

Stakeholder Justification Paper – Excellence	
Output/Commitment Title	
Provide an exceptional level of service to our customers, meeting their expectations.	
Detail	We will achieve 9/10 in customer satisfaction scores across our core activities, including planned work, new gas connections, and emergency/repair work. We will reduce customer complaints, resolving 85% of them within two working days. We will also reduce the number of times we fail to meet our guaranteed standards of service to customers.
Targets (more stretching than GD2?)	Ofgem to define in draft determinations but we expect more challenging targets for reward and penalty in RIIO-GD3
Strategy Document/ Business Plan Section	BP Protecting our customers and communities
Cost & Bill Impact	
Proposed Funding	Base allowances for operational teams and back-office support including customer contact team and priority customer team. ODI-F for customer satisfaction and customer complaints LO for guaranteed standards of performance
Benefits & risks	
Summary of benefits	<p>Summary: Customers receive a high level of service that meets their expectations.</p> <p>Direct financial benefits: ODI-F (reward/penalty)</p> <p>Societal benefits: Safeguarding of priority customers</p> <p>Continuation of high levels of service in GD2 into GD3. Evolution of services to meet changing customer needs including more self-service options and utilisation of AI to improve customer service.</p>
Summary of risks	<p>Customer service may not meet customer expectations and complaints will take longer to be resolved.</p> <ul style="list-style-type: none"> - Changing customer needs and expectations - Headcount and cost challenges because of regulatory settlement - Productivity challenges balanced with meeting the customers' needs - Regulatory/legislation changes (removal of DLCA and FPNES, and stop on gas to new builds) - Highway Authority restrictions and requirements
Stakeholder voice - Golden thread	
Engagement method (what and who)	Methods: Workshops and customer/ consumer meetings for interactive sessions and focused discussions, engaging with stakeholders through face-to-face interactions and community events, collecting input via surveys and feedback forms, and utilising digital platforms like online voting and webinars. Traditional media channels, educational and awareness campaigns, collaborative efforts, customer panels. Additionally, engagement with policymakers through educational sessions. We undertook independent secondary research.
Stakeholder Views (what they said, regional differences and how we responded)	<p>Opinions and Views: Customers highly value product and service reliability, quality, employee competence, attitude, and helpfulness. They appreciate openness, transparency, and the ability to interact with organisations in their preferred way. Maintaining high customer service standards is essential as it demonstrates care for customers. Customers expect organisations to consistently meet their expectations, keep promises, and provide a trustworthy and caring service. They also value speed of service, response, and price. Maintaining an average customer satisfaction score of at least 9 out of 10 is important, and efforts to improve customer experiences positively impact satisfaction scores.</p> <p>To achieve better customer service, stakeholders and customers want WWU to adopt a focus on human touch and empathy, valuing friendliness, transparency, and a willingness to help. They prefer speaking to</p>

real people over chatbots and emphasise the importance of thoroughly testing new technological solutions before implementation, ensuring alternative contact methods are available. Many customers prefer speaking to a human, especially for complex issues, but are open to a hybrid approach where AI handles routine tasks and human agents manage more complex interactions, ensuring efficiency without losing empathy. Continuous feedback and improvement based on customer experiences are crucial, with a call for more interactive and communicative approaches to allow easy feedback and issue resolution.

Business customers emphasise the importance of high customer service standards due to limited time available for dealing with utility companies. Customer service is crucial as time spent on customer service calls directly affects their business operations.

Research institutions emphasise that customer satisfaction is crucial to an organisation's strategy, linking it to employee engagement, productivity, and financial performance. Regulators are recognising the need to benchmark customer satisfaction across sectors and understand the factors shaping it.

Associated Facts: 45% of customers (UKCSI July 2024) say that whether or not an organisation does the right thing, in its business practices or its impact on society, has influenced their customer satisfaction.

Conflicts: There was a clear preference for in-person engagement over the use of chatbots, however, some customers are open to the use of AI in certain circumstances.

Options Considered: Ofgem largely prescribes the boundaries to achieve an incentive or a penalty for customer service performance.

