

Customer Experience



Revised negotiating position for the Customer Forum

1 October 2018

Background

The customer experience proposal is in scope of the negotiations between AusNet Services and the Customer Forum. AusNet Services is seeking Customer Forum endorsement to include several customer experience initiatives in our proposal for the 2021-25 period.

This note sets out AusNet Services' revised negotiating position for customer experience, reflecting the outcomes of the first customer experience negotiating session held between AusNet Services and the Customer Forum on 3 September 2018. AusNet Services' original customer experience negotiating position note can be found [here](#).

Consistent with its previous position, AusNet Services is proposing a two pronged approach to delivering customer experience improvements in the 2021-25 period. This comprises:

- Specific customer experience initiatives for the remainder of the 2016-20 regulatory period, which will continue to deliver customer benefits during the subsequent 2021-25 period at no additional cost to customers; and
- Implementation of a customer satisfaction incentive scheme – this will provide an ongoing financial incentive for customer experience improvements and help embed a culture of customer centricity within the business, whilst ensuring that customers only pay where they receive service improvements they value, and receive a discount when they do not.

Commitments for the remainder of the 2016-2020 regulatory period

At the 3 September negotiations, AusNet Services sought to agree with the Forum a set of initiatives that should be prioritised and delivered during the 2016-20 period, having regard to the customer need being addressed and the cost impacts, which are ultimately shared with customers through the efficiency benefit sharing scheme. The Forum's feedback on these initiatives is summarised in the minutes from that meeting (provided in Appendix C).

The remainder of this section describes **seven** key initiatives that we consider address the Forum's feedback on our original position. These initiatives are:

1. Implement changes to establish central point of accountability for customer;
2. Link employee bonus and performance outcomes with customer satisfaction (CSAT) outcomes;
3. Commence an ongoing customer research program;
4. Conduct high priority customer journey mapping and implement changes to address customer pain points;
5. Collaborate with consumer advocates to develop customer experience and hardship arrangement improvements;
6. Implement enhanced training and performance measurement of call centre staff; and

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7. Improve life support and vulnerable customer outcomes, and our claims process.

For each initiative, progress will be monitored and reported on during the 2021-25 regulatory period. As requested by the Forum, the AusNet Services employee accountable for the initiative is also identified. For the avoidance of doubt, regulatory approval of additional opex for the 2021-25 period is not being sought for these initiatives.

Further detail on each initiative is provided in the following sections.

1. Implement changes to establish central point of accountability for customer

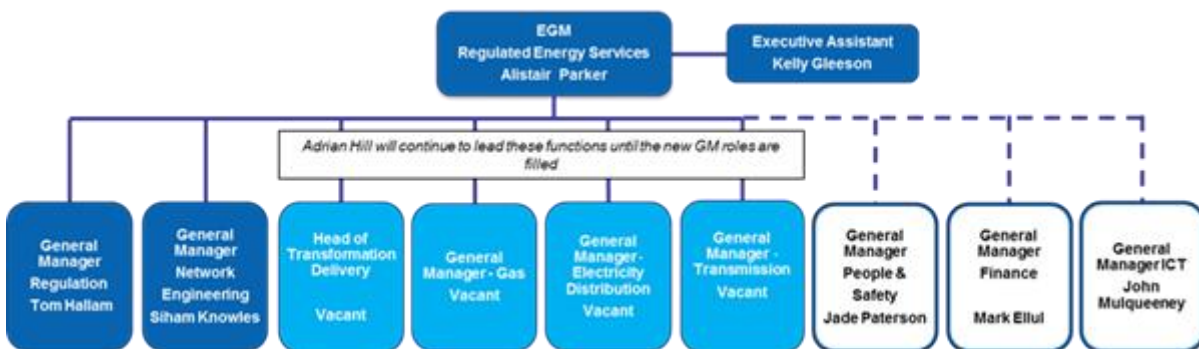
Description

To best position AusNet Services to respond to a changing energy landscape and deliver on its five-year Focus2021 strategy, a number of changes to the company’s operating model and organisational structure are currently being implemented. These changes comprise:

1. The creation of a new division – Operations and Services, to bring our field services and customer operations functions together, and the appointment of a new Executive General Manager (EGM) to lead this new division.
2. The transfer of our existing Customer Operations team from People, Safety & Customer to the new Operations and Services Division, and
3. The elevation of the three regulated businesses (Electricity Transmission, Electricity Distribution and Gas Distribution) in our organisation structure, led by General Managers for each line of business, reporting to Alistair Parker – Executive General Manager (EGM), Regulated Energy Services (RES).

The two figures below set out the new divisional structure resulting from these changes.

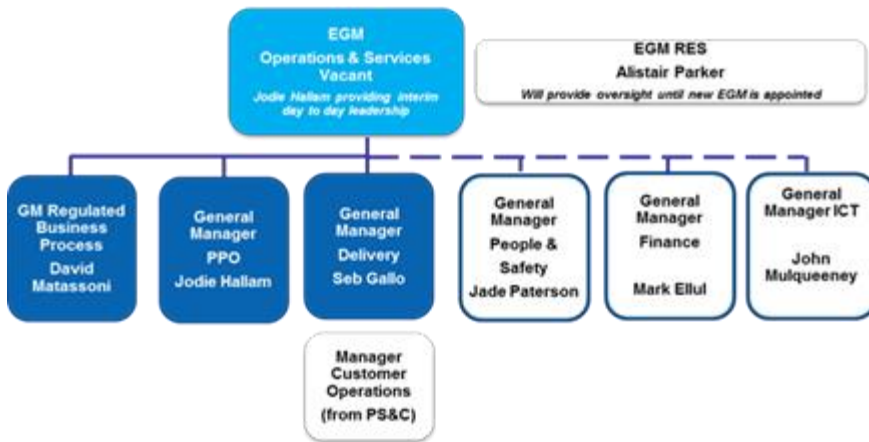
Figure 1: New Regulated Energy Services structure



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Figure 2: Operations and Services structure



While the new operating model came into effect on 11 September 2018, recruitment is underway for the new EGM Operations and Services and the three new regulated line of business General Managers.

Prior to the restructure, while having broad accountability, the heads of each line of business were two levels removed from the EGM RES. The elevation of the three line of business General Managers creates a senior, central point of accountability and greater focus for the specific needs of each line of business, including for customer, financial, asset, regulatory and strategic outcomes. To deliver on these accountabilities, each GM will be supported by a dedicated, substantial team, as well as have access to the relevant subject matter expertise within the broader business.

The creation of the new Operations and Services Division brings our field services, operational and customer operations functions together. Importantly, this change consolidates the Customer Operations teams that are responsible for the customer contact centre and connections, with the field services teams that are responsible for customer-facing interactions (e.g. planned outages, connections etc.), to align customer focus and outcomes.

Together, the operating model changes outlined above are aimed at creating an improved focus and accountability for customer outcomes, and ensuring alignment between the parts of the business that are crucial to delivering an improved customer experience.

Timing

From 2018

Performance measure/s

1. Established central point of accountability for customer outcomes.

Accountable AST employee

General Manager, Electricity Distribution - *to be appointed*

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2. Link employee performance and bonus outcomes with customer satisfaction (CSAT) outcomes

Description

AusNet Services considers that linking its employees' bonus and performance outcomes with customer satisfaction outcomes is crucial to driving customer experience improvements. This approach is generally considered good business practice and supported by contemporary management theory.

