



TasNetworks

Customer Service Strategy

2014 - 15

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1.0 PURPOSE

The purpose of this document is to articulate the TasNetworks Customer Service Strategy and the alignment between the overall strategic direction set for TasNetworks and what it means for our customers in real terms. It includes a high level summary of planned initiatives that require implementation over the next 12-18 months to support the realisation of the TasNetworks' vision and meeting the needs of our diverse customer base.

2.0 TASNETWORKS' VISION

Our Vision is to be "**Trusted by our customers to deliver today and create a better tomorrow**". Customers are one of the three key pillars fundamental to the achievement of the TasNetworks Strategy.

The Customer Strategic Objective is to "...understand our customers and make them central in all we do", with the ultimate aim of improving price, service and reliability outcomes for customers.

The three-pillar strategy for TasNetworks to achieve its Vision includes:

- **CUSTOMERS:**
We understand our customers by making them central to all we do
- **PEOPLE:**
We enable our people to deliver value
- **ONE BUSINESS:**
We care for our assets, delivering safe and reliable network services while transforming our business

These three pillars also support the achievement of **sustainable shareholder outcomes** through returns on assets and equity, dividends and corporate reputation and sustainability.

Further, the Vision recognises TasNetworks are the monopoly provider of transmission and distribution electricity services in Tasmania, representing a significant portion of the energy supply chain. It also recognises our role in telecommunications and as such we are an enabler of customer outcomes and value.

3.0 THE CUSTOMER SERVICE STRATEGY

The Vision for TasNetworks drives the focus on how we deliver to our customers. Specifically it;

- Places achieving customer trust at its heart
- Recognises that we are an enabler of customer outcomes, today and into the future
- Recognises that we are part of creating a better future, we can create customer value and value to Tasmania as a whole
- Allows us to achieve customer trust in many different ways through provision of a range of services aligned to the needs of diverse customer segments

The Voice of the Customer Program and the initiatives detailed within this Customer Service Strategy set out to enable the successful achievement of the Vision and to genuinely provide quality service outcomes for our customers.

A key focus for TasNetworks is to establish a methodology for genuine customer consultation and two-way feedback mechanisms to gain further customer insights to solidify our understanding of our customers' needs.

TasNetworks operates in a complex environment and is part of the National Electricity Market. As a new business, an opportunity exists for us to establish a strong and respected brand in the Tasmanian community; a brand that customers associate with integrity and trust. We will be a business that demonstrates pride in our people, people that are sought out by our customers for their expertise, professionalism and customer service excellence.

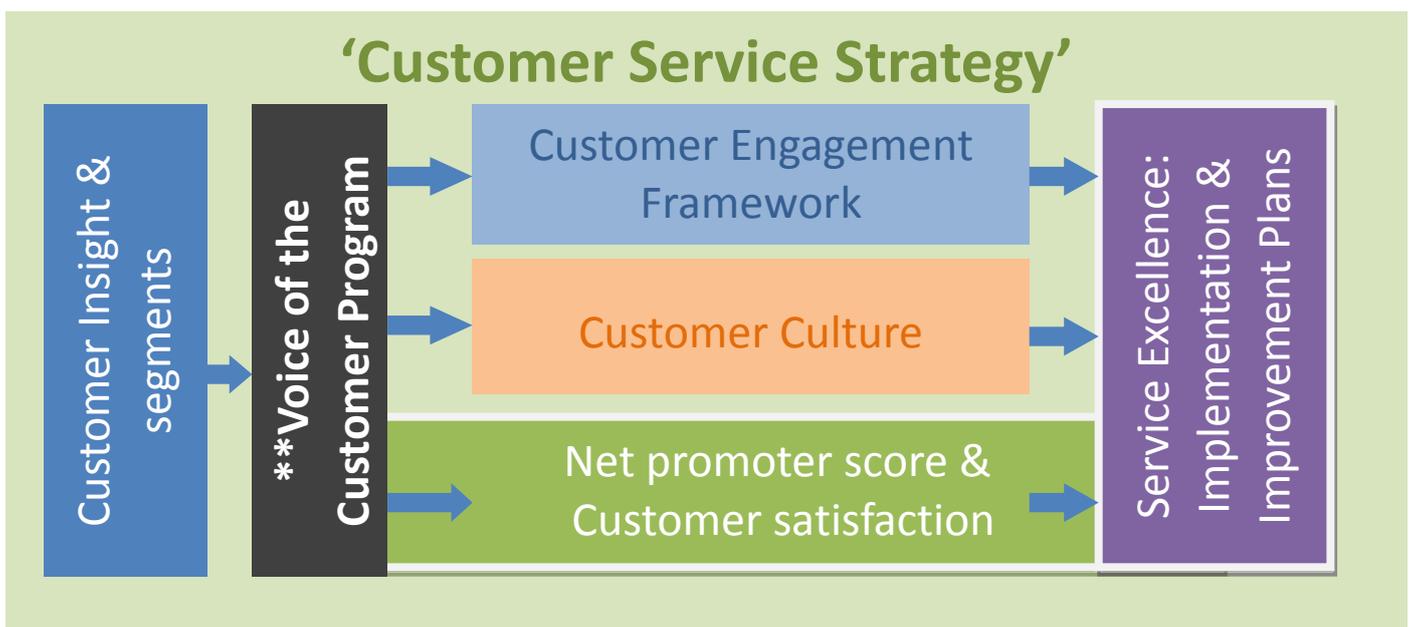
3.1 Who are our Customers?

