	<p>“Do they have anyone inside of the Local Authority because they have got Emergency Planners as well and people in charge of contingency plans and the Local Authority will also know who the most vulnerable people are through Social Services and the care sector. So the power companies could liaise with the Local Authorities so they could identify who is likely to be at risk in those areas.” (Holyhead, SPM)</p>

We listened carefully to our customers and stakeholders and used these key needs, values and wants to allow us to take stock of our current performance and develop an improvement strategy that will not only meet but exceed their expectations.

Over the ED1 period, as we begin to implement the roadmap for delivery, we will see further step change benefits to the customer experience. We will monitor this closely through our improvement plans, throughout ED1, to ensure we are delivering against customers wants, needs and values.

### 3.2. Customer Satisfaction and Our Current Performance

In order to develop a strategy that would deliver our ambitions it was important that we looked at our current performance to baseline where we are now and set targets across the RIIO ED1 period that are realistic and achievable but also ambitious.

We are already showing significant improvement in this current price control period. With our well-developed strategy, we are well positioned to see further improvements across our customer satisfaction outputs

## 4. Our strategy

Our clear and transparent strategy to support our objective of achieving a 20% improvement in our overall customer satisfaction score over the ED1 period is based around the following eleven key areas:

- *First Class Customer Service*
- *Our Commitment for Faster Connections*
- *Providing First Class Customer Service For Connection Customers*
- *Facilitating The Competitive Market*
- *Stakeholder Engagement*
- *Our People*
- *Technology*
- *Communication*
- *Customer Complaints and Guaranteed Standards*
- *Planned Outages and Power Cuts*
- *Business Improvement*

### 4.1.1. First Class Customer Service

1. We will continue to offer hot meals and accommodation to vulnerable customers after 12 hours during exceptional events.
2. We will offer hot meals and accommodation to all customers if we have an exceptional event where customer supplies will be interrupted for over 48 hours.
3. Where we see customers are experiencing less than excellent service we will work hard to adapt our plans to make improvements quickly.
4. Where we fail to keep a promise to a customer, be it a call back or commitment on a mutually agreed action, we will pay the customer £10 in recognition of our failure.
5. We will invest in our people so that they are able to serve and support customers. Our people will be skilled to recognise the underlying concerns of our customers and will be empowered to do what they need to do to help.
6. We will develop and implement systems and processes that assist but do not stifle our ability to deliver great service.
7. We will maintain our strong relationship with the Institute of Customer Service to enhance our understanding of the growing and changing needs of customers. We will also use the services of the Institute to benchmark performance across many different service organisations, ensuring we are constantly thinking outside of the box.
8. We will deliver a Customer Service Apprenticeship Programme, recruiting the right people with the right attitude, ensuring they have the appropriate skills, development and coaching to deliver for our customers.

9. We will continue to develop our customer service modules for training across the organisation. We want to ensure there is consistency in our approach but flexibility to respond to customers varying needs.

#### 4.1.2. Our Commitment for Faster Connections

1. We will meet our connections guaranteed standards of service 100% of the time
2. We will meet the customer requested delivery date for connections 95% of the time
3. Through our Customer Relationship Management System (CRM) we will enable our customers to make contact with us through their preferred channel such as phone, text, web, social media and web chat.
4. For customers seeking a new connection we will develop the services available on our web to allow customers to request a quotation for a new connection as well as track their delivery once they have agreed to go ahead. They will be able to talk to a member of our team as well as chat to us on line at their convenience.
5. To make the process as simple as possible we will also give our customers the facility to make a payment on line as we recognise customers want to be able to progress with work without having to talk to us. We also recognise that we need to tailor our service to our individual customers and we will always make sure our customers can talk to a member of our team.
6. We will continue to develop our skilled in house labour force and work with contract partners to deliver new connections to a high standard when our customers want them.
7. By 2016 we will develop the capability on our web site for customers to check the capacity of our network at a glance for new connections at 11KV.
8. We will connect 3GW of distributed generation by 2018 with the potential for up to 5.5GW of generation connections to our network by 2023 – to meet the needs and demands of our customers
9. We will use innovative solutions to meet the uptake of low carbon technologies