Operationalising this initiative would involve the following steps:

1. Identify a range of CSAT measures that reflect the aspects of our service which are highly valued by our customers (**underway**);
2. Develop a baseline of CSAT data that indicates current performance levels and, where possible, is broken down into North, East, and Central regions (**underway**); and
3. Embed CSAT targets in:
 - A. The corporate scorecard that is used to derive each year's bonus pool, replacing an existing component of the scorecard (**subject to Board approval**); and
 - B. Where applicable, individual employee or contractor performance objectives (**at management's discretion**).

The CSAT measures that are likely to be selected under Step 1 are:

- Unplanned interruptions;
- Planned interruptions; and
- New connections.

These measures were initially chosen on the basis of the findings of a Customer Service Survey conducted in January 2018. This was an online survey designed to understand which services customers value the most (and least). Since then, further research and engagement by AusNet Services and the Customer Forum has validated the above as the primary pain points for our customers.

Data for the measures is collected by CSBA, who was selected because of their expertise in the industry and current benchmarking program with other Australian network businesses.

The first year of CSAT (2018) was designed to be a pilot year. The business has been particularly focused on initiating the program, extracting accurate (and refining) customer data, ensuring that our data definitions are consistent with other network businesses (for benchmarking purposes) and generally socialising the program among key internal stakeholders. We recognise, however, that there are a number of limitations associated with the current program and appreciate feedback from the Customer Forum on these.

As we approach the end of the pilot year, the businesses is exploring how we might address these limitations. In particular we are exploring how we might address the following three key issues:

1. **Sample size.** The business has recently managed to extract total customer numbers for each CSAT measure (a complicated task owing to multiple data sources per interaction). This

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information is currently with CSBA who is developing a view on what a 'representative' sample size would be and the costs associated with ensuring a representative sample is used.

2. **Approach to sampling.** The current sample represents a general cross section of AusNet Services' customers. The reason for this is two-fold, (a) the small sample size precludes the ability to segment the sample meaningfully, (b) there are a lack of available data fields in the current systems that would enable the classification of customers into particular segments. We are currently working with our IT and operational data teams to explore how we can add meaningful fields into the data for segmentation purposes. For year two, it is likely that we will be able to classify customers into business and residential customers and sample by region (North, Central and East). We are also exploring how we integrate life support customer fields into the customer data.
3. **Ensuring that customer indicators reflect what is important to customers.** As outlined above, the measures and drivers of customer satisfaction were chosen on the basis of findings of a Customer Satisfaction Survey conducted earlier this year. We are planning to run this survey every year as a critical input into the CSAT program. Further to this, the CSAT program gathers a wealth of customer verbatim data during the telephone interview. This qualitative data provides valuable insights into the drivers of satisfaction and what customers value from a service perspective, in their own words. The business plans to conduct thematic analysis on this data and refining the survey items on the basis of these findings. We are confident that together, these activities will ensure that the program is measuring what is genuinely important to our customers.

As noted above, Step 3A is contingent on approval from the AusNet Services Board, which retains full discretion regarding the implementation of this initiative from 1 April 2019. It would also apply only to employees on individual employment agreements, which includes all managers and leaders, but excludes field crew leaders, who are typically on Enterprise Agreements.

Step 3B can be implemented at management's discretion and applied to any employee or contractor.

Timing

From April 2019

Performance measure/s

1. Employee performance and, subject to Board approval, bonus outcomes linked to customer satisfaction (CSAT) outcomes.

Accountable AST employee

AusNet Services Board

AusNet Services management

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3. Commence ongoing customer research program

Description

We have developed an ongoing research plan for the Customer Forum's consideration. The plan, which covers research designed for each of our regulated networks (electricity transmission, gas and electricity distribution), has been developed on a two-year basis. This approach recognises that, to both efficiently manage costs and ensure access to timely and pertinent customer data, some research activities would only be warranted every second year.

The overarching objective of the proposed research plan is:

To understand our customers' needs, wants and preferences in a cost effective and continuous way, to ensure that we meet their expectations and improve the customer experience.

The table on the following page provides an overview of the research activities we propose to undertake as part of the ongoing program. Further details are provided in Appendix A.



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Activity	Sample Characteristics					Indicative cost estimate	
						2019	2020
	<i>Customer type</i>	<i>N</i>	<i>Elec (n)</i>	<i>Gas (n)</i>	<i>Transmission (n)</i>		
Required Research							
Customer Satisfaction Program	Residential	2012	250 per quarter	250 per quarter	12 per annum	N/A*	N/A*
Attitude and Perception Survey	Residential SME	2000	1000	1000	–	–	\$95,900
RMIT ARC Linkage	Residential	In design	In design	–	–	\$40,000	\$40,000
'Field and tab' surveying	Residential SME	600	300	300	–	–	\$42,000
Customer Service Survey	Residential	200	100	100	–	–	\$8,000
					TOTAL (excl. GST)	\$40,000	\$185,900
Discretionary Research							
'Deep dive' Project Research	Project dependent	TBD	TBD	TBD	TBD	\$75,000	\$75,000
Life Support Customer Research	Life support	TBD	TBD	–	–	\$75,000	\$75,000
					TOTAL (excl. GST)	\$190,000	\$335,900

*While the Customer Satisfaction Program will form part of the ongoing research program, the costs will be allocated to each network as part of the cost of continuous monitoring and reporting and hence have not been included in this budget.

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Timing

From 2019

Performance measure/s

1. Ongoing research program commenced
2. Research findings published on AusNet Services website

Accountable AST employee

Catherine Gip, Customer Engagement Manager

4. Conduct high priority customer journey mapping and implement changes to address customer pain points

Description

As part of our transition to becoming a more customer-focussed organisation and to continuously improve customer experience, we recognise there is a need to establish an ongoing way of working to identify customer pain points and systematically deliver solutions to address these.

The customer journey mapping approach, which heavily involves the customer in the decision making, is considered to be the most effective way to step into the shoes of the customer and drive improvements.

Appendix B sets out our plan to deliver several key customer journeys – including DER connections (underway), new connections (2019-20) and outages (2019-20) – and establish an enduring way of making customer experience improvements through enhanced internal capability.

Timing

From 2018

Performance measure/s

1. Improvement in CSAT scores
2. Journey-specific measures (e.g. for DER, we are tracking percentage of connection approvals that are automated versus manual and installer Net Promoter Score (NPS)).

Accountable AST employee

General Manager, Electricity Distribution (for electricity distribution journeys) – *to be appointed*

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5. Collaborate with consumer advocates and other partners to develop customer experience and hardship arrangement improvements

Description

Improved collaboration with customer representatives

AusNet Services recognises that customer views and preferences are crucial inputs to the development of customer experience improvements. This ensures that where we invest in changing the way we deliver services and communicate with our customers, this investment seeks to address our customers' highest priority "pain points" and needs and, therefore, is prudent.

This philosophy is central to the customer journey mapping work program described above. However, as suggested by the Forum, separate to that program we also propose to consult with customer representatives, such as customer advocates, on potential uses of smart meter data and to identify and prioritise potential customer experience and hardship arrangement improvements. These consultations will relate to, among other, the following potential improvements identified in our previous note:

- Using smart meter data to provide customer alerts (e.g. bill shock);
- Using retailer data on hardship customers to improve customer awareness of customer assistance programs or government concessions;
- Refining the myhomeEnergyPortal and understanding what value customers derive from it; and
- Sharing customer data with customer advocates for policy research purposes.