This represents our customer segments and our holistic approach to customer service. By applying our customer service strategy to both 'who we work for' and 'who we work with', we will ultimately achieve our aim of keeping our customers central to all that we do, resulting in exceptional customer service 'all round'.



3.2 The Voice of the Customer Program

The Voice of the Customer Program is the cornerstone of this customer service strategy. It ensures we consider the customer perspective and 'voice' in our activities and decisions. It will establish a platform from which customer engagement initiatives, customer culture and satisfaction measurement will evolve and is a key input to service excellence improvement planning.



3.2.1 *Customer Engagement Framework*

We are committed to engaging with, informing and educating customers about our activities and plans for the future. The Voice of the Customer Program includes the development of an engagement framework that will drive the culture of 'Customer First'. This will include improved customer consultation as a fundamental element of this Customer Service Strategy.

The TasNetworks customer engagement framework will identify the expected levels of engagement and consultation for each of our customer functions and activities. It will reflect the consultation framework defined by the IAP2 Spectrum of Public Participation (Appendix B). This is the framework referenced in the AER's consumer engagement guideline.

The engagement framework will allow for consistent application of our intended approach with customers, the community and external stakeholders across multiple touch points. This approach become the baseline for how we do business in this organisation moving forward. It defines who we talk to, about what, when things need to occur and how we go about engagement activities.

We will achieve an ongoing conversation about issues that interest our customers and affect their lifestyles, such as the price, reliability and safety of electricity, the costs and benefits of possible projects, and the environmental impacts of our business. We understand that most people have different preferences for how we communicate and how they wish to communicate with us. The framework will provide a variety of communication mediums to address the needs of a diverse customer base from fact sheets, through surveys, on-line information and in a face-to-face manner.

We will establish a panel of customer and consumer representatives (Customer Council(s)) that reflect a broad cross-section of views aligned to our customer segmentation to support effective engagement and two-way communication.

This program will also support build awareness of TasNetworks' role in the Tasmanian energy and telecommunications markets.

3.2.2 *Customer Culture*

Our people, behaviours and values are critical to the success of the business.

By working with our People and Performance team, we will develop a customer culture strategy and implement initiatives that aspire to achieve high levels of employee engagement. Engaged, proactive and passionate employees will ensure a positive first impression for our customers.

This will directly influence the way our brand is established and will impact on our corporate reputation. We will identify training opportunities linked with the outcomes of internal and external surveys as they relate to customers. We will provide support, education and tools to our people to enable them to deliver exceptional outcomes (eg Empowering Leaders Program).

We will have strong commitment to the service standards defined in the TasNetworks Customer Charter and customer agreements. Our customer values and behaviours will help achieve results.

Using the framework we will engage with all levels of the organisation to build alignment to the customer service strategy and to ensure initiatives are implementable at the frontline turning strategy into action in real time and real terms for customers.

3.2.3 Service Excellence:

This element of the strategy is aimed at delivering consistent, repeatable and exceptional customer service and first contact resolution.

‘Service Excellence’ seeks to implement an ongoing improvement focused methodology for its customer management practices. We aim to improve our key service interactions in alignment with our Customer Service Charter, the National Energy Customer Framework, regulatory obligations and in accordance with customer feedback. This will be achieved through continuous improvement, understanding the customer experience through Net Promoter scoring, reporting and analysis of customer complaints and consultation to identify service gaps.

We will deliver fit for purpose service propositions for our customer segments, based on customer insights, which are tailored as appropriate to address the diverse needs of our customers. This will include push/pull communications, online portals and forms, key account management, technology to support ongoing customer management, customer friendly web content, forums, trade-nights, safety campaigns and communication materials. We will also establish customer facing policies and procedures and engage with our key customers to ensure these policies are balanced in their approach to business and customer outcomes.

We will identify a list of priority projects that align with corporate, business and group plans on an annual basis as part of our ongoing customer journey.