How We Responded: We are committed to achieving a customer satisfaction score of at least 9/10 throughout the GD3 period. To meet the increasing expectations of our customers, we must continuously enhance our understanding of their priorities and deliver services in the most effective ways.

Our aim is to deliver an excellent customer experience that avoids the need for complaint. In the unlikely event that our customers do complain, we are committing to achieve at least 85% resolution within one working day of receiving the complaint. Some complaints are more complex, requiring planning, sourcing of materials, and relevant highway authority notices. We will need to balance resolving complaints against value for money (i.e. commercial contracts with third-party companies).

We will also work to improve our performance against our Guaranteed Standards of Performance whilst ensuring customers are still automatically paid when we fail a standard.

We engaged with 1,401 participants, including domestic and business consumers and future bill payers, to consider their acceptability of this commitment. The findings revealed that 94% of domestic consumers and 96% of business consumers accepted this commitment.

Performance

<p>GD2 Performance, Benchmarking/ Industry comparison</p>	<ul style="list-style-type: none"> - Current CSAT scores 9.65 E&R, 9.01 Planned and 9.12 Connections (9.27 Overall) - Complaints resolution 84% D1, metric score of 2.68 - 3,000 customers receiving GSOP payments at a value of £300,000 - GDN comparison puts us top 2 for E&R, mid pack for other measures - ICS Servicemark distinction status - ISO22458 Kitemark for inclusive service provision
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Deliverability

<p>Deliverability & viability implications</p>	<p>Illustrated by:</p> <ul style="list-style-type: none"> • Track record of delivery in GD1 & GD2 constantly adapting to change • Customer commitments and focus from CKI Board and WWU Executive team • Standing item on agenda at performance meetings • High visibility of performance
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Triangulation scorecard

Our engagement scoring methodology leverages the information from the HM Treasury's Magenta Book, Quality in Qualitative Evaluation framework and various weighing methodologies used by networks to assess how much impact each piece of evidence should have on their decision-making process.

Each piece of evidence is given a score between 0-2 against a scoring criteria including *Relevance to topic*, *Level of stakeholder knowledge*, *Quality of engagement*, *Rigour of feedback collection* and *Credibility of analysis and interpretation*.

The table below outlines how the evidence used to produce this document scored against each criteria and its overall score. An average and modal score is then provided, which is associated to a grading system that demonstrates the feedback robustness and quality.

Document Name	Score					Final Score
	Relevance to Topic	Level of Stakeholder Knowledge	Quality of Engagement	Rigour of Feedback Collection	Credibility of Analysis and Interpretation	
06.03.24- SGN Response to GD Annex PUBLIC_Redacted	1	2	2	2	2	9
20231206 WWU Customer Journey Improvements v1	2	2	2	2	2	10
2305 GDNs full analysis	2	2	2	2	2	10
2305 SCOPE disability CO safety and PSR awareness research 2023 GDNs summary recommendations	2	2	2	2	2	10
3037 LCT Tracker W4 Report WWU FV	0	2	2	2	2	8
3564 WWU Customer Business Priorities FV2	2	2	2	2	2	10
3636 WWU Customer Priorities Report_Debrief_v3	2	2	2	2	2	10
3830_NEA_Fuel-Poverty-Monitor-Report-2022_V2-1	2	2	2	2	2	10
Cadent RII0-3 SSMC Response_GD Annex Final	1	2	2	2	2	9
CCC - Reducing emissions in Wales	0	2	2	2	2	8
Citizens Advice_A flexible future_Extending the benefits of energy flexibility to more households 3 August 2023	2	2	2	2	2	10

