

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

## **Western Power Distribution**

Successful  
19 May 2013

## Assessment Summary

### Overview

Overall Self-assessment	Satisfactory
Overall outcome	Successful

#### Rolling Programme 3 2013 (RP3/13)

Western Power Distribution is continuing to perform strongly following the incorporation and consolidation of the East and West Midlands areas.

Ofgem statistics confirm that Western Power is again leading the field in the timeliness and quality of customer service.

All reviewed 'Compliance Plus' ratings have been maintained and just one partial compliance remains in relation to the need to set clearer standards for the timeliness of response to e-mails.

### 1: Customer Insight

Criterion 1 self-assessment	Satisfactory
Criterion 1 outcome	Successful

#### RP3/13

There is a strong process for the identification of customer groups by a range of relevant characteristics and this is used to segment groups and deliver services that meet needs in an appropriate manner. This process is assisted by effective consultation and customer satisfaction testing and by sound analysis of findings. The Stakeholder Engagement Strategic Review with its Action Plan focusing on planning for the next license period of 2015 - 2023 justifies the continued rating of 'Compliance Plus' at 1.2.3.

### 2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Successful

#### RP3/13

There is clear leadership at all levels and appropriate policies and procedures are in place to support staff in delivering consistently high levels of performance. The priorities of WPD can be seen in the emphasis given to customer focus in the 'First Time Every Time' and 'Target 60' policies. The Annual Staff Roadshows encourage everyone to be involved with this customer-focused culture.

### 3: Information and Access

Criterion 3 self-assessment	Strong
Criterion 3 outcome	Successful

RP3/13 Your relaunched website is a great improvement and offers live power cut information. This has been complemented by a leaflet distributed to all customers (over 7 million) and a supporting TV advertisement. The quality of your Power Discovery Zone Primary Key Stage 2 resources pack justifies a continued 'Compliance Plus' at 3.2.3.

### 4: Delivery

Criterion 4 self-assessment	Strong
Criterion 4 outcome	Successful

#### RP3/13

Services are delivered to a very high standard, with successful outcomes for the vast majority of customers. Complaints activity is minimal and you are good at capturing informal comments and suggestions. Guidance on complaints is available for staff on every PC. Good evidence of the use of benchmarking and the sharing of good practice has been noted this year.

### 5: Timeliness and Quality of Service

Criterion 5 self-assessment	Strong
Criterion 5 outcome	Successful

## RP3/13

There are clear standards for delivering customer service with emphasis on timeliness and quality of service and you have maintained your position as the leading industry performer in this area. A number of improvements have been made since the last visit including more pro-active information provision to customers during power cuts, and a closer focus on the needs of vulnerable customers. There is still scope to review your standard for responding to e-mails to ensure that it meets expectations and current performance (5.1.1).

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## 1: Customer Insight

### 1.1: Customer Identification

#### 1.1.1: We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.

Applicant Self Assessment: Satisfactory

#### Active Evidence

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##### NEW99: Statement of Charges for Use of System

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NOT FOR 2012 ASSESSMENT We have identified our customers according to their electricity supply characteristics. This is how their use of system charges are calculated. Further explanation at visit.

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##### NEW03: CROWN & ENMAC customer data

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NOT FOR 2012 ASSESSMENT Our main customer systems hold data on the customers supply profile, including how they use electricity. It also shows the power cut history and planned work affecting them. We record customers with special needs e.g. oxygen concentrator or kidney machine

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##### NEW37: Consultations with developers

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NOT FOR 2012 ASSESSMENT We meet with developers e.g housebuilders to understand the needs of their clients who are our potential customers.

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##### NEW38: New Connections reporting to the Regulator

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NOT FOR 2012 ASSESSMENT We gather info about all enquiries from potential customers considering connecting to our network - and all completed connections. We provide this data to Ofgem broken down by different connection types (domestic,business, street lighting, generators etc)

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##### NEW58: Generation Information Strategy

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NOT FOR 2012 ASSESSMENT A new customer type has been identified. Existing or potential customers who wish to connect renewable generation to our network. We identify these by the voltage level of connection and by the type of generation equipment that they wish to connect.

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**1.1.2: We have developed customer insight about our customer groups to better understand their needs and preferences.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE01: Stakeholder database (and consultations)**

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Our active database contains contact details and high-level information, segmented by customer type/demographic. We hold in-depth workshops to understand customer's specific needs, interests and concerns, and give a wide cross-section of customers a chance to directly influence our business plans.

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**CSE02: Stakeholder Engagement Strategy**

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Our new strategy focusses on identifying customers' needs/preferences for the future. A full engagement timetable is outlined to June 2013 (first submission to Ofgem of our business plan), involving stakeholder workshops, quantitative customer research and meetings to discuss specific topics.

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**CSE03: WPD Customer Panel**

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We consult with a wide range of stakeholders to understand needs of customer groups they represent. Members are permanent & meet every few months to discuss topics of current and emerging consumer concerns, critically evaluate our plans for the future and receive updates about our performance.

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**CSE04: Customer Research 2011/12**

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Qualitative/quantitative research into Business/Domestic customer needs.. Over 2000 customers were surveyed/consulted in the last 12 months. We looked at customers' priorities in the next 8-11 years, customer service and network performance improvements, communication & 'willingness to pay'.

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**CSE06: Extension of Contestability seminars**

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Our 'Extension of Contestability' workshop & seminar for ICPs updated attendees on live jointing trials, making changes to accommodate working practices, and using feedback to help us develop processes. The latest meeting rolled-out the new process allowing ICPs to carry out live jointing.

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**CSE002: Stakeholder Engagement Strategy**

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test

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**1.1.3: We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE65: NEA project report**

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Our work with the NEA in Deryshire has enabled us to reach and help vulnerable and fuel poor customers. This project has enabled us to give them advice about power cuts, finances and heating, along with links to relevant agencies who can assist them further. We plan to expand to other areas in 2013.

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**CSE67: PSR policy**

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Our annually reviewed PSR policy details the services we offer to our vulnerable customers. This year it has been updated in line with the BSI standard for inclusive services.

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**CSE96: British Red Cross MOU**

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We have contracts in place with the BRC and WRVS to ensure specific needs of vulnerable and hard to reach customers are met in the event of a power cut. They can visit individuals or groups of customers and provide heat and food where required.

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**CSE69: BSI Self Assessment**

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We are in the process of assessing ourselves against the BSI Standard for inclusive services. This means our website and printed marketing must be accessible and our training and services meet the standard to ensure hard to reach and vulnerable customer's needs are met.

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**CSE70: Social Obligations Workshop Invitation**

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We have held workshops on social obligations to ensure we develop our service in response to the specific needs of hard to reach customers.

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**CSE106: PSR leaflet**

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Leaflets are handed out at events and through partner agencies all year round enabling customers to simply, and at no cost, complete a form and return it to join our register. The PSR is also promoted online.

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## 1.2: Engagement and Consultation

### 1.2.1: We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

Applicant Self Assessment: Insufficient

#### Active Evidence

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##### **CSE002: Stakeholder Engagement Strategy**

NOT FOR 2012 ASSESSMENT Going forward we are developing a strategy for involving customers and stakeholders in identifying their needs and priorities for 2015-20. This will involve events over the next 2 years. See visit.

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##### **N135: Ofgem consultation list**

NOT FOR 2012 ASSESSMENT At an industry level Ofgem consults regularly and extensively on every area of our activity. Ofgem issues public consultations via its website and holds public meetings to discuss key issues.

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##### **NEW54: 2010 Media Campaign**

National reserach & WPD feedback from stakeholders identified that domestic & small business customers are not aware of WPD as distinct from their energy supplier. Therefore in order to engage customers WPD is running a media awareness campaign to encourage customers to engage more with WPD.

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##### **NEW59: NEW PRICING METHODOLOGY WORKSHOPS**

NOT FOR 2012 ASSESSMENT We developed the workshop format for discussions with large customers/generators and energy suppliers about future pricing methods.

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##### **NEW62: New website information for generation customers including an online customer survey**

NOT FOR 2012 ASSESSMENT We are producing lots of new information for generation customers - to help us get this right we have a feedback survey on the webpage.

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##### **test03: WPD Customer Panel**

NOT FOR 2012 ASSESSMENT Our customer research involved in depth interviews and telephone research to obtain customer views.