To ensure meaningful dialogue on these topics, AusNet Services proposes to gauge advocates' interest in being part of regular meetings on these topics, as well as other relevant topics identified through the proposed ongoing research program.

Outreach partnership with CPRC

AusNet Services is currently defining the scope of a new partnership with the Consumer Policy Research Centre (CPRC), and has committed to funding of \$155,000 over two years. The objective of this project is to improve AusNet Services' understanding of its vulnerable and disadvantaged customer segment and how to best engage with them. This will be achieved by:

- Developing a database of community service organisations/workers that support this customer segment in our distribution area;
- identifying their energy information needs and developing material to support engagement; and
- Trialling engagement approaches and evaluating the effectiveness of those approaches. This may include the delivery of expert, independent energy information to those in consumers most in need in AusNet Services' distribution area.

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By way of background, in a review of median household income for our electricity distribution customers, we identified that 38% fall below the mean (average) weekly gross household income in Australia in 2015/16 of \$2109. Whilst we recognise that there are many forms of vulnerability, based on one measure of financial vulnerability alone, it is clear that vulnerable and disadvantaged customers are a significant segment of our customer base.

Accordingly, there is a need for AusNet Services to improve its understanding and engagement with this customer segment. To engage effectively with this customer segment, we have elected to develop a targeted outreach and engagement program. As AusNet Services has limited experience in such programs, we have chosen to partner with the CPRC to leverage their experience and expertise to develop and deliver such a program.

In developing the scope for the partnership with CPRC, it is important not to be too prescriptive about how, and how many times, we will engage with vulnerable and disadvantaged customers, as we want to ensure that we develop a fit-for-purpose approach to engagement based on the initial phase of research, which is designed to understand their energy information needs.

This is a separate, but complementary project to another partnership CPRC has with the Victorian Government to update materials contained on the *EnergyInfoHub* website.

The Customer Forum is supportive of the partnership with CPRC, and has provided feedback on, among other things, the content of the survey that will be used to assess the needs of our customers, and the need for a clear statement of how we will derive value from the project and translate this into value for customers. We will address this feedback as we look to finalise the project scope, objective and survey with CPRC.

Thriving Communities Partnership

The Forum has suggested AusNet Services should join the Thriving Communities Partnership (TCP) as a means of obtaining information on its vulnerable customers, for use in developing initiatives to support these customers. While AusNet Services is supportive of this initiative, TCP advised that, due to not having explicit informed consent from the customers whose data is held by TCP, AusNet Services would be unable to access this data.

This would not preclude AusNet Services from taking part in other joint initiatives undertaken by TCP. However, given the \$40,000 joining fee, AusNet Services does not propose to join TCP at this stage, and instead pursue initiatives to support its vulnerable customers via the engagement outlined above with advocates.

Timing

From 2018

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Performance measure/s

1. Subject to interest from advocates, meetings held to identify and prioritise potential customer experience and hardship arrangement improvements.
2. CPRC partnership operationalised.

Accountable AST employee

Catherine Gip, Customer Engagement Manager

6. Implement enhanced training and performance measurement of call centre staff

Description

We intend to conduct call centre empathy training in late-2018 to ensure call centre staff are trained to:

- Provide more empathetic customer service to all customers; and
- Effectively identify and assist hardship and other vulnerable customers (e.g. refer customer to available assistance programs).

We also propose to introduce a mechanism to measure customer satisfaction with call centre interactions. This could include recording of calls with external quality assessment, or follow up SMS to customers to gauge satisfaction.

Timing

From 2018

Performance measure/s

1. Successful completion of empathy training by call centre staff.
2. Call centre script modified to include questions relating to payment difficulty and, where applicable, referral to assistance programs.
3. Capability introduced to measure customer satisfaction with call centre interaction.

Accountable AST employee

Jason O'Driscoll, Manager – Customer Operations

7. Improve life support and vulnerable customer outcomes and claims process

Description

Life support and vulnerable customer initiatives

Several initiatives are currently underway to improve life support and vulnerable customer outcomes and access to information. These are:

- **Improve restoration times for life support customers experiencing an outage.** Utilise information received from smart meters to identify life support customers off supply and improve timeliness of reconnection of these customers.
- **Enhance communications to vulnerable / life support customers.** Enhance and expand communications to vulnerable and life support customers in advance of network events, to include SMS, social media and community messaging channels.

We are also developing a consistent and “plain language” compensation and claims fact sheet that is easily accessible by customers. This will be published on AusNet Services’ website and be consistent with other publically accessible claims documentation, including for the other Victorian distribution businesses.

Establishment of a peak body for life support customers

The Forum has suggested life support customers would benefit from the establishment of a peak body to advocate for their needs. While we agree with the Forum that life support customers are among the most vulnerable of all customers and hence would support the Forum if it were to advocate for the establishment of such a peak body, we note the existing regulatory and legal framework provides a number of important protections for these customers.¹ We also note that an advocacy group may struggle to identify life support customers due to laws that protect the privacy of these customers.

In addition to providing advance notice of planned outages to life support customers, we are obligated to provide advice to assist these customers to prepare a plan of action in case an unplanned interruption should occur. Where a distributor fails to meet its outage notification obligations to a life support customer, this is classified by the ESC as a ‘Type 1’ (i.e. the most severe) breach of the Electricity Distribution Code, and must be reported to the ESC within two days. Where a breach occurs, senior AusNet Services staff provide an explanation of the reasons for the breach to the ESC, and identify actions to address the identified cause.

Life support research

As discussed further in Appendix A, we propose to conduct a customised, qualitative piece of research in 2019 to develop a more nuanced understanding of the potentially unique needs and wants of life support customers (and their carers) and, building on the initiatives

¹ See Electricity Distribution Code, section 5.6

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already underway to improve restoration times and communications, better service these customers' needs and wants.

Reliability impacts of REFCL program

The Forum queried whether the REFCL program will impact the reliability experienced by life support customers. The REFCL technology, in isolation, has the potential to reduce the reliability of AusNet Services network. However, we will be undertaking several distribution feeder automation (DFA) projects to ensure reliability is maintained at existing levels. The DFA projects have been funded as part of the overall REFCL program.

Claims management process improvements

In response to outages in Healesville in mid-2018 and the subsequent impacts on our customers, we are implementing the following changes to our claims management process:

1. Easier and more customer friendly claims process.

- We are in the process of introducing an on-site voucher system for impacted vulnerable customers to enable them to purchase items (i.e.: small heater, fan, bar fridge) immediately if they don't have the financial means. This would be in addition to the claim as a customer service gesture, with a maximum amount of \$200 and six month expiry.
- We will ensure our onsite inspectors are equipped to advise customers on how they can get assistance from AusNet Services via a 24/7 telephone hotline and DHS (for hardship customers).
- The AusNet Services Contact Centre will provide 24/7 customers assistance on how to claim for any loss and provide advice, rather than the previous practice of directing the customer to the claims form on the website. Staff will also be trained to advise customers on next steps and provide support where warranted. The Contact Centre will obtain customers' specific details and provide these to third party independent assessors to expedite the claim process (see point 3 below).