#### 4.1.3. Providing First Class Customer Service For Connection Customers

1. We will actively engage customers and stakeholders through events, monthly surgeries, surveys and one to one meetings to understand their ongoing needs and build our business, operating and improvement plans around those needs
2. We will ensure our customers are kept informed of the connection process throughout every stage
  - a) We will be proactive in our approach minimising the need for customers to have to contact us – we will contact them first
  - b) We will communicate with our customers through their media channel of choice
  - c) We will develop communication plans tailored to meet individual needs
  - d) Through our communication we will remove any uncertainty
1. We will continue to work with our major customers to further improve the service we offer
2. Where we fail to meet any of our promises we will pay our customers £10 compensation
3. We will ensure our average time to deliver a connection is in the top group of DNOs
4. We will build on the improvements made to our web site to simplify the language used and to further advance the ease of use for our customers. We will develop a facility to allow our Customers to obtain quotations via the web, make on line payments and track the progress of their project from enquiry through to final connection. We will engage fully with our online community and our stakeholders during its development

5. We will be providing a dedicated Customer Account Manager to our major customers, this will be a single point of contact to ensure we deliver exactly what our customers need and offer a tailored service. We will make sure new projects are discussed at the early planning stage to make sure communication with our customers is excellent throughout the process and we deliver on our customers' expectations. We will compensate our customers where we have failed to deliver on our commitments
6. We will ensure our customers are updated through the connection process and will deliver the connection to them as quickly as possible. To ensure we deliver this every time we will do the following:-
  - a) We will agree on first contact each Customer's preferred communication channel.
  - b) We will contact our customers within 1 working day of receiving their application to provide a single point of contact to manage their project through our quotation process.
  - c) We will contact our customers within 2 working days of receiving their payment to provide a single point of contact to manage their project through our delivery process and where possible provide a date for connection.
  - d) We will contact our customers on completion of the connection to ensure they are fully satisfied with the service received.
  - e) We will seek feedback proactively and use it to identify areas of potential future improvements
  - f) We plan to connect approximately 5.5GW of distributed generation by 2023 to meet the needs and demands of our customers

#### 4.1.4. Facilitating The Competitive Market

1. We will minimise the potential for hidden surprises by making sure our quotations are clear and we communicate clearly through the process. We are industry leaders in the development of competition in connections. We will continue to:
  - a) Work proactively with 3rd parties groups wishing to connect to our network
  - b) Promote competition in every way we can
  - c) Engage with OFGEM and ICPs to extend the boundaries of contestability

#### 4.1.5. Stakeholder Engagement

1. We will write to our customers through a newsletter at least once every year to update them on the work we are doing and to make sure they always have our contact details if they need them. We will write to customers personally if work is planned to improve the network that impacts individual properties
2. We will continue with our annual customer awareness campaign to raise awareness of who SP Energy Networks are and when and how to contact us.
3. We will report our performance against plan and outputs at our annual stakeholder event.
4. We will provide annual stakeholder communication on our engagement activities and actions.

#### 4.1.6. Our People

1. We will invest in our people at every level, developing and motivating them to deliver fantastic service to meet the needs of our customers and in line with the Institute of Customer Service quality assurance standards
2. We will regularly survey our staff to ask them how they felt they dealt with our customers and we will survey our customers to understand if our staff understand fully the service they are delivering to them.

We know that sometimes expectations are different to our view of the service we delivered and it is important we check how we are really doing.

3. Our teams will all understand what drives excellent service and poor service and will make sure they are monitoring this performance through an Operational Excellence framework. By doing this they can sort problems before they happen and before a customer experiences any impact in the service we are aiming to deliver.
4. Where we identify areas for improvement we will act on these quickly and coach our staff to deliver the service our customers want. We will regularly take our staff into learning sessions in our Call Centres, our Field Teams and our Control Rooms to look at real examples of the service we have delivered and discuss as a team at how we could improve that service. Our teams are encouraged to work together across our business to look for ways of making the customer experience the best it can be.
5. To improve the quality of our complaint handling we have conducted an extensive programme of customer service and complaint handling training for staff across our business and we hold regular team sessions to drive improvements in complaint logging, complaint closure and understanding the root cause of customer complaints. We will sustain this training during the ED1 period drawing on the experience of the Institute of Customer Service and across the industry to inform our programme of continual improvement.