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**1.2.2: We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE02: Stakeholder Engagement Strategy**

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We have developed a formal stakeholder engagement strategy to ensure that consultation with customers is an integral part of our business, and to that we are using a range of methods to consult with customers and communicate actions taken as a result.

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**CSE07: Stakeholder Consultation Events**

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Stakeholder workshops identify priorities for future investment (2015-2023) & inform our business plan. A full report detailing feedback received is published on our website, with WPD's response & resulting actions. Quarterly Consumer Panel meetings consult customers on investment/pricing.

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**CSE08: Stakeholder section on WPD website**

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We consult customers and stakeholder on our investment and pricing plans. Details about how to get involved as well as details about past and future events, and the outcomes of consultations are published on our website.

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**CSE09: Annual Stakeholder Report**

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Annual report detailing our current performance in; Reliability and availability of our network, Customer satisfaction, Social obligations, Safety, Connections, Environment. We detail plans for investment, improvements made following customer feedback, and details of how customers can be involved.

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**CSE10: 2012 Media Campaign**

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Power for Life leaflet goes to 7.7m connected properties, providing results of consultation on investment plans & performance against Ofgem targets. Customers invited to get involved with our stakeholder consultation programme & be involved in telephone research.

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**1.2.3: We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE68: Stakeholder Workshop Results**

We hold workshops all over our region with a variety of stakeholders to gain their views on future investment and business plan proposals. Part of this engagement includes a review of the stakeholder engagement strategy to ensure our stakeholders consider our methods effective.

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**CSE72: Stakeholder Engagement Strategic Review**

In August 2012 we carried out a stakeholder engagement strategic review to consider our drivers to engage with stakeholders and to review our strategies and opportunities for engagement.

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**CSE84: Customer Panel Minutes Dec12**

Our CEO attends and runs a customer panel every quarter to obtain customer views about various aspects of our business. We use this as an opportunity to review our engagement methods.

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**CSE107: Feedback from DG Customers**

Our DG Forum enabled us to review strategies for consultation with ICPs, for example. This ensures our consultation methods are effective. Positive feedback from DG customers demonstrates that such engagement improves our service.

### **1.3: Customer Satisfaction**

#### **1.3.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.**

Applicant Self Assessment: Strong

#### **Active Evidence**

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##### **N086: Contact Centre Survey Results**

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NOT FOR 2012 ASSESSMENT An independent agency undertakes the weekly customer satisfaction survey. The method is set by the energy regulator. This was reviewed by the regulator in 2009. The survey will be developed over the next 2 years to include a broader range of customers.

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**1.3.2: We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE09: Annual Stakeholder Report**

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We report our performance to customers across all key service areas with a detailed commentary and examples of investment to improve performance. Work is underway for the next annual report covering (2011/12) which will cover the Midlands (first year of WPD ownership.)

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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Around 1400 customers surveyed monthly on: planned interruptions, unplanned interruptions, connections & general enquiries. Surveys cover timeliness, quality, communication, politeness, information quality. Improvements made throughout the year based on insight provided by these surveys.

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**CSE12: Contact Centre Survey Results**

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Ofgem's industry-wide weekly survey. Results received monthly. Surveys cover politeness/willingness to help of the staff member, usefulness of the information given and the speed taken to answer the call. Results are published in our annual report, online, and via Ofgem's website.

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**CSE13: Latest Company KPI booklet**

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We produce comprehensive reporting on key areas of business performance that have a direct impact on the service customers receive (e.g. power cut restoration times, connections service standards, guaranteed standards performance etc.). Any issues raised are passed to local managers to deal with.

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**CSE14: WPD Website Information**

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We publish the satisfaction results on our website and details of improvements made as a result.

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**1.3.3: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE77: Broad Measure Results**

Ofgem surveys customers monthly following their interaction with us. Customers may have had an outage (planned or not), a connection or made an enquiry. Ofgem include questions relating to key areas as specified above.

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**CSE76: Vulnerable Customer Survey**

400 Customers on our PSR register who had experienced a power cut were surveyed over an 8 week period. They were asked specific satisfaction questions on our services for vulnerable customers.

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**CSE98: Customer Call Backs**

Where possible we call customers who have experienced a power cut - this enables us to gain their views on the service they have received. Furthermore their insight informs the questions we set for relevant surveys as they arise.

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**CSE75: DG Survey Questions**

Our DG Survey includes specific questions to gauge satisfaction relating to key areas such as delivery, timeliness, information, access and customer service quality.

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**1.3.4: We set challenging and stretching targets for customer satisfaction and our levels are improving.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**N194: Latest Company KPI booklet**

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NOT FOR 2012 ASSESSMENT \* Customer satisfaction remains high\*\*

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**NEW42: Regulatory Review DPCR5 Outcome**

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NOT FOR 2012 ASSESSMENT The energy regulator reviewed the customer satisfaction targets in 2009 and set new targets for 2010-2015.

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**test03: WPD Customer Panel**

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NOT FOR 2012 ASSESSMENT We have assessed customer satisfaction levels resulting from our customer survey. The energy regulator will be benchmarking all the DNOs based on a similar survey. We aim to be the top performer.

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**1.3.5: We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE15: Contact Centre Operations**

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Customers main point of contact (80%) is Contact Centre. We analysed the process & improved the way we provide information. Measures such as a new messaging system, estimated restoration times on every job & callbacks after a fault have seen significant performance improvements (esp in Midlands).

**CSE16: WPD Connections Process**

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We have been working at a national level to improve the connections process especially the information requirements. Following a significant increase in customers connecting solar PV panels, we improved the service, particularly prior to changes to the government feed-in-tariff.

**CSE17: New Customer Service Leaflets**

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We have produced of new customer information leaflets including power cut advice, safety information and vulnerable customer care advice. Eg. we have produced a leaflet explaining how to join our Priority Service Register, including a pre-paid, tear-away, sign-up form.

**CSE18: Support Partnerships for Vulnerable Customers**

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The Red Cross & WRVS help us communicate with hard to reach customers, promoting our services to them, and ensuring the customer journey is explained to vulnerable customers so they know what to do in the event of a power cut. We provide crisis packs' containing handy items needed in a power cut.

**CSE19: Louder Than Words Charter Mark**

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WPD hold Action On Hearing Loss' 'Louder Than Words' chartermark of best practice. We work with AOHL to identify the potential barriers to our service for deaf and hearing customers, and put measures in place to ensure our service is as accessible as possible.

**CSE20: Partnership with National Energy Action (NEA)**

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We are working with the NEA on a community outreach project using "energy champions" to provide fuel poor customers with power cut preparation advice, information about our PSR, and fuel poverty advice.

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## 2: The Culture of the Organisation

### 2.1: Leadership, Policy and Culture

**2.1.1: There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.**

Applicant Self Assessment: Strong

#### Active Evidence

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##### **N034: First Time Every Time**

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NOT FOR 2012 ASSESSMENT We follow the Golden Rule "Treat customers the way you would wish to be treated"

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##### **NEW05: Regulatory outperformance reward**

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NOT FOR 2012 ASSESSMENT WPD has been recognised by the energy Regulator for setting the benchmark in quality of service for electricity distributors

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##### **NEW06: WPD Key Goals**

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NOT FOR 2012 ASSESSMENT One of our key goals is customer service "We are committed to consistently delivering outstanding customer service and we are proud of our reputation as the leading electricity distribution company in customer service."

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##### **NEW24: Chief Executive Annual Staff Presentation**

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NOT FOR 2012 ASSESSMENT Our Chief Exec gives a talk to every member of our 2500 staff across our region every year. A key theme is providing excellent customer service.

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##### **NEW63: ANNUAL STAFF ROADSHOWS 2011**

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NOT FOR 2012 ASSESSMENT At the Assessment visit there will be the opportunity to attend a staff Roadshow Session with a Director.

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**2.1.2: We use customer insight to inform policy and strategy and to prioritise service improvement activity.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE02: Stakeholder Engagement Strategy**

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Our stakeholder engagement strategy ensures consultation with customers is an integral part of our business. We use a range of methods to consult with customers & communicate actions taken. Feedback from workshops then influences our strategy, which is revisited and updated every 6 months.

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**CSE04: Customer Research 2011/12**

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Qualitative and quantitative research into priorities for investment and service improvement ensures we produce a well-justified business plan underpinned by robust stakeholder engagement.