2. Greater flexibility in calculation of compensation amounts.

- While compensation amount calculations are governed by the Electricity Distribution Code, to ensure we provide a reasonable compensation amount we will pay the higher of market value **or** second-hand items. (i.e. as advertised on Gumtree). We will also round up any calculation to the nearest \$100.
- We will fund reasonable repair costs, all assessment costs and the reasonable cost of installation.
- We will use direct debit to transfer claim amounts, rather than cheque, dramatically speeding up the customer's access to funds.

3. Manage, respond to and escalate these types of events in a timely manner, as we would with a major system outage.

- For the first time, we are engaging third party independent contractors / assessors who will be available 24/7 to respond to these events on site. They will conduct any required emergency repairs to ensure our customers are back on supply and, if required, will assess damaged items and provide a report. This can be attached to

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the customers claim. This reduces the need for our customers to engage numerous technical assessors to inspect their items, and will dramatically reduce the time off supply and inconvenience for the customer. This is expected to reduce the timeframe from assessment from, on average, 3-4 weeks to 8 days. Customers will also no longer need to pay, and then claim back, electrician costs, as we will fund these costs upfront.

Timing

From September 2018

Performance measure/s

1. Improved response to life support customers experiencing an outage
2. Improved customer information and ability to prepare or avoid interruptions
3. Improved customer access to information, leading to reduced complaints and processing times
4. Improved customer experience and outcomes for customers making compensation claims.

Accountable AST employees

Emma Youill, Head of Business Owner Delivery (*Life support and vulnerable customer initiatives*)

Catherine Gip, Customer Engagement Manager (*Life support research*)

Jason O'Driscoll, Manager – Customer Operations (*Claims management process improvements*)

Implementation of a Customer Satisfaction Incentive Scheme

AusNet Services is proposing that a new Customer Satisfaction Incentive Scheme (CSIS) be introduced from 2021 to encourage improvements in satisfaction with connections, planned and unplanned outages and complaint handling.

Our proposed approach and key design features for the scheme are described in the following sections. With the Forum's support, we intend to put forward this approach to the AER as part of our draft proposal in December 2018, and encourage the AER to commence the mandatory consultation process on the schemes' development.

Interaction with the Service Target Performance Incentive Scheme

AusNet Services considers that the existing telephone answering parameter contained in the Service Target Performance Incentive Scheme does not adequately reflect, nor seek to address, the current needs and preferences of our customers. It is a historical scheme which is highly simplistic. Since it was developed, more sophisticated ways of measuring desirable customer service outcomes have developed and are being implemented by

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businesses including AusNet Services. We consider that a more valuable and holistic incentive would arise if the revenue of risk applying to the telephone answering parameter (0.5%) were applied to the Customer Satisfaction Incentive Scheme instead.

Scheme parameters

AusNet Services has commissioned a quarterly survey of our residential and business customers satisfaction. We propose that the results of this ongoing survey will form the basis of the customer service incentive scheme and the revenue increment or decrement that AusNet Services can receive will be calculated with reference to the results of this survey.

This survey is conducted by telephone surveying of 250 residential and business customers each quarter. Data is collected monthly to avoid participant recall errors or biases, but results are presented quarterly. Sampling occurs until the agreed quota is reached for each parameter.

Customers report their satisfaction on a scale between 0 and 10 and we propose to use the average overall satisfaction score for each of the scheme parameters and measure this against targets for each parameter. This means the proposed scheme will incentivise improvements in customers satisfaction in the following areas:

1. Planned interruptions
2. Unplanned interruptions
3. Connections
4. Complaints

These metrics are proposed because they are key interactions or experiences that customers have with AusNet Services. A large number of our customers experience planned or unplanned outages each year, so improvements in these areas impact a large number of customers. Whilst connections and complaints impact a smaller number of customers, they are particularly important interactions.

We note that unplanned outages are the subject of the existing Service Target Performance Incentive Scheme (STPIS), which provides an incentive to minimise the frequency and duration of unplanned interruptions. We do not consider this satisfaction measure materially overlaps with the incentives of the STPIS for the following reasons

- The survey focuses on satisfaction concerning communication and our response.
- All customers surveyed have experienced an outage. The largest improvements in the STPIS are achieved by avoiding outages and a reduction in the number of outages should have no impact on the survey of customers who have experienced an outage.

AusNet Services does not propose separate measures for residential and business customers at this time. We will monitor the results of our survey and consider whether this is necessary or appropriate if this scheme continues after the 2021-25 regulatory period.

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Calculation of reward or penalty

We propose to use the average overall satisfaction score for each of these measures as the annual performance measure. This annual performance measure will be compared against performance targets and satisfaction levels above target will provide AusNet Services with a financial reward and satisfaction levels below target will result in a financial penalty.

The calculation of rewards or penalties will be as follows:

$$\text{Reward/Penalty} = ir_p * [\text{Tar}_p - \text{Act}_p]$$

where:

- ir_p is the incentive rate for parameter p
- Tar_p is the target set for parameter p
- Act_p is the annual performance measure for parameter p

Targets

We propose fixed performance targets are set using the quarterly CSAT data, averaged over the data available at the time of the AER's final decision (in October 2020). This will incorporate customer satisfaction data from 2018, 2019 and 2020. We will propose a forecast target as part of our regulatory proposal in 2019 and propose to update these targets with additional 2019 and 2020 data between the AER's draft and final decisions.

Additionally, AusNet Services proposes that a deadband is set for the complaints parameter. This will be set with the lower bound at the performance target with a higher upper bound. This means that:

- AusNet Services will face a penalty if satisfaction declines below the existing level.
- AusNet Services will only receive a reward if it achieves a material improvement in satisfaction. This ensures that there is no reward or penalty provided until we have achieved a minimum level of satisfaction for our customers.

The width of the deadband should seek to balance the reduced economic signal for driving improvements against ensuring that AusNet Services is not unduly compensated if it has not achieved a minimum level of satisfaction.

Revenue at risk

Under the Rules provisions for a small scale incentive scheme, there is a default cap on revenue at risk of 0.5% and with agreement between the AER and AusNet Services this can be increased up to 1%. We propose that 0.5% is appropriate at this time as it matches the revenue at risk under the existing telephone answering parameter in the STPIS and ensures that customers will pay no more than the current maximum for outstanding customer experience outcomes.

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We consider that the 0.5% cap on revenue at risk should be imposed by placing the caps shown below on each scheme parameter.

Scheme Parameter	Revenue at Risk
Planned Interruptions	0.143%
Unplanned Interruptions	0.143%
Connections	0.143%
Complaints	0.071%
Total	0.5%

Incentive Rates

AusNet Services proposes that the incentive rates for each parameter are derived as follows.

For each parameter, the cap on rewards should be hit for achieving a reported satisfaction level of 10 out of 10. The calculation of incentive rates would therefore be as follows:

$$ir_p = rr_p / (Tar_p - 10)$$

where:

- ir_p is the incentive rate for parameter p
- rr_p is the revenue at risk for parameter p

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Appendix A: Ongoing research plan

1. OVERVIEW

This paper outlines a proposed, ongoing research plan for AusNet Services. The plan, which covers research designed for each of our regulated networks (electricity transmission, gas and electricity distribution), has been developed on a two-year basis. This approach recognises that, to both efficiently manage costs and ensure access to timely and pertinent customer data, some research activities would only be warranted every second year. Budgetary estimations are also provided for each research activity.