#### 4.1.7. Technology

1. To enable us to deliver a tailored service to our customers we are investing in a Customer Relationship Management (CRM) system, to make sure whatever we are called about, we can offer a service tailored to the needs of each customer
2. Smart metering will be rolled out by Energy Supply Companies across the UK by 2019. This technology will give the Network companies such as ourselves information we have not had before. We will use this information to identify quickly when our customers power is interrupted and will use this to proactively contact customers to update them on the situation and tell them when their supply will be restored. Our aim is that our customers will not need to contact us in the future; we will recognise the problem, resolve it quickly and tell them what is happening via their preferred method of contact
3. Our web site will be developed to allow customers to contact us for information and log enquiries without going to through our call centres
4. In addition to this we will keep customers updated through social media and allow them to contact us directly to ask a question or log an enquiry. We will introduce a web chat facility to allow customers to e mail us questions and give the opportunity to see a member of our team to chat to them via the web if they prefer this method of contact.

#### 4.1.8. Communication

1. We will make sure, when a customer makes contact with us by telephone, they don't wait longer than 10 seconds for us to answer the call no matter what you contact us about. We will also make sure our people have the most up to date information available. If our customers are calling to report a power outage, we will always provide an estimated restoration time to allow them to make plans. We will also update customers where we have any more information so they know how things are progressing whilst we are working on a fault.
2. If a customer contacts us about a general enquiry relating to another service we provide other than and emergency interruption or a new connection we will visit within 2 days of the contact to assess the situation or complete the work. If further work is required we will complete this within 6 days of the initial contact.
3. We make a commitment never to transfer a customer call when they phone, unless they specifically ask. If a customer needs to talk to another department we will take their details and get the right person to call them back. We will also make sure we explain the situation to them in advance so customers don't have to repeat themselves. We know how frustrating that can be. We will pay £10 in any instance if we fail to call a customer back as agreed.

#### 4.1.9. Customer Complaints and Guaranteed Standards

1. We will respond to all customer complaints quickly and resolve complaints to the satisfaction of the customer, first time, every time.
2. We will continue to reduce the number of complaints we receive by understanding the root cause and minimising the impact to our customers
3. It is not always possible to resolve customer complaints within one day but we will work proactively with customers to agree a course of action to resolve every complaint to their complete satisfaction
4. We will include information about our guaranteed standards in our annual customer awareness campaign to ensure all our customers the standard of service they can expect.
5. We will double the compensation for all guaranteed standard failures (excluding exceptional events where we make other arrangements)

#### 4.1.10. Planned Outages and Power Cuts

1. We recognise that often we are only contacted when something goes wrong and so want to make sure this experience is as positive as possible and causes as little inconvenience as possible. When a customer contacts us we will answer the call within 10 seconds and we will always give an option to speak to a member of our customer service team. For convenience we will provide the most up to date information on any power cuts so a customer doesn't have to talk to us if they don't want to.
2. If a customer supply needs to be interrupted for a planned piece of work as part of any improvement work, we will aim to minimise the time they are off supply and we will write to them at least 1 week before. To make sure they don't forget we will text the day before as a reminder, if we have been given a mobile phone number. We will make sure we talk to customers if we need to go onto their land to carry out any work. We will continue to provide a restoration time for every outage
3. If we know customers are impacted by a power interruption we will proactively contact them to let them know before they need to contact us and we will keep them updated if we have their contact details. We will offer a variety of channels for contact to allow customers to get in touch with us in the easiest way for them.
4. We know some of our customers can experience more than one power cut and we work hard to make sure this does not happen. We will focus on the parts of our network which cause multiple interruptions for our customers and we will reduce the number of times our customers go off supply. In addition to this we will reduce the length of time it takes us to restore our customers supplies. We will do this by making sure we utilise technology on our network to allow us to restore supplies quickly without our field staff having to be dispatched. Where our field staff do have to be dispatched to fix the problem we will make sure we deploy people who are closest to the fault to make sure power supplies are back on as quickly as possible
5. We will also look at solutions to restore supplies whilst the repair is being carried out so our customers are not inconvenienced longer than necessary
6. We will also give our customers the opportunity to log a power cut in our automated service if they wish to just leave us details and let us get on with fixing the problem.
7. Once a customer has reported a power cut to us or if we know already because we have equipment on our network to tell us there has been a problem, we will make proactive contact to give an update and advise when they can expect to have their power restored. We will ask our customers how they would prefer to be contacted and we will always aim to contact them in that way. We will offer our customers the ability to contact us or for us to contact them through different channels such as phone, e mail, web, text, web chat and social media.