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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From this monthly customer data, including analysing verbatim customer comments detailing “what we could do better” we have improved the quality of information we provide throughout the connections process, prior to planned interruptions & during unplanned outages.

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**CSE21: Ofgem Customer Service Reward Scheme**

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Ofgem incentivise and reward customer service innovation and improvement with respect to Priority Service Customer Care, Corporate Social responsibility (CSR) and Wider Communication strategies. WPD is ranked as the top performing company in this Reward.

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**CSE22: New WPD Innovation Strategy (LCN)**

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Following guidance from Ofgem & customer feedback emphasising the importance of low carbon networks and use of innovative technologies we have developed a new innovation strategy. We have made changes based on customer insight following recent workshops.

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**CSE23: Hi Jinks Contact Centre Training**

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People with learning difficulties have given insight into the needs of vulnerable customers who ring our contact centre - during special staff training sessions.

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**2.1.3: We have policies and procedures which support the right of all customers to expect excellent levels of service.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE79: Code of Conduct 2012**

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Our Code of Conduct is sent to all staff annually to explain customers rights under Competition Law. This ensures all customers are treated fairly and there is no discrimination.

**Active Evidence**

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**N034: First Time Every Time**

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This is our Customer Care policy. Treat the customer as you would wish to be treated. All staff are empowered to ensure the best service is provided to every customer.

**N083: Conduct & Integrity Code**

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Our parent company operates an overall code to ensure that customers and staff are treated fairly and sensitively.

**CSE60: Notice of Rights**

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Issuing the notice of rights annually (through Suppliers) enables us to provide information to customers about the levels of service they can expect.

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**2.1.4: We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**N034: First Time Every Time**

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NOT FOR 2012 ASSESSMENT This is our Customer Care policy. Treat the customer as you would wish to be treated. See visit.

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**N080: Code on Fair Competition**

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NOT FOR 2012 ASSESSMENT We have a Code of Practice to ensure that all customers are treated fairly and there is no discrimination. This is sent out annually to all staff and highlighted in staff training (ethics code).

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**N185: Hi Jinks Contact Centre Training**

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NOT FOR 2012 ASSESSMENT \*\* We are working with a specialist theatre company to provide disability awareness training to our call Centre staff\*\*

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**NEW20: Customer Satisfaction Survey**

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NOT FOR 2012 ASSESSMENT The customer survey measures customers experience when they telephone us.

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**NEW43: Ethics & Integrity training**

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NOT FOR 2012 ASSESSMENT Staff are expected to be ethical and fair in all dealings with customers and other stakeholders. Staff are reminded of their responsibilities every 2 years.

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**test03: WPD Customer Panel**

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NOT FOR 2012 ASSESSMENT In our customer research we asked customers to rate WPD staff attitude and whether if our service was competitive they would recommend us to others. A good rating against these criteria indicates that we treat customers fairly.

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**2.1.5: We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE24: Code on Fair Competition**

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We have a Code of Practice to ensure that all customers are treated fairly and there is no discrimination. This is sent out annually to all staff and highlighted in staff training. It includes a statement on keeping customer information confidential.

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**CSE25: WPD Offices and Depots**

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Most face to face discussions are at the customer's premises, at a prearranged time. When a customer wishes to visit one of our offices or depots, we can provide a private meeting room for discussions.

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**CSE26: Data Protection Policy and Training**

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We operate high levels of data security to ensure the integrity of our IT systems. We have a data protection policy and senior staff have received training from our legal advisors. Staff visiting customers' homes receive customer care training.

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**CSE27: Customer Data Flows**

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We send and receive customer information data-flows on a daily basis, between WPD and suppliers, via a secure, encrypted network that only electricity industry parties can access. Examples include changes of supplier, power consumption, disconnections and priority service register details.

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**CSE28: Partnership with Oxygen Concentrate Providers**

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We have a partnership with the 2 main providers in our region, who periodically send us a list of customers who rely on electrically powered breathing apparatus. Data files are password protected, & only contain customers who have given their permission for their information to be shared with us.

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**2.1.6: We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE81: Staff Roadshow 2013**

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The CEO annual roadshow is attended by all staff and actively encourages employees to participate in the customer focussed culture of our organisation.

**Active Evidence**

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**N034: First Time Every Time**

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WPD operates the First Time Every Time policy. The means getting it right first time every time - and when there is a problem taking personal responsibility for resolving it.

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**N093: PDR paperwork**

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Our First Time Every Time policy and customer service culture is discussed at staff performance reviews.

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## 2.2: Staff Professionalism and Attitude

### 2.2.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.

Applicant Self Assessment: Strong

#### Active Evidence

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##### **N034: First Time Every Time**

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NOT FOR 2012 ASSESSMENT This is our Customer Care policy. Treat the customer as you would wish to be treated. See visit.

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##### **NEW43: Ethics & Integrity training**

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NOT FOR 2012 ASSESSMENT Our parent company operates an overall code to ensure that customers and staff are treated fairly and sensitively. Staff are reminded every 2 years.

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##### **NEW44: Recruitment procedure**

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Our recruitment procedures include the need for the delivery of customer focused services.E.g job adverts.

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##### **NEW64: Contact Centre Modern Apprenticeships**

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We have given some of our Contact Centre staff the opportunity to study for a Modern Apprenticeship in Customer Service.

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##### **NEW65: Contact Centre Customer Service Training package**

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We have developed a bespoke staff training package for the Contact Centre. Customer Service including dealing with difficult customers.

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##### **NEW66: Management Development Programme**

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We offer a management development programme to recent graduate engineers and also to WPD technical staff who show management potential. This includes aspects of customer service. At the assessment visit there will be an opportunity to meet a newly appointed Team Manager.

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**2.2.2: Our staff are polite and friendly to customers and have an understanding of customer needs.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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The politeness and helpfulness of staff in our Contact Centres and on site (when carrying out planned work, power cuts and connections) are explicit questions asked in our monthly customer surveys. Results show that customers consistently rate our performance very highly.

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**CSE15: Contact Centre Operations**

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We take over 1m calls a year. Calls are wide ranging (power cuts, meter number requests, connections, general enquiries) and require staff to have a broad knowledge and take the time to listen to each individual customer's needs. Consistently high customer satisfaction demonstrates this is the case

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**CSE29: Thank you letters from customers**

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We have received multiple thanks you's from customers complementing our prompt and polite staff from all areas of the business including contact centre and site staff. Please see a selection of recent letters at visit.

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**CSE30: First Time Every Time and Codes of Practice**

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WPD operates the First Time Every Time policy. Staff take personal responsibility for resolving problems and treating the customer how they'd want to be treated. Our Codes of Practice detail how staff visiting customers will behave and are available online and sent annually to Citizen's Advice.

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**CSE31: Priority Service Register**

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Information in our systems about if a customer has a vulnerability or electrical dependency, helps staff understand their needs and tailor their approach. During power cuts our staff are trained to be empathetic, offer tailored advice and assess if they require extra support (e.g. from Red Cross)

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**CSE39: Ensuring Accessibility for all Customers**

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We deliver a range of training courses to staff, through external partnerships, that help them to understand the needs of specific customer groups and potential barriers to our service. Examples include deaf awareness courses, and training for communicating with customer with learning difficulties.

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**2.2.3: We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE81: Staff Roadshow 2013**

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Our annual CEO presentation demonstrates the priority on customer service at the highest level and shows team and individual contributions towards success. All staff attend the presentation.

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**CSE99: KPI reports**

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Monthly KPI reports are sent to senior management of all Regions. Key Performance Indicators are evaluated which ensures a retained focus and commitment from individuals and teams who can affect the results of this performance.

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**Active Evidence**

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**N093: PDR paperwork**

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Every member of staff has an annual performance review which looks at contribution towards the company goals - safety & customer service.

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**2.2.4: We can demonstrate how customer-facing staffs' insight and experience is incorporated into internal processes, policy development and service planning.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**N093: PDR paperwork**

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NOT FOR 2012 ASSESSMENT Annual Reviews with staff include the opportunity to make suggestions to improve the local delivery of service.

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**N141: Team Meetings**

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NOT FOR 2012 ASSESSMENT Team managers hold regular team meetings with front-line staff to plan and implement the local delivery of our service. - Staff have the opportunity to suggest improvements to local service delivery at team meetings with their manager.