2. OBJECTIVE

To date, customer research at AusNet Services has predominately been undertaken as a part of five-year regulatory submissions. The output from these research efforts has sought to ensure that our submissions reflect the needs and preferences of our customers.

There are, however, a number of issues associated with conducting research sporadically and for regulatory purposes only. In the first instance, it means that the business has relatively infrequent (i.e., every five years) access to contemporary customer insights. This infrequency is undesirable given the rapid changes currently happening across the energy landscape, particularly when it comes to changing customer behaviour. Secondly, it can be a less cost effective approach. This is because a large quantity of research is typically required to update our understanding from five years ago in a timely manner, driving up research costs.

Therefore five-yearly customer research for regulatory purposes will not suffice. It is important that AusNet Services commit to more regular and ongoing research efforts to ensure that it understands its customers' changing behaviours and service level expectations. Developing a program of this nature will also avoid the price spikes in research typically experienced at the outset of a regulatory review.

The overarching objective of the proposed research plan is:

To understand our customers' needs, wants and preferences in a cost effective and continuous way, to ensure that we meet their expectations and improve the customer experience.

3. DESCRIPTION OF RESEARCH ACTIVITIES

A number of *required* and *discretionary* research activities are being proposed as part of the ongoing research program. These activities along with their budget allocation are presented in Table A1 and discussed in detail in Section 4 below.

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Table A1. Overview of the research activity and budget



Activity	Sample Characteristics					Indicative cost estimate	
	Customer type	N	Elec (n)	Gas (n)	Transmission (n)	2019	2020
Required Research							
Customer Satisfaction Program	Residential	2012	250 per quarter	250 per quarter	12 per annum	N/A*	N/A*
Attitude and Perception Survey	Residential SME	2000	1000	1000	–	–	\$95,900
RMIT ARC Linkage	Residential	In design	In design	–	–	\$40,000	\$40,000
'Field and tab' surveying	Residential SME	600	300	300	–	–	\$42,000
Customer Service Survey	Residential	200	100	100	–	–	\$8,000
					TOTAL (excl. GST)	\$40,000	\$185,900
Discretionary Research							
'Deep dive' Project Research	Project dependent	TBD	TBD	TBD	TBD	\$75,000	\$75,000
Life Support Customer Research	Life support	TBD	TBD	–	–	\$75,000	\$75,000
					TOTAL (excl. GST)	\$190,000	\$335,900

*While the Customer Satisfaction Program will form part of the ongoing research program, the costs will be allocated to each network as part of the cost of continuous monitoring and reporting and hence have not been included in this budget.

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4. OVERVIEW OF ACTIVITIES

4.1 Required Research

The required research activities are designed to ensure that we remain up-to-date with the basic needs, wants and preference of our customers across each network. These efforts focus on tracking key customer sentiments on important issues and future scenarios. Each activity is described below.

4.1.1. Customer Satisfaction Program

The customer satisfaction program was implemented in 2018 with the objective of developing a deeper understanding of customers' satisfaction with performance across key operational activities, establish baseline results, and identify areas of improvement.

The program comprises both qualitative and quantitative research. Qualitative research, in the form of face-to-face interviews, is conducted for our transmission network. Specifically, we sample 12 directly connected customers on a yearly basis to garner a better understanding of current performance and areas of improvement. A quarterly telephone survey of 500 distribution customers represents the quantitative component of the program. The operational activities assessed in the survey include planned and unplanned outages, new connections and complaints.

The program will be used by a number of different teams and to inform a number of initiatives at AusNet Services. For instance, the Customer Services team currently track and monitor their performance on complaints. Additional empathy training for call centre employees has been introduced following results from Q1 and Q2. The Strategy and Projects team have also been observing performance on new connections as they continue work on journey mapping and improving this process for customers. The Performance Process team have also been including the data from planned and unplanned outages in their monthly reporting to identify areas of improvement.

Customer Service Benchmarking Australia (CSBA) is the research partner delivering the program.

4.1.2. Attitude and perceptions survey

The first attitude and perception survey was first conducted in April 2018 and focused on our electricity residential and SME customers (n = 1000). The objective of this research was to understand current uptake and future demand of services including:

- Solar power;
- Battery storage;
- Electric vehicles;
- Issues around continuation of supply; and
- Going 'off grid'.

The results of this survey have been highly beneficial to the business in terms of formulating the electricity distribution network strategy, and increasing our understanding of how future network use will be influenced by new technology adoption.

To ensure that we remain up-to-date on customer sentiment on these issues this survey will be conducted every two years. This research activity will also be expanded to include gas customers.

Customer Experience



Based on cost incurred this year, this is estimated to require an investment of \$95,900 (every 2nd year).

4.1.3. RMIT ARC linkage project

AusNet Services has partnered with RMIT University on a project with an overarching objective of understanding and forecasting changing digital lifestyle trends and their impact on future household electricity demand, including at peak times. The project will employ a mixed methods research approach that includes ethnographic interviews, online surveys and future scenario workshopping.

It is envisioned that the insights gathered through this project will be particularly useful to the Network Planning, Network Modernisation and Network Intelligence and Analytics teams as they work to forecast the impact that changing customer behaviour, as enabled by digital technology, will have on our network and how this change is best managed.

The funding proposal for this project was submitted to the Australian Research Council in July 2018 with an outcome expected in February 2019. As a Partnering Organisation, AusNet Services has committed \$40,000 per annum for the term of the project (3 years).

4.1.4. 'Field and tab' survey

As part of the recent research conducted for the upcoming Electricity Distribution regulatory submission, a number of 'field and tab' surveys were completed among targeted customer groups (i.e., small to medium businesses).

'Field and tab' refers to a research approach whereby a survey is put to the 'field' in a quick manner to gather responses, with the data then 'tab'ulated into simple data tables for reporting. Removing lengthy design and reporting requirements means the business can gather insights on 'hot topics' in a timely and efficient manner.

As outlined above, it is becoming increasingly important that AusNet Services remains on top of changing customer behaviour and perceptions. It is therefore envisioned that the business will need to employ a range of 'field and tab' surveys with various customer groups (esp. vulnerable customers) in the coming years.

Two surveys, one for residential and another for SME customers, have been budgeted for in this plan, based on costs incurred earlier this year. This focus has been guided by requests from within the business for attitudinal data for these customer groups. The specific objectives of these potential studies will depend on the 'hot topic' under investigation.

Customer Experience



4.1.5. Customer Service (Facebook) Survey

Facebook is fast becoming a cost-effective and appropriate way to engage with our customers. We recently ran two online surveys, recruiting customers via Facebook, asking 200 of our gas and electricity customers to rank (in order of importance) the services that they value from us. The objective was simply to quantitatively validate those services most valued by our customers.

As mentioned above, the results of this survey have been used as an input into the broader Customer Satisfaction Program (described above). It ensures that we continue to measure and monitor those services that are genuinely important to our customers. The Customer Services and Operational teams, responsible for the on-the-ground delivery of these services, also found the results of this survey insightful.

We propose to continue this effort in the coming years as part of the required research program.