#### 4.1.11. Business Improvement

1. We will make sure our business is efficient and delivers to a high standard by monitoring the quality of all of our processes. We will make sure any issues are proactively identified through rigorous quality checks and action taken immediately
2. We have engaged with the Institute of Customer Service and will work with them to independently review our business from a customer viewpoint to identify areas for improvement. We will also use them to understand how embedded our Customer Service culture is across our business to make sure the service we provide delivers what our customers want from us and where it doesn't we are in a position to change it quickly.

## 5. Process

### 5.1. Building our strategy with our customers and stakeholders

We have made a significant step change in how we develop our plans. We have actively engaged with the customers we serve and our stakeholders, to develop a plan that is truly customer focused.

This plan is supported by Voice of the Customer research that was developed as part of our Customer Engagement Plan in 2010. We have a robust annual programme where we engage with more than 2,000 customers throughout the year on a variety of areas that supports our business plan. This research plan is agreed annually but reviewed on a quarterly basis to ensure it remains relevant to our customers and what is happening in the business and industry as a whole.

In engaging with our customers and stakeholders we have created a robust customer focused strategy that informs how we deal with areas such as vulnerability, short power interruptions, responding in storm situations and end to end connections among many other processes.

In order to further support our approach we also took into account feedback from our online community members and analysed every verbatim comment associated with the Broader Measure Customer Satisfaction Survey since the pilot in May 2011.

By engaging with a broad range of participants their priorities and needs have had a tangible impact on what we plan to deliver over the ED1 period.

This collaborative approach to developing our plans has allowed us as an organisation to understand what truly matters to our customers and build our business based on their needs