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**NEW08: Contact Centre Callbacks**

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NOT FOR 2012 ASSESSMENT See Contact Centre visit - staff insight & experience are part of the process to drive improvements in Contact Centre performance

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**NEW73: Safety Check Sheet mouse mat**

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NOT FOR 2012 ASSESSMENT We improved our Contact Centre procedures and training on identifying damage to our network that may be a danger to the public. A staff member designed a mouse mat setting out all the questions to be asked.

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**NEW74: WPD Fire engine for flooding incidents**

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NOT FOR 2012 ASSESSMENT We have been doing a lot of work on flooding resilience especially around our substations. One of our engineers came up with the idea to buy a fire engine that could be used to pump water away. So we bought one and painted it white. See Powerlines article.

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**2.2.5: We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE03: WPD Customer Panel**

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Meetings are chaired by the CEO and/or a senior manager, ensuring that customer insight and feedback is received first hand. Stakeholder workshops are facilitated by senior managers who are responsible for writing our business and local managers responsible for delivering the work locally.

**CSE29: Thank you letters from customers**

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We receive multiple thanks you's from customers complementing our staff from all areas of the business including contact centre and site staff, for delivering excellent customer service. Please see a selection of recent letters at visit.

**CSE32: Weekly CEO Report**

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The weekly Chief Executive's Report contains examples of positive comments from customers about individual staff members.

**CSE33: Annual Staff Survey**

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We survey our staff to ensure that they understand our key values and that they feel valued. We also show examples of how we've used their feedback to make changes.

**CSE34: CEO Annual Staff Roadshows**

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Our Chief Executive does a presentation roadshow each year to every member of staff at our depots & offices - this shows how staff contribute to WPD being the leading industry performer for customer service.

**CSE35: Team Events**

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The CEO, Directors & managers arrange team events to reiterate key goals, emphasise the importance of good customer service & recognise the contribution of staff. Customer thank yous are followed up by managers locally to recognise staff their efforts.

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### 3: Information and Access

#### 3.1: Range of Information

**3.1.1: We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.**

Applicant Self Assessment: Strong

#### Active Evidence

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##### **N030: Notice of Rights**

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NOT FOR 2012 ASSESSMENT We publish our customer service standards on our website. And we provide this to the electricity suppliers to include in customer's electricity bills.

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##### **N127: Phone Book Adverts**

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NOT FOR 2012 ASSESSMENT Our contact centre details are given as full page adverts in the telephone directory.

---

##### **N177: Website Accessibility Project**

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NOT FOR 2012 ASSESSMENT We have made our website more accessible and more customer focused. Our website contains comprehensive information about our services. This gives information about WPD as a company, including its financial accounts. It also contains contact details.

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##### **NEW56: Stakeholder Annual Report**

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NOT FOR 2012 ASSESSMENT We publish an annual Stakeholder Report. This is mainly about performance but it also covers contact details and how our services are run and who is in charge.

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**3.1.2: Where there is a charge for services, we tell our customers how much they will have to pay.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE04: Customer Research 2011/12**

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When proposing changes to the amount we charge customers in future price control periods we conduct thorough research to gauge their 'willingness to pay'. This informs our business plan so we only propose investment (and associated cost increases) that customers endorse.

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**CSE36: Publishing Charging Statements Online**

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We publish charges for connections and network alterations on our website. We also publish our charges for using the network on our website. This Use of System Charge is what suppliers and generators pay to use the network. MPAS charges are also published.

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**CSE37: New Connections Customer Information**

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Customers are charged for new or altered connections. We provide a full quotation detailing how much this will cost and information to explain the process. Customers can be given specific costing information.

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**CSE38: Distribution Charges in the Supplier Bill**

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Electricity suppliers pay us to use our network, and this makes up part of the customer's bill from their supplier. We explain this to customers in our stakeholder report, during our stakeholder workshops and via the Power For Life leaflets that are sent to every customer.

### 3.2: Quality of Information

#### 3.2.1: We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.

Applicant Self Assessment: Strong

##### Active Evidence

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##### **N177: Website Accessibility Project**

---

NOT FOR 2012 ASSESSMENT We improved our website by including more accesibility features and redesigning it to make it more customer focused.

---

##### **NEW013: Stakeholder Engagement**

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NOT FOR 2012 ASSESSMENT We consulted with large customers, energy suppliers & other interested parties abou how we provide information about prices. We use email and our website to update these customers. We also consulted on what performance date to publish & what channels to use.

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##### **NEW08: Contact Centre Callbacks**

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NOT FOR 2012 ASSESSMENT We are developing proactive callbacks and messaging to customers during and after powercuts. See Contact Centre visit.

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##### **NEW67: Research on awareness campaign**

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NOT FOR 2012 ASSESSMENT Following our customer awareness media campaign we undertook reserach to find out what type of information customers wanted, and how they want to receive it.

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##### **NEW68: REVIEW OF GENERATION SECTION OF WEBSITE**

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NOT FOR 2012 ASSESSMENT We asked the Centre for Sustainable Energy to review how we provide information to customers wanting to connect generation to our network. This included training material for Contact Centre staff, a new information booklet and a review of our website.

---

##### **NEW69: WEBSITE CUSTOMER SURVEY - GENERATION SECTION**

---

NOT FOR 2012 ASSESSMENT We asked customers to feedback on the new section of our website to check whether we are providing the right information. This includes how to contact us.

---

**3.2.2: We take reasonable steps to make sure our customers have received and understood the information we provide.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE10: 2012 Media Campaign**

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Power for Life leaflets are sent to ALL customers (7.7m) to raise awareness of WPD, its investment plans and ethos. Feedback and a high number of responses (inc volunteers to be involved in ongoing consultation process) confirms that the leaflet is received, useful and well understood.

**CSE11: Broad Measure of Customer Satisfaction Survey**

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Monthly independent surveys confirm that individual customers understand the information we provide. In depth analysis of the results also identifies areas for improvements to our communications process. See evidence at audit, of improvements made.

**CSE17: New Customer Service Leaflets**

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Our latest leaflets have been design in collaboration with customers to ensure they are clear and easily understood. As well as input from our Customer Panel, two of our new leaflets for vulnerable customers have been designed with the British Red Cross and Mencap.

**CSE22: New WPD Innovation Strategy (LCN)**

---

We've developed a new innovation strategy following feedback from stakeholders and Ofgem guidance for next price control review (2015-2023) emphasising importance of low carbon networks. We consulted on it at recent stakeholder workshops and made changes to ensure it is clear and understood.

**CSE39: Ensuring Accessibility for all Customers**

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All leaflets and documents are available in Braille, large print or any language needed. We use Language Line for callers whose first language is not English, and Text Relay for text phone users. Our website has foreign language webpages, and "Browse Aloud" facility for blind customers.

**CSE40: Callbacks to Customers Affected by Power Cuts**

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The day after the power cut, we call every customer who rang us during a power cut to ask for feedback on the information we gave them and the service we provided.

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**3.2.3: We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE82: Website Launch Presentation**

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Our website has been completely relaunched with a vast improvement to customer information. It now includes live power cut information as well as copies of new information leaflets about competition in connections, for example.

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**CSE76: Vulnerable Customer Survey**

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Various surveys, including this one targeting vulnerable customers, allows us to check the information customers get is relevant and meets their needs. This enables us to focus our efforts on improving the correct information, in the right way.

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**CSE85: Rural Newsletter**

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This new leaflet demonstrates our improvement to the range, content and quality of our published information. The leaflet has been shared with 2000 Parish councils and was so well received we had requests for over 1000 more.

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**CSE83: Customer Awareness Advert**

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This advert, and a supporting TV advert and leaflet delivered to every one of our 7.7 million customers, ensures we have a range of published information to inform our customers.

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**CSE108: Mencap Leaflet**

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Our easy read leaflet, endorsed by mencap and the Red Cross has been updated and published on audio-CD. This information is relevant to the needs of a wide range of customers. Braille and alternative language versions are available on request.

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**3.2.4: We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.**

Applicant Self Assessment: Satisfactory

**New Evidence**

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**CSE95: Complaints East Mids**

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Our exemplary complaints record demonstrates that customers are provided with accurate and complete information as and when they request or require it.