consultation-just-transition-framework	0	2	2	2	2	8
CVS-and-Community-Resilience-Executive-Summary-FINAL	2	2	2	2	2	10
DAR - SR - 220915 - DAR Ofgem Local Energy Institutions Workshop	0	2	2	1	2	7
ENA External Stakeholders Insight Report v1.1	0	2	2	2	2	8
Energy Networks Innovation Strategy 2022	1	2	2	2	2	9
Entry Gas Connection Charging Consultation 24.06.22 published	0	2	2	2	2	8
Experiences-Emotions-and-Ethics_Refreshing-the-customer-priorities-that-underpin-the-UKCSI-bsetpn	2	2	2	2	2	10
Final version WWU - Critical Friends Panel - Feb 2023 - Feedback Report	0	2	2	2	2	8
ICS-UKCSI-Exec-Summary_Jan22_INTERACTIVE-h2d26m	2	2	2	2	2	10
LCP Delta - Online consultation responses summary	0	2	2	2	2	8
Marie Curie Quality Account Report 22-23	2	2	2	2	2	10
McCann Cadent CO research debrief	2	2	2	2	2	10
ms1590 WWU PSR Customer Experience Research Presentation vFINAL	2	2	2	2	2	10
National Gas Transmissions NGT Response to Ofgems RIIO-3 Sector Specific Methodology Consultation	1	2	2	2	2	9
NEA Cymru - VCMA DAR	2	2	2	1	2	9
NEA-Report-CO-and-Fuel-Poverty 2	2	2	2	2	2	10
Ofgem-consumer-standards - NEA Response	2	2	2	2	2	10
PE21199 Understanding consumers' attitudes to safety measures when using 100_ hydrogen in the home v1.0	1	2	2	2	2	9
PSR Code Group Report. DRAFT w exec summary 21.11.23	2	2	2	2	2	10

PSR-Code-Group-Report-w-exec-summary-FINAL-7.12.23	2	2	2	2	2	10
Safeguarding the switch to domestic hydrogen WWU Report 1.0	1	2	2	2	2	9
Scope Cost of Living Report	2	2	2	2	2	10
UKRI Culture of Innovation_Full report_Oct 2023_Pdf_version	0	2	2	2	2	8
UKRI-PA-InnovationCultureReport	0	2	2	2	2	8
Utility-Panel-Research-Presentation_26.10.23	2	2	2	2	2	10
VCMA Collaborative Report Year 1 21-22	2	2	2	2	2	10
VCMA Collaborative Report Year 2 22-23	2	2	2	2	2	10
VCMA Year 1 Showcase Stakeholder Workshop - Feedback Report	2	2	2	2	2	10
Workshop 2 Summary - Futureproofing the networks	1	0	2	2	2	7
Workshop 4 Summary - Transforming how networks interact with industry	0	0	2	2	2	6
WWU - Critical Friends Panel - Feb 2024 - Feedback Report v5	0	2	2	2	2	8
WWU Biodiversity Stakeholder Workshop Feedback Report	0	2	2	2	2	8
WWU Business Panel_full report with appendix	1	2	2	2	2	9
WWU Citizen Panel Full Report_V1	1	2	2	2	2	9
WWU Citizens Panel report Decarbonisation of home heat March 2022 FINAL	1	2	2	2	2	9
WWU Customer Satisfaction_full report	2	2	2	2	2	10

WWU Customer Service Trends Secondary Research - Findings report - Final	2	2	2	2	2	10
WWU Employer of Choice Qualitative Follow-up Findings report v1	0	2	2	2	2	8
WWU FW strategy workshop 180721 final	0	2	2	2	2	8
WWU GD3 Business Planning Workshop Feedback Report	2	2	2	2	2	10
WWU LAEP Stakeholder Workshop Feedback Report	0	2	2	2	2	8
WWU qual priorities report FINAL	2	2	2	2	2	10
WWU Safety Stakeholder Workshop Feedback Report	1	2	2	2	2	9
WWU Sustainability Strategy Workshop - Feedback Report	1	2	2	2	2	9
WWU VCMA strategy 2023 Ofgem version June 2023 v5.0	2	2	2	2	2	10
WWU Vulnerability Panel Report_v3_060923	2	2	2	2	2	10
WWU_Improving the CEX research programme_Stage 1_Report of findings_17.01.23	2	2	2	2	2	10
Average score of sources						9.14
Mode						10

Score	Grade	Description
0-3	Poor	Feedback should not be used for triangulation as it does not meet the minimum quality standards.
4-6	Average	Feedback could be used for triangulation but possible lacks robustness.
7-8	Good	Feedback meets the standards necessary for credible triangulation.
9-10	Excellent	Feedback meets the best standards of rigour and quality.