## 6. Outputs & Long Term View

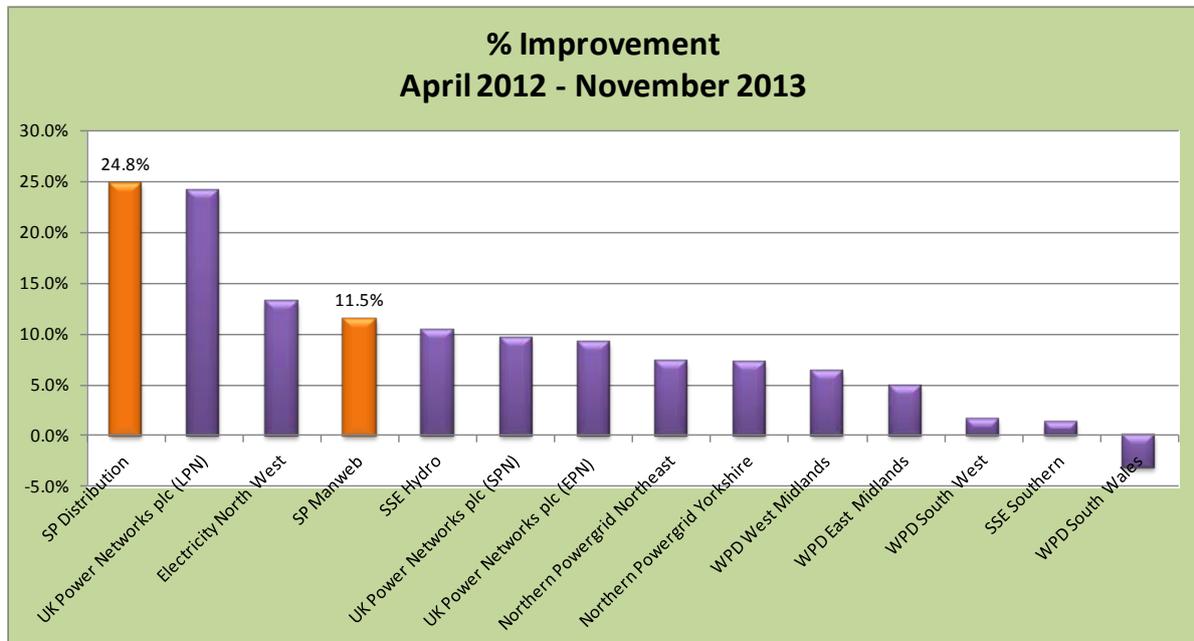
### 6.1. Our Track Record

We have established our baseline at April 2012 then looked at our position in November 2013 in order to assess progress across a 20 month period.

Our April 2012 customer satisfaction position was 7.49 for SP Manweb and 7.01 for SP Distribution. Throughout the period to November 2013 we have steadily improved this position and are currently at a score of 8.35 for SP Manweb, which is an overall increase of 11.5% from our April position and for SP Distribution we ended on a position of 8.75, which is an overall increase of 24.8%.

Looking at our overall scores for November 2013 we realise that our position over this period leaves us ranking 7 for SP Manweb and 2 for SP Distribution, however from our current initiatives delivered to date and compared to other DNOs, SP Distribution are the best improved DNO with SP Manweb being the 4th best improved showing consistent improvement across both licence areas.

This best improved ranking has been the result of renewed energy on our focus of being the leading DNO for the delivery of customer service.



## 6.2. How Have We Done This? – Our Ten Point Improvement Plan

1. We have looked across our organisation and appointed a professional team of leading customer service experts headed up by a vastly experienced Customer Service Director to drive improvements through all areas and levels within the organisation. This team have been expertly chosen given their customer service experience, knowledge and track record of ability to drive change programmes and initiatives throughout the organisation.
2. Implemented customer service governance structure that is jointly chaired by the CEO of SPEN and the Customer Service Director
3. We engaged with a research agency called Explain who worked with us in the Voice of the Customer research. We chose Explain as they have over 20 years of providing powerful and actionable consumer insight and is one of the UK's leading market research agencies delivering customer research programme.
4. Implemented a customer service cultural programme aimed at improving performance in reducing the effects of power cuts on customers; answer 100% of calls and never force disconnect. We also implemented a service level agreement with field operations to measure and where applicable and improve the performance of : time to reach site of fault, accuracy of restoration time, full details on issues that can be communicated to the customer, and full repair.
5. We have restructured so that all customer service front office teams are aligned and operating as one team to cover; planned and unplanned interruptions, connections contact to acceptance of quotation and general enquiries. We have also introduced a Customer Commitment scorecard to incorporate customer

service through every area of delivery that is used day to day and performance is reviewed as part of the governance arrangements in place.

6. We have enhanced our recruitment and training practices associated with customer service. Some examples are: apprentice/graduate module, refresher training for faults and emergencies, own the customer programme and commercial training for connections.
7. We have improved our process for planned interruption based on direct feedback from customers on timing of notification of interruption. We give full reason for the interruption and the benefits it will bring. We have the provision and process in place to provide generators for sensitive customers, live line working where appropriate and safe and enhanced planning ensuring customers are only interrupted when absolutely necessary.
8. We have improved our contact strategy for customers when calling us. We never force disconnect a call, we have an abandon call rate of less than 1% across all customer contact teams and we have implemented a call back facility in connections when our customers are likely to wait more than 2 minutes to speak with us.
9. Very few customers meet the worst served customer definition therefore we have developed a poorly served customer definition to address multiple interruption and short interruptions. We have a system performance meeting which is the governance and approval framework for these works. Each zone has a budget to carry out local network improvements to address customer service issues.
10. We have developed dedicated teams to respond and resolve general enquiries within 48 hours of us receiving their enquiry.