4.2 Discretionary Research

The discretionary research activities outlined below are designed to build on the insights gathered through the required research activities. They are not required to maintain a *minimum* understanding of our customers but are essential if we are to more deeply understand customers' expectations with the services that we deliver.

4.2.2. 'Deep dive' project research

AusNet Services embarks on a range of projects that often have a significant customer impact every year. For example, large projects often result in additional noise in residential areas, changes to the visual amenity of streets and disrupted traffic. Unfortunately, these projects are often designed and implemented in the absence of customer engagement and research. We have therefore proposed a budget over the coming years that would enable the business to conduct research with the customers affected by significant projects ahead of the projects' commencement. The key objective of this research would be to ensure that these projects are designed with critical customer input and consideration.

It is envisioned that this research would typically adopt a qualitative methodology, thus the budget allocation of \$75,000 is based on our past experience and incurred costs with medium-scale qualitative research efforts.

4.2.3. Life Support Customer Research

From an operational perspective, we have and are making a considerable effort to improve our level of engagement with life support customers over the past few years. However, further work is needed to better understand their needs, particularly when it comes to electricity, and how we could better service them.

As such, as part of the ongoing research program, we propose customised qualitative research. The objective of this research would focus on developing a more nuanced understanding of the potentially unique needs and wants of life support customers (and their carers) in the context of electricity.

Customer Experience



Appendix B: Using customer journeys to improve customer experience

Description

As part of our transition to becoming a more customer-focussed organisation and to continuously improve customer experience, we recognise there is a need to establish an ongoing way of working to identify customer pain points and systematically deliver solutions to address these.

The customer journey mapping approach, which heavily involves the customer in the decision making, is considered to be the most effective way to step into the shoes of the customer and drive improvements.

We are developing a coordinated, focused program of work to drive these improvements, called the 'Customer Experience Program'.

Objectives

The key objectives for the Program are:

1. Improve customer experience for all customer segments across key customer journeys
2. Establish and build an enduring way of working through enhanced internal capability

Approach and timing

1. Improve customer experience for all customer segments across key touch points

In order to improve the customer experience across our key touch points, we are proposing to implement a **consistent customer journey mapping approach** for all journeys in order of highest priority.

The steps to achieve this are:

1. Identify the key customer journeys and prioritise them based on CSAT and complaints data (complete – see below)
2. Establish a coordinated, focused program of work to drive improvements
3. Map a customer journey, identify pain points through interviews and research, workshop solution options and develop a roadmap for implementation with key metrics to track
4. Follow the adaptive delivery approach to further understand pain points and opportunities, design solutions and user test
5. Deliver and implement tested solutions and measure progress against the identified metrics
6. Map the next customer journey...and so on...

Customer Experience



How did we prioritise?

- Defined value levers
- Define customer segments based on ability to attribute value
- Created a list of services offered by the business
- Turned these services into customer journeys
- Mapped CSAT, Complaints, Ease score and customer value against journeys and segments to produce a prioritised list

Note: We don't have data for all journeys so we need to continue to refine



1. I want to connect renewable energy*



2. I want to connect gas



3. I want to connect electricity



4. I experience an electricity outage

5. I experience a gas outage

6. I want to complain

7. I manage my energy

8. I have a billing problem

9. I want to feel safe

**increased urgency following Victorian Government Solar Homes Rebate announcement*

What is customer journey mapping?

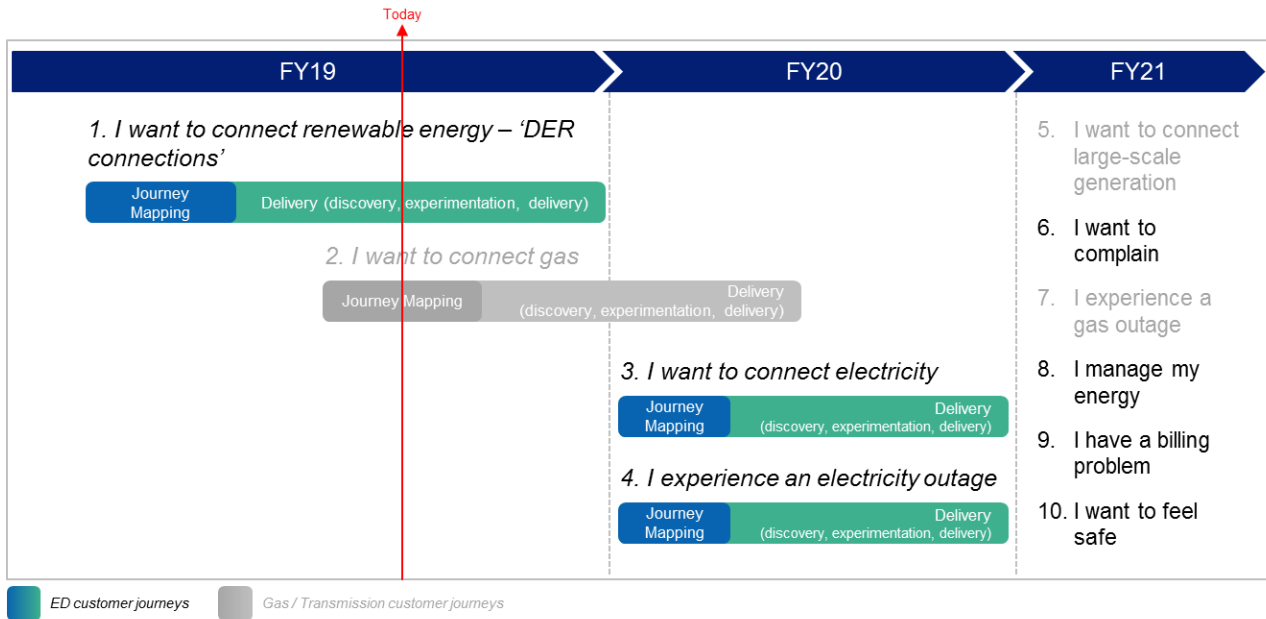
Journey mapping is a method of mapping our interactions with customers. It enables the business to identify where the customer experience is positive and where the experience is negative, and therefore what we can do to enhance or solve for these findings. The real value then comes from using the adaptive delivery method to assess solutions in more detail, design and test these with the user and then implement the preferred solution. Delivering tailored solutions will positively shift customer experience.

In order to measure progress for each journey, key metrics are identified and measured throughout.

Timelines

With dedicated resources, improving the customer experience, from initial discovery through to delivery of key solutions, should take 6-12 months. The figure below sets out our current timelines for the highest priority electricity distribution customer journeys (e.g. journeys 1, 3 and 4), and the remaining journeys slated for 2020 onwards.

Customer Experience



The immediate focus is on completing delivery of the roadmap of DER solutions. The urgency to finalise delivery of these solutions has further increased following the introduction of the Victorian Government Solar Rebate program. Once this has been delivered, we will commence mapping of the other journeys in priority order, as outlined above.

New Connections and Outages

Once the DER journey has been complete, the focus of the business for FY20 (i.e. from April 2019 to March 2020) will be electricity new connections and electricity outages.

The overall objective across both journeys will be to improve the customer experience.