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**CSE77: Broad Measure Results**

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The results of Ofgem's independent research covers customer satisfaction with our information. Our excellent scores in this area demonstrates that customers are happy with the information we provide them.

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**CSE89: Revised Shutdown Letter Guidance**

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We have improved our planned shutdown procedures to ensure that information provided to customers is accurate and complete.

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**Active Evidence**

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**N034: First Time Every Time**

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Our First Time Every Time policy means that we try to provide the customer with the information they need in full at the point of contact. If this is not possible the member of staff takes responsibility for advising the customer

### 3.3: Access

#### 3.3.1: We make our services easily accessible to all customers through provision of a range of alternative channels.

Applicant Self Assessment: Strong

##### Active Evidence

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##### **N057: WPD Contact details - website**

Our website provides contact details. Customers can ring us, email us or fax us. We offer dedicated email and telephone numbers for a range of services including customer complaints. Customer representatives also asked for a dedicated email for registering vulnerable customers which we did.

---

##### **N177: Website Accessibility Project**

NOT FOR 2012 ASSESSMENT We review our website regularly. We have made it more accessible - and more customer focused. The RNIB also suggested a dedicated section on the website on accessible information.

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##### **N191: Language Line**

The website is bilingual. We can respond in Welsh to letters or telephone calls. In addition in response to suggestions from customer representatives our Contact Centre Staff now have access to the Language Line facility to assist customers whose first language is neither English or Welsh.

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##### **NEW21: WPD Offices & Depots**

NOT FOR 2012 ASSESSMENT Customers can visit our offices or depots in person. But we would usually offer a visit to the customers premises or site.

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##### **NEW26: Working with RNIB**

NOT FOR 2012 ASSESSMENT We consulted with RNIB on the communication needs of blind & partially sighted customers. We provide information in Braille on request. We can also provide on CD. We have also been working with the RNIB in Wales to produce and distribute information to users.

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##### **NEW53: Louder Than Words**

NOT FOR 2012 ASSESSMENT In 2010 we reviewed accessibility for deaf & hearing impaired customers. We worked with RNIB to attain the Louder Than Words Standard - for both staff and customer accessibility.

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**3.3.2: We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements, and offer better choices**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE04: Customer Research 2011/12**

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Our most recent quantitative customer research includes surveying 1600 customers to identify our priorities for the future, includes explicit questions regarding how we can improve customer communications generally, and specifically communication during the new connections process.

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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We assess, record and analyse satisfaction levels for a large sample of customers who contact us across all our main service areas. We produce a monthly reporting pack each month for senior local managers, with analysis of customer's verbatim comments and identified improvement areas.

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**CSE41: Website Accessibility**

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The website was comprehensively reviewed after take-over of Midlands. More information is now available to download, dedicated email addresses published, a Browse Aloud facility for blind customers is available, foreign language pages, and new webpages about our stakeholder engagement.

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**CSE42: Data on Website Traffic**

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We have comprehensive data on website usage and hit counts. Since we redesigned our website to make it more customer friendly, the volume of hits has increased.

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**3.3.3: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.**

Applicant Self Assessment: Strong

**Active Evidence**

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**NEW21: WPD Offices & Depots**

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The vast majority of customer telephone us - or we visit them at their premises. Should customers wish to visit our offices/depots they are welcome and both reception areas and meeting rooms are clean and comfortable.

---

### 3.4: Co-operative working with other providers, partners and communities

#### 3.4.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers

Applicant Self Assessment: Strong

##### Active Evidence

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##### **N027: Emergency arrangements with other networks**

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NOT FOR 2012 ASSESSMENT We have arrangements to work with other electricity networks when severe weather disrupts power supplies. This means sending/receiving any spare teams of engineers to restore supplies.

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##### **N062: WRVS Press Release**

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NOT FOR 2012 ASSESSMENT We work with the WRVS to provide extra help to vulnerable customers during prolonged loss of power. We review and renew this arrangement annually.

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##### **NEW17: Partnership with Oxygen Providers**

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NOT FOR 2012 ASSESSMENT WPD led the industry in setting up arrangements to share information with oxygen providers so that in an emergency loss of supply, the oxygen providers contacts the customers affected to ensure that they are safe and well.

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##### **NEW49: Arrangements with contractors**

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NOT FOR 2012 ASSESSMENT We use specialist contractors to carry out work on parts of our network. We also use specialist contractors for tree trimming. We have found it more cost effective to use contractors for this type of work.

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##### **NEW70: Working with Local Resilience Forums**

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NOT FOR 2012 ASSESSMENT We have formalised our relationship with the emergency services through active membership of Local Resilience Forums. This is especially important in time of flooding and heavy snow. We participate in planning exercises, and in times of real emergencies. See visit.

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##### **NEW71: Working with the Centre for Sustainable Energy**

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NOT FOR 2012 ASSESSMENT We are working in partnership with the CSE who advise on Low carbon technology and information for customers. He have set up an award scheme to assist community groups improve their energy efficiency. CSE run this as part of their other grant funding work.

---

**3.4.2: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE18: Support Partnerships for Vulnerable Customers**

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We have agreements to provide power cut incident support to customers with the Red Cross and WRVS. We have clear SLA's and H&S risk assessments that must be followed and regular service meetings to monitor service quality.

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**CSE28: Partnership with Oxygen Concentrate Providers**

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During severe weather we notify the oxygen providers of their customers affected by power cuts. The oxygen providers then contact their customers to ensure that they have sufficient oxygen supplies.

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**CSE43: Emergency Arrangements with Other Networks**

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We have authorisation arrangements allowing engineers from other network companies to work on WPD network in severe weather emergencies. During an incident in Derbyshire in 2011, we came to an agreement with neighbouring Electricity North West (ENW) to interconnect with their network.

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**CSE44: Working with Emergency Services / Local Resilience Forums**

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We have formal relationships via active membership of Local Resilience Forums. This is vital during extreme weather. We participate in planning exercises, & real emergencies. During a network emergency in Winter 2011, we initiated a Silver Command with blue light services & other utilities

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**CSE45: Partnership with Warm Front**

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We've identified potentially fuel poor customers in region and sponsor a mailing to notify them of available Warm Front energy efficiency grants and offering them important power cut preparation advice. We've also established a partnership with NEA on a fuel poverty community outreach project.

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**CSE46: Arrangements with Contractors**

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We have contractual arrangements with all our external service providers. This includes quality control arrangements. We employ an arborist to manage the tree trimming contract.

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**3.4.3: We interact within wider communities and we can demonstrate the ways in which we support those communities.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE100: Stakeholder Report 2013**

We interact with many stakeholders within wider communities and include examples of how we do this in our annual stakeholder report.

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**CSE 109: Power Lines**

Within our Community Support Policy we support a range of community activities. This involves employee time (for example gardening, decorating), monetary and equipment donations and safety advice. See copies of Power Lines for evidence. See visit.

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**CSE92: Electricity Watch Leaflet**

We work with the police and local neighbourhood watch schemes on topics such as doorstep crime and metal theft. We have provided training for local police forces. See Powerlines, Dec 2012.

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**CSE66: NEA booklet**

We work with the NEA to target both rural communities and fuel poor/vulnerable customers in Derbyshire. This trial has proved an excellent way to support these communities and will cover an extended region in coming months.

**Active Evidence**

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**N119: Media Relations Reviews**

We retain copies of positive media coverage of our community work. See press releases in media file.

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**NEW19: Community Safety Programme**

WPD has a wide ranging public safety programme - from schools, farms, businesses to leisure. See Power Lines

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## 4: Delivery

### 4.1: Delivery standards

#### 4.1.1: We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.

Applicant Self Assessment: Strong

#### Active Evidence

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##### N001: Guaranteed Standards

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NOT FOR 2012 ASSESSMENT Ofgem sets statutory standards for our main business through Parliamentary Regulations. Customers receive a fixed compensation payment where we fail to meet a standard. The standards cover domestic customers and small and medium size businesses.

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##### N002: IIP Targets

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NOT FOR 2012 ASSESSMENT Ofgem has set additional targets for interruptions to supply. These are precise and measurable. These have been reviewed by Ofgem and more challenging targets set for 2010-2015.

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##### N004: Target 60

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NOT FOR 2012 ASSESSMENT WPD has set its own standard for supply restoration for 60 minutes compared with 3 hours set by Ofgem.