### 6.3. Benefits for Our Customers

Our entire customer satisfaction strategy has been developed and informed in collaboration with customers and stakeholders and each of the deliverables and initiatives are aimed solely at providing our customers with excellent service.

Over the ED1 period, as we begin to implement the roadmap for delivery, we will see further step change benefits to the customer experience. We will monitor this closely through our improvement plans, throughout ED1, to ensure we are delivering against customers wants, needs and values.

The table below highlights our overall Customer Satisfaction Survey scores that we will achieve, with our final target in 2022/23 being 9.42, which is a 20% improvement on our 2012/13 baseline figure. The increase amounts to an average annual increase of 0.16 .

As previously mentioned, assessing our track record position between April 2012 and November 2013 highlights we have significantly improved at a steady rate ensuring our actions are embedded into the organisation.

With an 11.5% improvement for SP Manweb and a 24.8% for SP Distribution this tells us that the strategy we have adopted is working and that our annual increase to reach the 20% improvement is achievable.

**Broad Measure Of Customer Satisfaction Survey - Target Performance**

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average	7.85	8.00	8.16	8.32	8.48	8.63	8.79	8.94	9.10	9.26	9.42

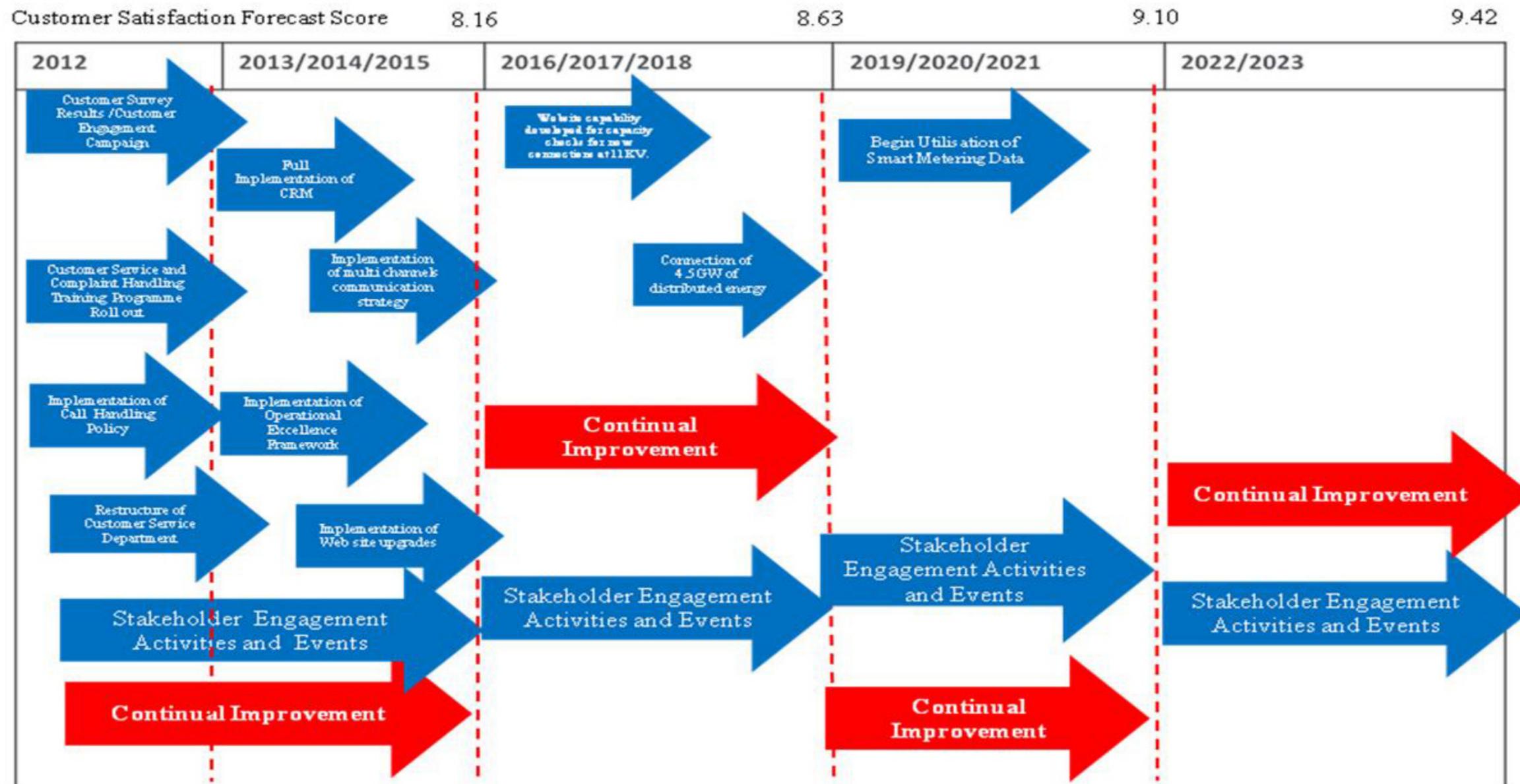
## 6.4. Our Long term View

The UK energy industry is entering the most exciting period for half a century. We have an unprecedented opportunity to play a major part in the UK's low carbon transition and help set the industry blueprint for the next 50 years. We recognise that the needs of our customers will evolve over time:

- *Access to Smart metering data will allow us to revolutionise our customer relationship to be much more proactive.*
- *We will use innovation to reduce costs, improve service, and lay the foundations for a smart network.*
- *Uptake of low carbon technologies will increase our customer's dependence on electricity*

We will monitor the evolving situation closely through our engagement strategy to ensure we are delivering against our customer satisfaction responsibilities in line with our customer needs throughout the ED1 period and beyond.

## 7. Roadmap for Delivery



The roadmap above represents the key deliverables and associated years of implementation within the ED1 period . The roadmap also highlights the forecast customer survey score after each deliverable has been implemented at the end of the associated year.

These key deliverables are a rolled up version of the detailed initiatives as described in the improvement plan.