Journey	CSAT and Ease Score	Pain points to verify	Possible solutions	Possible measures
New Connections	CSAT = 5.5 Ease = -31	<ul style="list-style-type: none"> ‘Your processing times are too long’ ‘The process, costs and timelines are not clear’ ‘You keep moving my date’ ‘I don’t know where my job is at’ ‘There is no real accountability in AusNet’ 	<ul style="list-style-type: none"> Website updates to explain process “Plain language” communications experts Visibility tool for job status Re-design connections process Automation of steps in connections process 	<ul style="list-style-type: none"> CSAT and Ease Scores Complaints Time to connect

Customer Experience



Journey	CSAT and Ease Score	Pain points to verify	Possible solutions	Possible measures
Outages	<p><u>Unplanned</u> CSAT = 4.5 Ease = -38</p> <p><u>Planned</u> CSAT = 6.9 Ease = +3</p>	<ul style="list-style-type: none"> • 'I forgot there would be an outage today' • 'There are too many outages' • 'I don't know why an outage occurred or is occurring' • 'The restoration times keep changing' • 'Outages are always at bad times' 	<ul style="list-style-type: none"> • Notification to customers during an outage to explain what is happening and why • Provide more accurate information on outage durations • Provide information on unplanned outage timing, duration and cause, post outage resolution • Review and re-design communications to customers, including information provided on outage notifications 	<ul style="list-style-type: none"> • CSAT and Ease Scores • Complaints • Number of customers experiencing an outage • Planned outage overruns and cancellations

Ongoing continuous improvement

Once there has been significant improvement within the journey, and the roadmap of recommendations has been implemented, the work will then hand over to the Process Improvement area. This team will be engaged upfront, and involved throughout each journey, to ensure a common understanding of the customer experience throughout the business.

2. Establish and build an enduring way of working through enhanced internal capability

In order to ensure that improvements to customer experience are consistent across the organisation and delivered ongoing, we need to stand up a dedicated cross-functional team to manage and deliver this work.

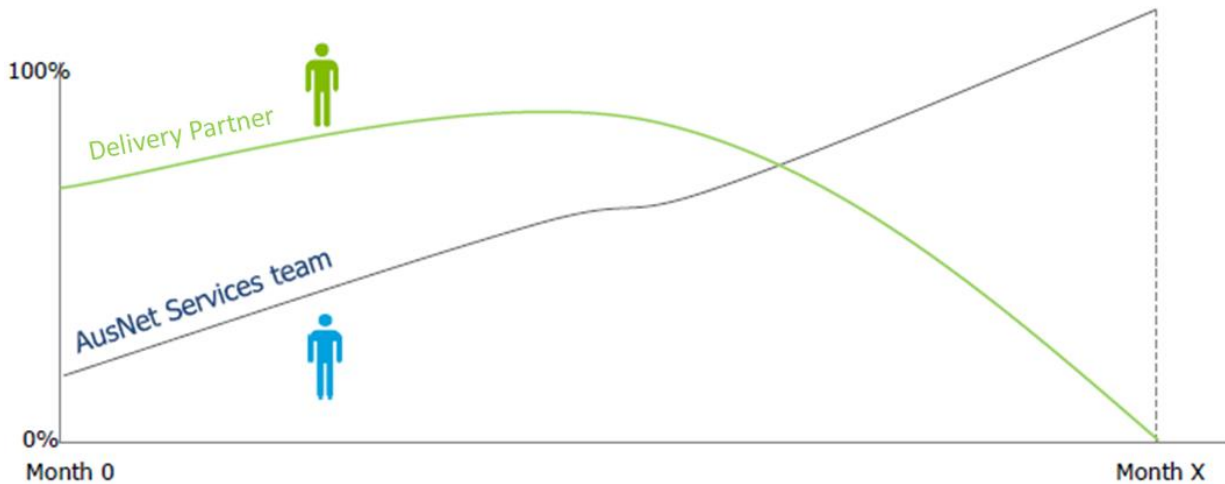
Today the capability to deliver a customer journey from end to end does not exist within the business. Accordingly, we are seeking to supplement current resources with additional resources from a delivery partner. The key capabilities required are: customer journey mapping, user testing, human centred design and adaptive delivery.

To ensure that capability is built within the business, we propose working closely with a delivery partner initially and following a formal approach, to gradually build internal capability. As internal

Customer Experience



capability is built, it is expected that delivery partner support and resources will decrease, as depicted below.



The key steps to transfer external capability to internal staff are as follows:

1. **Confirm capability transfer scope:** Confirm and document what will be included in the capability transfer effort i.e. the specific subject areas to be covered, individuals involved.
2. **Plan capability transfer activities:** Team members create joint capability transfer plans and factor them into the delivery backlog. Individuals agree delivery mechanisms and plan for capability transfer.
3. **Conduct capability transfer activities:** Activities such as shadowing, on-the-job coaching, co-owned deliverables, documentation review and facilitated sessions, i.e., workshops, exercises, Q&A.
4. **Measure effectiveness:** The effectiveness of capability transfer is measured to understand if there are gaps remaining.

Success Measures

The existing CSAT measures will be the overarching metric for journeys. In addition, journey specific metrics will also be tracked where appropriate e.g. in the DER journey we are tracking percentage of connection approvals that are automated versus manual and installer Net Promoter Score (NPS).

Once the roadmap of recommendations for a journey is available, the process will be handed over to the continuous improvement team for delivery and implementation.

Accountable AST employee

General Manager, Electricity Distribution (for electricity distribution journeys) – *to be appointed*

Customer Experience



Appendix C: AusNet Services minutes from 3 September 2018 negotiations

AusNet Services EDPR Customer Forum

3 September 2018 meeting minutes

Attendees

Customer Forum (CF)	AusNet Services (AST)	Other
Tony Robinson Helen Bartley John Mumford Greg Camm Dianne Rule	Alistair Parker Adrian Hill Shelley Cussen Charlotte Eddy Rob Ball	Roz Doyle

Customer experience

Overall impressions

The Forum provided its overall impressions on AST's [Customer Experience Negotiating Position note](#). This included the following key commitments sought from AST:

- Cultural change and better collaboration with other industry players
- Address the diffuse accountability for customer within the company
- Make customer always being right the starting point for all customer interactions
- Improve the way we collect and use data on customer experience – much of our data we have relates to the network, not customers.

AST considered that its Customer Centricity project is central to its plan to build roadmap around customer. AST acknowledged that customer accountability is the 'glue' needed to bring all the initiatives set out in the negotiating position note together. AST confirmed that several structural changes are being announced this week which it will share with the Forum.

Table 1: Proposed strategic and tactical customer experience initiatives for the 2016-20 period

The issues discussed and actions for each initiative are summarised in the following table.