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##### NEW75: New Connections Standards 2010

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NOT FOR 2012 ASSESSMENT From October 2010 we introduced comprehensive national standards for all aspects of new connections for all types of customer. These are backed by fixed compensation.

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##### NEW76: New Power Cut Standards

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NOT FOR 2012 ASSESSMENT In April 2010 the energy regulator introduced two extra standards for emergency rota load shedding and for major incidents affecting over 5,000 customers.

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**4.1.2: We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE09: Annual Stakeholder Report**

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Our performance against Guaranteed Standards and IIS targets are published online and in various reports. Our stakeholder report details our performance against key targets, which we publish on our website and send to a number of customers and parish councillors.

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**CSE10: 2012 Media Campaign**

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WPD sends 'Power for Life' leaflets to ALL connected properties (7.7m). They report our performance against key standards, including the average time to answer calls, number of Ombudsman complaints, number of power cuts over 18hours, and percentage of customers restored within 1 hour of an outage.

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**CSE13: Latest Company KPI booklet**

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We report performance against targets each week for the Chief Executive, prepared by a small team of staff. We also produce comprehensive Monthly KPI booklets for senior managers, broken-down by each region and department, to help them monitor performance in their regions.

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**CSE47: Office Wallboards**

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Each office displays a wallboard showing monthly performance against key targets, so that all staff are aware of performance in the locality. See example at visit.

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**CSE48: Guaranteed Standards of Performance**

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Customer service standards set by Ofgem cover a wide range of WPD activities and provide compensation to customers if failed. WPD has extremely high compliance levels, with our performance against these standards published on our website and in our stakeholder report.

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**CSE49: Ofgem Reporting and IIS**

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We report our performance annually to Ofgem who publish a report of all networks' performance. We also provide annual IIS returns which measure our interruptions performance. This is independently audited each year. We have again met all of our standards, including the Midlands.

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**4.1.3: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE68: Stakeholder Workshop Results**

We continuously ask our stakeholders about their priorities on investment expenditure. This informs our business plan. As a matter of course this includes getting their thoughts on local priorities and standards that we should set and standards Ofgem might propose.

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**CSE70: Social Obligations Workshop Invitation**

Vulnerable stakeholders and relevant organisations and agencies have attended our specific workshop which informed our proposals for the standards we will work to under our new social obligations. The strategy was written in conjunction with the British Red Cross.

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**CSE71: Future Billpayers Poster**

Future billpayers at a number of Universities were invited to attend our workshop to inform our business plan proposals.

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**CSE84: Customer Panel Minutes Dec12**

Quarterly customer panels lead by our CEO enable our customers to provide views on our standards and local policies. Changes to which are often made following customer feedback.

**Active Evidence**

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**NEW07: Ofgem regulatory review & customer research**

Ofgem sets and reviews our key standards following regular public consultation.

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## 4.2: Achieved Delivery and Outcomes

### 4.2.1: We agree with our customers at the outset what they can expect from the service we provide.

Applicant Self Assessment: Satisfactory

#### Active Evidence

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##### **N186: Customer Charter**

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NOT FOR 2012 ASSESSMENT This sets out our promises on service delivery. We publish this on our website and sent it to energy suppliers to include with the customers bill. From October 2010, this will include standards for providing connections to new customers.

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##### **NEW11: WPD complaints handling procedure**

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NOT FOR 2012 ASSESSMENT We have set out the process for dealing with complaints and what customers can expect from us. We make them aware of this process when they complain and we are unable to resolve the problem the same day.

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##### **NEW15: WPD Connections process**

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NOT FOR 2012 ASSESSMENT When a potential customer asks us to connect their premises to our network we agree the technical specifications, the amount of electrical load that they will be able to use and the cost of the work.

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##### **NEW50: Business Plan 2010-2015**

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NOT FOR 2012 ASSESSMENT We consulted with our customers on what level of investment they would like for the expected level of service. We presented this to the energy regulator who then agreed our business plan. We have now published our Business Plan for 2010-2015.

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##### **NEW52: Connection Charging Statement**

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NOT FOR 2012 ASSESSMENT This sets out the terms and conditions for a connection including the charges.

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##### **NEW75: New Connections Standards 2010**

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NOT FOR 2012 ASSESSMENT We published additional customer charters for Connection Standards in October 2010.

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**4.2.2: We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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Monthly surveys measure customer satisfaction on their individual interactions with WPD, and whether we met their needs. We analyse individual's verbatim comments to identify areas to improve. Overall satisfaction is very high – with WPD ranked in the top 4 places in the latest survey results.

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**CSE12: Contact Centre Survey Results**

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Our satisfaction results are consistently very high –in 2011/12 our 4 licences were ranked in the top 4 positions in the industry for customer satisfaction.

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**CSE29: Thank you letters from customers**

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We receive multiple thank you's from customers for a variety of reasons (power cut response, connections, general enquiries etc) thanking us for our staff's response and for addressing to their individual needs.

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**CSE48: Guaranteed Standards of Performance**

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Our guaranteed standards operate across our key services, and are applicable to all customers. We pay customers in individual cases if we fail. There are approximately 50 standards in total and our failure rate is extremely low.

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**CSE50: Target 60 and 18 Hour Faults**

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We aim to restore supplies within 1hr. We achieve this for the vast majority of customers: East Mids 79.22%; West Mids 78.64%; Wales 87.83%; West 85.92%. We also monitor the number of customers off supply for over 18hours. Performance in the Midlands since take-over has seen drastic improvement.

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**CSE51: WPD Complaint Handling Process**

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We receive very few complaints relative to our 7.7m customers. We work hard to resolve them positively to customer's satisfaction. If we don't, customers may go to the Ombudsman. South Wales and West have 0 ombudsman complaints for 3 consecutive years. In 2011/12 West Mids had 0 & East Mids had 2.

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**4.2.3: We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE77: Broad Measure Results**

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Ofgem continuously benchmarks our performance against all DNOs by surveying customer satisfaction with services during unplanned and planned outages, connections and enquiries. WPD cascade results monthly so each region can break down data and improve any service where possible

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**CSE101: Ofgem Annual Report**

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Ofgem's annual report shows our performance against others. We used such data about numbers & duration of power cuts to significantly improve our newly acquired East and West Midlands licences to bring their performance in line with our standards of service.

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**CSE99: KPI reports**

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KPI reports detailing our performance are shared monthly with all local teams - this ensures we use our performance, benchmarked through the Broader Measure Survey, to continuously improve our service to customers.

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**Active Evidence**

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**NEW16: REgulatory Framework**

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Ofgem continuously compares the perform of all electricity network operators. As part of our Price Control, our costs & performance are reviewed and used by Ofgem to introduce new service requirements. Companies are incentivised to improve their performance for the next price control period.

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**4.2.4: We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.**

Applicant Self Assessment: Satisfactory

**New Evidence**

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**CSE102: Stakeholder Database**

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As demonstrated by our database various best practice meetings are hosted by WPD. This includes visits to the contact centre and meetings with National Grid and Severn Trent (who share our footprint) to share best practice with respect to hard to reach customers.

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**CSE103: Data Assurance Minutes**

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WPD works with other network operators & the energy regulator to share best practice. A recent example of this is attendance at meetings with the aim of assisting the regulator to implement new data assurance legislation.

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**Active Evidence**

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**N004: Target 60**

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Target 60 was developed from best practice of our US parent company. We have adapted the measure for our East and West Midlands Licences with excellent results. We publish our experience and results online and in our stakeholder report.

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**4.3: Deal effectively with problems**

**4.3.1: We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**N016: Weekly CEO Report**

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NOT FOR 2012 ASSESSMENT Our Directors are alerted to any dips in performance via the weekly report.

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**N018: Monthly KPI Booklet**

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NOT FOR 2012 ASSESSMENT Our Directors and managers are alerted to any dips in performance via the monthly KPI booklet.

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**NEW08: Contact Centre Callbacks**

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NOT FOR 2012 ASSESSMENT We ring every customer after a power cut with a brief explanation of the problem. If necessary an engineer can ring them to provide more details.

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**NEW77: Worst performing circuits**

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NOT FOR 2012 ASSESSMENT We have identified the circuits on our network that experience the highest number of power cuts. We are working on measures to improve their performance - and consulting with local customers.