## 8. Efficient Expenditure

### 8.1. Our approach to maximising efficiency

Our approach to maximising efficiencies through the customer satisfaction strategy will be derived in the main through behavioural changes however we will drive efficiency through our technology and communication improvements. These improvements include:

- a) Customer Relationship Management system
- b) Multi channel communication initiatives i.e. web, text, web chat, and social media
- c) Upgraded customer website for all customers but with a more personalised approach for new connection customers.
- d) Integration of Smart Metering data into the effective proactive management of supply interruptions
- e) Continued Customer Awareness Programme, advising customers who we are and how to contact us.

The efficiencies gained from these initiatives will be reinvested into servicing customers as part of our continual improvement strategy.

### 8.2. Our planned expenditure

The planned expenditure to deliver the customer satisfaction strategy comes from the technology improvements.

The cost for the technology improvements is £500k per annum. This expenditure is necessary in order to continue to develop and improve the processes and systems associated with the customer experience and has been assessed against our customer surveys and stakeholder feedback, where we have already driven improvements based on previous feedback.

## 9. Uncertainty & Risk

Uncertainty	Mitigating Action
<p>Uncertainty around the communication channel customers will chose to contact us on.</p>	<p>We have already undertaken analysis in order to be informed as to how customers will chose to contact us and we are resourcing and training accordingly.</p> <p>We will continue to monitor this as our initiatives go live and where we evaluate changes in volume against particular communication channels, we will ensure we have fully resourced plans, supported by multi skilled staff who are trained to deal with all customer communication channels. This will ensure that we have the flexibility to easily transfer our people from one mode of customer communication to another to effectively manage demand.</p>
<p>Adverse weather conditions and impact on quality of customer service.</p>	<p>We have a tried and tested plan in place that allows us to robustly respond to adverse weather conditions. However this will be reviewed every 12 months as happens currently and engage with our customers and stakeholders when making changes to our approach.</p>
<p>Innovation: Smart Meter Roll Out</p>	<p>Working closely with other DNO's and suppliers and members of the Smart Metering Working Group to derive the processes to deliver a more proactive service for our customers.</p>
<p>Inability to deliver key initiatives from improvement plan in the timescales stipulated</p>	<p>We will closely monitor our deliverables on a programme management basis and in line where applicable, with our Business Change Department.</p>