4.0 PROGRAM INITIATIVES TO SUPPORT THE STRATEGY

The following table outlines the initiatives to be actioned in the next 12 months

Strategy	Vision Statement	Initiatives
Voice of the Customer Program	To ensure the voice of the customer is heard and informs our decisions and activities	Supported by implementation plans and timelines – appendix C
TasNetworks Engagement Framework	To proactively engage, consult and communicate with TasNetworks customers and the community to build trust and ensure a better tomorrow.	<ul style="list-style-type: none"> • Develop TasNetworks framework for Customer Engagement based on IAP2 • Develop and implement customer & stakeholder segmentation plan • Develop an Account Management Framework providing customer advice and dedicated management to large high worth customers and Retailers • Establish a project plan for Customer Consultation aligned to the requirements of the AER’s Guidelines for DD17 and T&DD19 • Establish an annual program and register of TN customer consultation activities • Establish method to research and analyse customer insights • Establish a Customer Council for TasNetworks and agenda of items for review • Proactive consultation on key policies, and initiatives with key stakeholders • Annually review TasNetworks Customer Charter • Implement customer feedback and satisfaction methodology ie Net Promoter • Implement innovative communication mechanisms • Update plans in response to customer feedback
Customer Culture	To be a business with engaged and passionate employees who are committed to achieving results for customers by delivering quality services	<ul style="list-style-type: none"> • Develop ‘Customer’ induction program • Rollout Customer Charter • Establish customer values and behaviours • Customer reporting to TasNetworks business streams • Initiate a bottom up approach to service improvement opportunities through engaging field and office based employees • Establish a ‘customer campaigns’ information board • Internal engagement measurement and alignment with customer service delivery expectations

Strategy	Vision Statement	Initiatives
<p>Customer Service Excellence</p>	<p>To identify service gaps and make improvements to TasNetworks services that deliver consistent, repeatable and exceptional customer experiences.</p> <p>Provide quality communications to TasNetworks Customers to educate, protect and build our corporate reputation</p>	<ul style="list-style-type: none"> • Integrate an effective Fault/Service Centre for TasNetworks including improvements to telephony and process changes • Implement measurement systems at key customer interfaces to understand the customer experience and prioritise improvement opportunities to achieve best practise outcomes • Develop business requirements that define the IT strategy for customer management systems • Enhance the website to support two way customer communication and service improvements • Tools to enhance reporting capabilities • Customer Connections Review Project • ‘Customer Journey Mapping’ other customer pain points • Educate and communicate with Electrical Contractors to deliver a streamlined end-to-end works/connection process

Appendix A – IAP2 Spectrum of Public Participation

iap2 public participation spectrum
developed by the international association for public participation

Increasing Level of Public Impact

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

TasNetworks Customer Engagement Framework

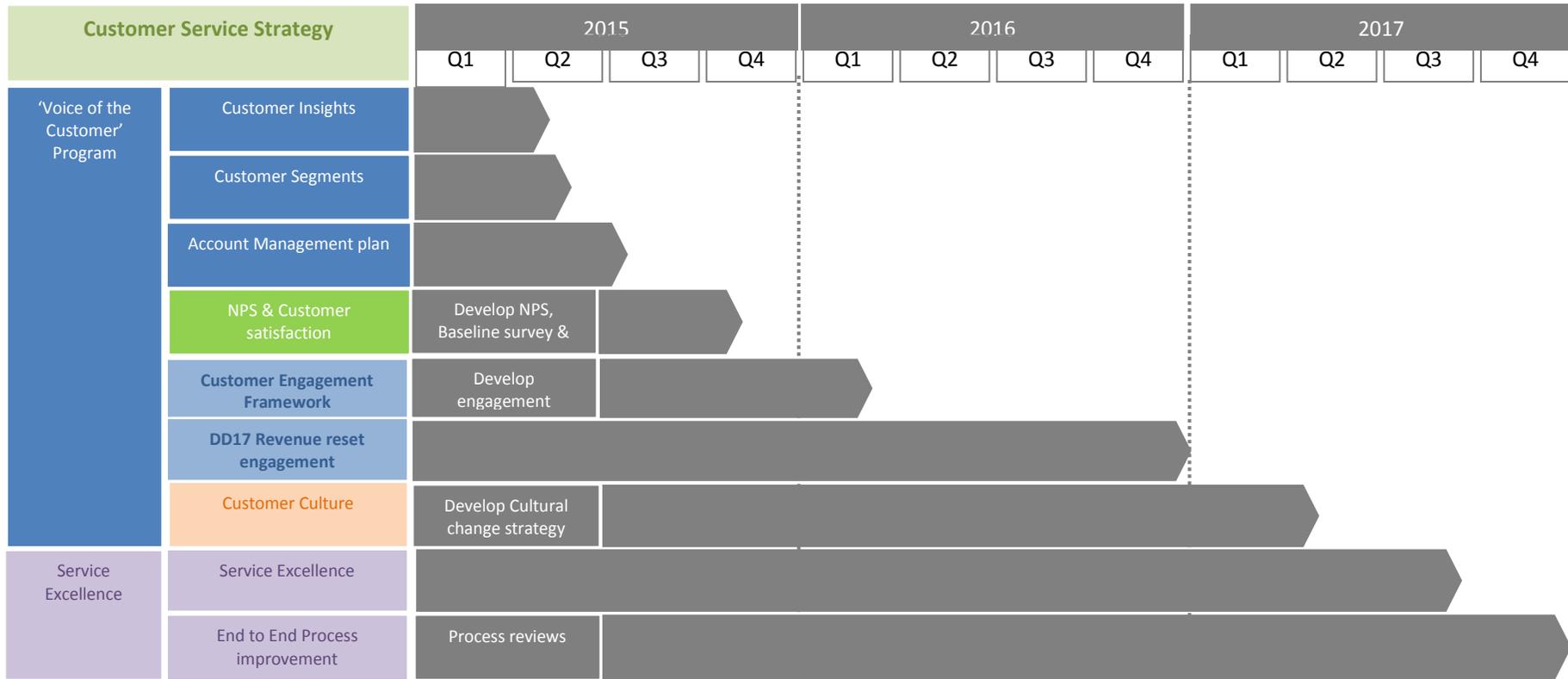
Increasing Level of Customer Participation