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**NEW78: Severe weather contingency planning and media training**

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We have contingency plans for severe weather supply restoration in high winds, snow and flooding conditions - when our service levels dip. We work as part of the Local Resilience Forums. We also have trained local managers on how to liaise with the media under these conditions.

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**4.3.2: We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE30: First Time Every Time and Codes of Practice**

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All staff follow the 'First Time Every Time' ethos. Complaints are passed to local managers on the day of receipt and dealt with quickly. Complaints not been resolved to the customer's satisfaction may be passed to the Ombudsman, of which we have extremely low quantities.

---

**CSE51: WPD Complaint Handling Process**

---

Our complaints procedure is simple and driven by the Complaints Handling Regulations. It is published online & in our stakeholder report. Customers can complain verbally (dedicated phonenumber), by email or letter. We give timescales to respond to complaints, and to resolve within 8 weeks maximum.

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**CSE52: Complaint Handling Element of the Broad Measure**

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In addition to monthly satisfaction surveys, an explicit element to the Broad Measure regards complaint handling performance, including number resolved within day 1 of receipt, resolved within 31 days, repeat complaints (about the same issue) and any complaints escalated to the Ombudsman.

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**4.3.3: We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.**

Applicant Self Assessment: Satisfactory

**New Evidence**

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**CSE104: Complaints Handling Guidance**

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Guidance is available on every PC desktop for all staff. It includes information on recording, handling and escalating complaints. This was briefed out to all staff at team meetings.

**Active Evidence**

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**N034: First Time Every Time**

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Every member of staff is issued with a small card. Staff are empowered to take personal responsibility for complaints. This means the authority to apologise and put things right. Team Managers are responsible for their own budget which may be used to assist in resolving complaints.

**N092: Voltage Complaints Policy**

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We have a special procedure for dealing with power supply fluctuations and noise complaints. Trained engineers install monitoring equipment so that the problem can be investigated objectively. The service is backed by a Guaranteed Standard set by Ofgem.

**NEW11: WPD complaints handling procedure**

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For most complaints customers want an explanation and an apology or goodwill gesture. We do not expect staff to assess whether the complaint is justified. For more serious complaints a senior manager or our Claims team or our technical team will investigate to find if WPD is at fault.

**NEW57: Contact Centre Training**

---

Centre staff receive regular training on handling customer who call with a complaint.

---

**4.3.4: We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE07: Stakeholder Consultation Events**

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The majority of complaints concern supply reliability & connections. How to make improvements in these areas were key topics in our stakeholder engagement workshops & our customer 'willingness to pay' research. We publish an unedited findings report and WPD's response (including actions) online.

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**CSE09: Annual Stakeholder Report**

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A significant proportion of complaints relate to supply reliability. In our Annual Stakeholder Report (and also our 'Power For Life' newsletter) we show the amount of investment that we are undertaking to improve network reliability, and steps we are taking to improve response times to power cuts.

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**CSE52: Complaint Handling Element of the Broad Measure**

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We are measured on how many complaints are resolved within day 1, how many within 31 days, repeat complaints (on same issue) & any escalated to the Ombudsman. We record every complaint to identify trends and keep detailed measures against each of these standards to help us to improve performance.

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**CSE53: Complaints Database**

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We keep a database of all complaints and comments received at Head Office, and reported locally, which we log under a variety of categories. We use this to identify patterns and to report back to managers, including a weekly "outstanding complaints" list to ensure issues are dealt with quickly.

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**CSE54: Safety Database**

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We keep a database of all safety suggestions made. We constantly monitor our working practices to ensure the safety of our staff and the public. Staff report any incidents or near misses.

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**4.3.5: We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.**

Applicant Self Assessment: Satisfactory

**Active Evidence**

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**CSE55: Reviewing our Complaints Procedure**

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Our complaints procedure is driven by Ofgem's Complaints Handling Regulations, is consistent across all regions (inc. Midlands) and is reviewed whenever Regulations change. Procedures for handling complaints was reviewed in April 2012 and guidance issued to all staff who manage complaints.

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**CSE56: Connections Complaint Handling Amendments**

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Following feedback from customers, staff and Ofgem, connections complaints are treated as a very high priority. The internal process has been amended to ensure complainants are contacted and issues are resolved urgently.

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**CSE57: Ofgem Consultation on Complaints Handling**

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Ofgem conducted research into what customers value during a complaint. Our approach follows this best practice. WPD were heavily involved in designing the scope of the Broad Measure- including setting the assessment criteria to ensure complaints were dealt with quickly and fully.

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**CSE58: Ofgem Review of Complaints Handling**

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Ofgem reviewed the operation of the complaints handling procedures for energy suppliers after 12 months, this gave us some learning points. WPD were involved in a "pilot" period of the Broad Measure complaint handling element, before the measure went live in April 2012.

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**4.3.6: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.**

Applicant Self Assessment: Satisfactory

**New Evidence**

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**CSE104: Complaints Handling Guidance**

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All staff are trained on ensuring customers who complain are satisfied with the outcome. Guidance is provided on every PC desktop.

**Active Evidence**

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**NEW11: WPD complaints handling procedure**

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The manager who resolves the complaint with the customer always checks that they are happy with what has been agreed. Any customer who is not satisfied with the results of our investigation has the right to contact the independent Ombudsman after 8 weeks.

**N034: First Time Every Time**

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Teams take responsibility for the customers in their area and customer issues are dealt with first time, every time. The Manager responsible ensures complainants are satisfied with outcomes before the complaint is closed.

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## 5: Timeliness and Quality of Service

### 5.1: Standards for Timeliness and Quality

#### 5.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

Applicant Self Assessment: Satisfactory

#### Active Evidence

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##### CSE11: Broad Measure of Customer Satisfaction Survey

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Surveys cover the timeliness of our communication (all forms, inc. email communication) for power cuts, connections quotes and arranging on site work. We report monthly, and work hard to improve performance, which is significantly above the industry average for these elements. See visit.

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##### CSE12: Contact Centre Survey Results

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Ofgem set standards for telephone response times for our Contact Centre. The target time is 20 seconds. We publish our performance against this online, in our annual stakeholder report and in our 'Power For Life' newsletter. WPD currently answers calls in under 2 secs in all regions.

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##### CSE48: Guaranteed Standards of Performance

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The standards include the making and keeping of appointments and responses to letters and emails. Emails are treated the same as a letter by WPD, with the same standards applying.

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##### CSE51: WPD Complaint Handling Process

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Our Complaints Handling Procedure includes timescales for response to all forms of complaint, including letters, emails and phone calls. We have a standard that all emails received in the complaints mailbox are dealt with on the 1st working day and sent out locally to team managers to resolve.

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##### CSE52: Complaint Handling Element of the Broad Measure

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The complaint handling element of the Broad Measure of Customer Satisfaction provides a robust measure (with associated penalties for poor performance) of how quickly we respond to and resolve complaints (verbal, email and written).

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##### CSE59: Ofgem New Connections Guaranteed Standards

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Since 1 October 2010 there are now standards for timescales to respond to requests for connections from existing & potential new customers. Emails are treated the same as letters. We produce KPI's to measure our performance against all of these standards.

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**5.1.2: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.**

Applicant Self Assessment: Strong

**Active Evidence**

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**N001: Guaranteed Standards**

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NOT FOR 2012 ASSESSMENT The standards include the making and keeping of appointments and responses to letters. It also includes stanadrds for restoration of supply and voltage complaints. From October 2010 there will be comprehensive standrds for new connections.

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**N003: New Telephone Standard**

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NOT FOR 2012 ASSESSMENT Ofgem set standards for telephone response. This includes measures of customer satisfaction.

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**N004: Target 60**

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NOT FOR 2012 ASSESSMENT We set our our own higher taget to restore customers supply in an hour.

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**N034: First Time Every Time**

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NOT FOR 2012 ASSESSMENT WPD has a committment that staff take personal responsibility for serving customers through this standard.

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**NEW75: New Connections Standards 2010**

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NOT FOR 2012 ASSESSMENT From October 2010 we introduced comprehensive national standards for all aspects of new connections for all types of customer. These are backed by fixed compensation.

## 5.2: Timely Outcomes

### 5.2.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.

Applicant Self Assessment: Satisfactory

#### Active Evidence

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##### CSE09: Annual Stakeholder Report

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We use various methods to advise customers about our promises on timeliness and quality of service. We produce an annual performance report for stakeholders outlining our customer service policy, complaints procedure and performance, and what steps we're taking to improve service.