Initiative	Discussion	Actions
1. Review accountability for customer within organisation	CF is seeking a commitment for AST to not just review but also implement changes to address the diffuse accountability	AST to provide further details on organisational structure changes
2. Link employee remuneration with customer satisfaction (CSAT) outcomes	CF agreed it is best practice to include CSAT KPIs for employees, but raised possible issues with relying too heavily on CSAT data – e.g. sample size, approach to sampling, and ensuring indicators reflect what is important to customers. AST confirmed its choice of	AST to acknowledge limitations of the CSAT data and how these will be addressed

Customer Experience



Initiative	Discussion	Actions
	metrics was based on customer research.	
2A. Introduction of a new, small scale customer experience incentive scheme from 2021-25 <i>** Not originally included in Table 1</i>	<p>AST considered paper trail doesn't provide strong enough incentive. AST hopes to lodge joint proposal with the CF on an incentive scheme.</p> <p>CF supported replacing telephone answering metric with new incentive scheme, but not convinced that current CSAT scores – e.g. 2/10 for complaints – are the appropriate starting point for this scheme. AST described a performance 'dead band' as a possible design approach. CF was supportive of this, but would like the measures refined, e.g. to possibly include a life support customer measure and split into business vs. residential customers.</p>	AST to provide a revised incentive scheme design
3. Rolling customer research program 4. Conduct further customer journey mapping 5. Ensure customer involvement in customer experience design	<p>CF is seeking commitment that any rolling research program:</p> <ul style="list-style-type: none"> • Deals separately with residential and non-residential customers. • Is utilised by the business, together with existing data • Is made transparent to customers to increase accountability • Have an annual budget amount attached to it. 	<p>AST to provide further detail on a rolling customer research program.</p> <p>AST to merge initiatives 3, 4 and 5.</p>
6. Enhanced training of call centre staff 7. Enhanced measurement of call centre staff performance	CF was supportive of these initiatives.	N/A
8. Disaggregate CSAT data into region-specific data	CF flagged potential for the potential for increased statistical error associated with disaggregated data. AST accepted this, but maintained this data would be of use as it builds upon the intent of initiative 2.	AST to merge with initiative 2 and make clear that 'region-specific' refers to north, east and central regions (not at the suburb level) and it would include contractors.
9. Provide information to customers on unplanned outages post-resolution	<p>CF considered this initiative could be simplified (i.e. be less contingent on testing), but accepted that customer views should inform what is ultimately implemented.</p> <p>AST suggested it could engage with customers on its worst performing feeders to gauge their preferences</p>	AST to provide revised initiative involving engagement with customers on worst performing feeders
10. Use smart meter data to help customers manage bills	CF considered this could be rolled into initiative 11 and simplified (i.e. be less	AST to provide revised initiatives 10, 11, 13 and 14,

Customer Experience



Initiative	Discussion	Actions
<p>through usage related (i.e. “bill shock”) alerts</p> <p>11. Use smart meter data to help customers manage bills through appliance related alerts</p>	<p>contingent upon testing). AST noted that initiative 10 it is not well supported by customer research and dependent on more complex and challenging analytics, relative to initiative 11.</p> <p>CF suggested AST consult with consumer advocates or its CCC to discuss smart meter capabilities and identify what data services customers would value most. In this regard, CF considered this ties in well with #14.</p> <p>CF noted that initiatives such as this support the case for maintaining metering exclusivity.</p>	<p>including commitment to engaging with consumer advocates and co-develop solutions.</p>
<p>12. Make the myHomeEnergyPortal more user-friendly</p>	<p>CF considered low priority due to low usage of portal.</p>	<p>N/A</p>
<p>13. Identify gaps in customer base regarding hardship program eligibility and concession eligibility</p>	<p>CF suggested AST involve consumer advocates in this process and explore possible solution with them. In this regard, CF considered this ties in well with #14.</p> <p>AST noted it has only obtained data from Energy Australia.</p>	<p>AST to merge with initiatives 10, 11 and 14.</p>
<p>14. Public commitment to share data with consumer advocates for research purposes</p>	<p>CF was supportive of this initiative.</p>	<p>AST to merge with initiatives 10, 11 and 13.</p>
<p>15. Become active member of Thriving Communities Partnership (TCP)</p>	<p>AST advised the Forum that it is unable to access data on its vulnerable customers through the TCP due to not having their explicit informed consent.</p>	<p>AST to confirm it cannot obtain granular customer data through TCP.</p> <p>CF to explore this issue further with YVW.</p>
<p>16. Establish energy literacy program</p>	<p>CF hesitant about whether customers would value this. Accordingly, it does not consider this a high priority nor would it support additional expenditure on this.</p>	<p>AST to provide further details on what has been committed to with CPRC and revise initiative to better reflect this.</p>
<p>17. Improve restoration times for life support customers experiencing an outage</p> <p>18. Enhance communications to vulnerable / life support customers</p>	<p>CF concerned these initiatives may not go far enough, given life support customers are the most vulnerable customer group.</p> <p>AST confirmed it is doing a lot in this space, including phone calls to all life support customers prior to outages, and using it’s cross referencing tools to ensure accurate planned outage notification.</p>	<p>AST to assess need for targeted customer research into life support customers.</p> <p>AST to confirm impacts REFCL operation will have on life support customers.</p> <p>AST to confirm its position on</p>

Customer Experience



Initiative	Discussion	Actions
	<p>AST made point that an industry-wide solution is needed here as responsibility sits across distribution and other industry participants.</p> <p>CF interested in whether AST is willing to do targeted customer research into life support customers to better understand their needs, and what implications REFCL operation will have for life support customers.</p> <p>CF also highlighted that no advocacy body exists for vulnerable customers – it would therefore like to see a commitment from AST to lead advocacy amongst DBs to establish one.</p>	advocating for or supporting the establishment of a life support customer advocacy group.
19. Develop a consistent and “plain language” compensation and claims fact sheet easily accessible by customers.	In light of Healesville outages, CF considered AST’s claims process also needs to be improved.	AST to provide detail on how it is responding to the Healesville outages, including changes to its claims management procedures.
20. Development of a planned outage policy and other planned outage related initiatives <i>** Not originally included in Table 1</i>	Refer to planned outage discussion below.	AST to confirm whether it can develop planned outage policy and respond on other points raised in planned outage discussion below.

Relationship manager for commercial and industrial (C&I) customers

CF found during its consultation that large customers would value having access to a relationship manager. AST confirmed it is currently looking to fill two new roles that would provide this – a C&I customer manager and a community energy liaison officer.

Planned outages

CF considered an outage policy should be established to create consistency in the way we schedule and communicate outages and engage with customers. Relevant considerations discussed included:

- The cost of a customer hiring a generator and how AST might assist with this
- Could AST run a commercial generator hire business? AST noted a previous EDPR where it proposed expenditure for generator hire to assist customers during outages required for a safety program, which the AER did not accept
- ‘One size fits all’ approach may not work - some customers require up to 3 weeks’ notice of outages to make leave arrangements with their staff

Customer Experience



- Thousands of customers are impacted by outages in some cases, making it challenging to prioritise and plan. CF suggested liaising with local councils as an efficient way of doing this
- CF considers AST could publish data on different outage experience in different suburbs, to inform business/investment decisions
- CF considered AST could indicate range for outage, e.g. 3-5 hours
- CF considered AST could provide real time updates for customers on duration.
- CF would like to see an initiative around further exploring the impact of outages on different customer segments.

AST to respond on these points.

New connections

CF considered the further information provided by AST on 31/8 did not reconcile with what it is hearing regarding connection delays that AST is causing which are impacting residential developers.

AST explained that that the implementation of Power of Choice has created a backlog of connections for national retailers, which could be contributing to the delays being experienced. AST stated it is confident it has improved performance since end of industrial relations disputes and is not the cause of any delays.

CF suggested that AST could share its connections performance hub data publically to improve transparency with stakeholders, e.g. developers.

CF to consult with Master Builders on this issue and report back.

Actions arising:

AST to prepare a revised customer experience note, including names of staff members that are accountable for each initiative.