	Inform:	Consult:	Involve:	Collaborate:	Empower:
Customer Engagement Goal	To provide customers with balanced and objective information to assist in understanding the problem, alternatives, opportunities &/or solutions	To obtain customer feedback on analysis, alternatives and/or decisions.	To work directly with customers throughout our process to ensure that customer concerns and aspirations are consistently understood and considered.	To partner with our customers in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of our customers.
Promise to our Customers	We will keep you informed.	We will keep you informed, listen and acknowledge concerns and provide feedback on how customer input influenced the decision	We will work with you to ensure your concerns and issues are directly reflected in alternatives we develop and provide feedback on how customer input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will keep you informed, listen and acknowledge concerns and provide feedback on how public input influenced the decision
Customer Engagement Tools	Fact sheets Newspaper/TV/radio Letters/Customer cards Social Media Customer charter Brochures	Focus Groups Community Forums Public Meetings Trade Nights Surveys	Workshops Consumer Engagement Forums	Advisory committees Contracts/Legal Agreements	Delegated decisions

Appendix B – TasNetworks Customer Touch Points

TOUCH POINT	TOUCH POINT
Customer Connections & New Supply	Meter reading including PAYG
De-energisations & Re-energisations	Self reads
Power outages	FOI requests
Alterations to existing connections	Pricing
Cable PI	Contestability
Large Customer Account Management	Tariff Info
Telecommunications	Contracts
Complaints/Feedback/Compliments	FRC (Retailers)
Street lighting	Electrical Contractors/EWRs
High loads	Solar enquiries/information
DB billing & disputes	Website enquiries
Vegetation information	NECF queries
Vegetation defects	Public image enquiries
Private Poles information	Sponsorship information
Access issues	Social media
Damage to property	GSL information
Easements	Charter payments/enquiries
Planned interruptions information	Design enquiries
Unplanned interruptions	Generator enquiries
Claims	Life support
Insurance letters	Critical Customers
Voltage complaints/electromagnetic frequency/radio frequency interference	Environmental issues
Sundry Debtor accounts	Dial before you dig/cable locations
Damage to assets	Reliability
Local area/asset enquiries	General enquiries (switchboard)
Demand management activities	Response to marketing campaigns
Major Industrial customers	Revenue and price setting
Policies and procedures	Development projects

Appendix C What is the implementation plan?



Capability delivered

- Customer segments and insights understood
- Customer Engagement Framework implementation
- Account management framework defined
- Customer Connection process improvements commenced
- Culture change strategy devised and 'Customer' induction implemented
- NPS developed & baseline

- Account/relationship management structures in place
- Cultural change effected
- Customer communications and feedback channels implemented
- Assessed and scoped new IT requirements
- DD17 engagement activities delivered

- Sophisticated customer insights leveraged across organisation
- Consistency in customer culture and understanding
- New service offerings introduced
- Tailored suite of customer services implemented for high impact customers
- Improved processes in place and consistently applied
- IT requirements addressed ¹¹