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##### CSE10: 2012 Media Campaign

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We provide details in our 'Power For Life' leaflet of our customer service commitments and examples of the promises we make including our performance with respect to call response times and number of complaints.

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##### CSE51: WPD Complaint Handling Process

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We publish our complaints procedure on our website at [http://www.westernpower.co.uk/Serving-our-Customers-\(1\)/How-to-Make-a-Complaint](http://www.westernpower.co.uk/Serving-our-Customers-(1)/How-to-Make-a-Complaint)

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##### CSE60: Notice of Rights

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In line with the statutory regulations we publish documents which provide customers with notice of their rights to claim or receive a Guarantee Failure payment. These are sent annually to all Suppliers for onward transmission to customers

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##### CSE61: Customer Charter

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WPD does not bill customers direct. This is done by electricity suppliers. We work with the other electricity distributors to provide a common form of words for suppliers to use in a leaflets in customers' bills. This is updated annually and sent to suppliers. We also put it on our website.

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**5.2.2: We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.**

Applicant Self Assessment: Satisfactory

**New Evidence**

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**CSE67: PSR policy**

Vulnerable customers can register with us. When a registered customer rings our contact centre they can be added to our register and dealt with by a person who can address their needs.

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**CSE109: Crown 2 day Contact Standard**

Crown now contains a prompt to ensure customers are contacted within two working days (for every enquiry) to discuss their requirements. This ensures that the appropriate person is quickly identified and addresses the reason for contact with the customer.

**Active Evidence**

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**N034: First Time Every Time**

This is consistent with WPD's First Time Every Time policy.

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**NEW08: Contact Centre Callbacks**

In the unlikely event that our contact centre operator is unable to address the reason for the call they will arrange for an operational manager to contact the customer.

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**NEW11: WPD complaints handling procedure**

We have a dedicated telephone number, email address, web form and address for customers to complain. We then contact the local manager to resolve the issue directly with the customer.

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**NEW15: WPD Connections process**

In line with New Connections GSOPs, customers with requests for a new connection will be dealt with by an appropriate person within the required timescale.

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**5.2.3: We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE67: PSR policy**

Vulnerable customers can register with us. Our Contact Centre Staff are then aware that they have special needs in an emergency.

**Active Evidence**

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**N034: First Time Every Time**

Our First Time Every Time policy recognises the need to minimise unnecessary contact for customers.

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**N130: High Volume Call Taker System**

When a customer reports to our Contact Centre that they have a power cut, this information is logged and passed to our Despatchers to send out field engineers. This information is also available for future call takers to see, if the customer rings again. See visit.

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**NEW03: CROWN & ENMAC customer data**

Our CROWN database holds details of any work due at a customers property. ENMAC details any recent powercuts or planned work. These databases are accessible to staff across WPD.

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**NEW11: WPD complaints handling procedure**

Our complaints procedure is designed to reduce unnecessary contacts. Complaints are logged then quickly (often within hours) passed to the local manager to deal with direct.

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**5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.**

Applicant Self Assessment: Strong

**Active Evidence**

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**N130: High Volume Call Taker System**

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This requires a visit to our Contact Centre. A customer who calls our Contact Centre to report no supply will be given an estimated restoration time. We have worked hard to improve the accuracy of information that we are able to give customers as we know that this is important to them.

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**NEW11: WPD complaints handling procedure**

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Our complaints procedure sets out the stages if we cannot resolve the matter at the first point of contact.

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**NEW15: WPD Connections process**

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When a customer wants a new connection or to upgrade or change their connection arrangements we discuss the process and timescales with them. Will need a visit.

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**CSE30: First Time Every Time and Codes of Practice**

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Our First Time Every Time policy ensures that customers are dealt with at the first point of contact where possible and local managers take responsibility for their own customers and the actions of their teams. Actions and time scales are always discussed with customers.

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**5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE12: Contact Centre Survey Results**

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We are the top industry performer on telephone speed of response in our Contact Centres, answering calls in under 2 seconds. The target is 20 seconds. Most calls relate to loss of supply and we advise the customer of estimated restoration times and what engineers are doing to resolve the problem.

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**CSE30: First Time Every Time and Codes of Practice**

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WPD has a commitment that staff take personal responsibility for serving customers through this standard

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**CSE50: Target 60 and 18 Hour Faults**

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We have our own target to restore supplies within one hour of a HV fault. We achieve this for the vast majority of customers. In 2011/12: East Midlands – 79.22%; West Midlands – 78.64%; Wales – 87.83%; West – 85.92%.

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**CSE51: WPD Complaint Handling Process**

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Our Complaints Handling Procedure includes timescales for response to all forms of complaints, including letters, emails and telephone calls. Emails received into the complaints mailbox are dealt with 1st working day and sent out locally to team managers to resolve. See visit.

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**CSE62: High Volume Call Taker System**

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Potential delays in answering queries during power cuts that affect very high numbers of customers (with high associated volumes of calls) are managed by the implementation of messaging services. The system allows us to handle calls promptly via targeted messaging (by postcode area). See visit.

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**CSE63: Customer Callbacks if Restoration Time Changes**

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After we have spoken to a customer during a power cut, if the estimated time of restoration changes significantly, our Contact Centre proactively call the customer to let them know that the time has changed and provide the latest information about what we are doing to fix the problem.

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### 5.3: Achieved Timely Delivery

#### 5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.

Applicant Self Assessment: Strong

##### Active Evidence

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##### **N016: Weekly CEO Report**

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NOT FOR 2012 ASSESSMENT We report performance against targets each week for the Chief Executive, prepared by a small team of staff. - Our Directors are alerted to any dips in performance via the weekly report.

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##### **N017: Wallboards**

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NOT FOR 2012 ASSESSMENT Each Office displays a wallboard showing monthly performance against key targets, so that staff are aware of performance in the locality.

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##### **N018: Monthly KPI Booklet**

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NOT FOR 2012 ASSESSMENT We report internally against all our targets, prepared by a small team of staff. - Our Directors and managers are alerted to any dips in performance via the monthly KPI booklet.

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##### **N086: Contact Centre Survey Results**

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NOT FOR 2012 ASSESSMENT We monitor the performance of contact centre staff in speed of response and quality of call handling. This is by recording calls and the customer satisfaction survey. We identify any dips in individual or overall performance and take action to improve performance.

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##### **NEW75: New Connections Standards 2010**

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Our CROWN Routing & Tracking System monitors the progress of each new connection against the service standard targets. Email warnings are generated for levels of management to warn if we are about to fail a standard. Then action can be taken.

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**5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.**

Applicant Self Assessment: Strong

**Active Evidence**

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**CSE09: Annual Stakeholder Report**

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Our performance against Guaranteed Standards and IIS targets are published online and in various reports. Our stakeholder report details our performance against key targets, and as well as being published on our website it is sent to a number of customers and parish councils.

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**CSE11: Broad Measure of Customer Satisfaction Survey**

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Timeliness and quality of customer service is confirmed by comprehensive monthly surveys and the recording and monitoring of calls.

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**CSE48: Guaranteed Standards of Performance**

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Our guaranteed standards are independently audited each year. We pride ourselves on having very few failures against these standards.

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**CSE49: Ofgem Reporting and IIS**

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We report performance annually to Ofgem who publish a report of all DNO's performance. We also provide annual IIS returns that measure network performance. This is independently audited each year by Ofgem appointed auditors. We again met all of our standards, including the Midlands.

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**CSE59: Ofgem New Connections Guaranteed Standards**

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Our CROWN 'Routing & Tracking' System monitors the progress of each new connection against the service standard targets. Email warnings are generated for levels of management to warn if we are about to fail a standard. Our GSOP and IIS performance is audited externally.

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**5.3.3: Our performance in relation to timeliness and quality of service compares well with that of similar organisations.**

Applicant Self Assessment: Strong

**New Evidence**

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**CSE105: IIS Audit Letter**

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The independent Audit Report shows our performance against others.

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**CSE101: Ofgem Annual Report**

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Ofgem's annual report shows our performance against others.

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**CSE77: Broad Measure Results**

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Ofgem's survey is evidence that our performance in relation to timeliness and quality of service compares excellently with that of all other DNOs.