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CUSTOMER/STAKEHOLDER ENGAGEMENT WORKSHOP – FEEDBACK, OUTPUTS AND IMPLEMENTATION
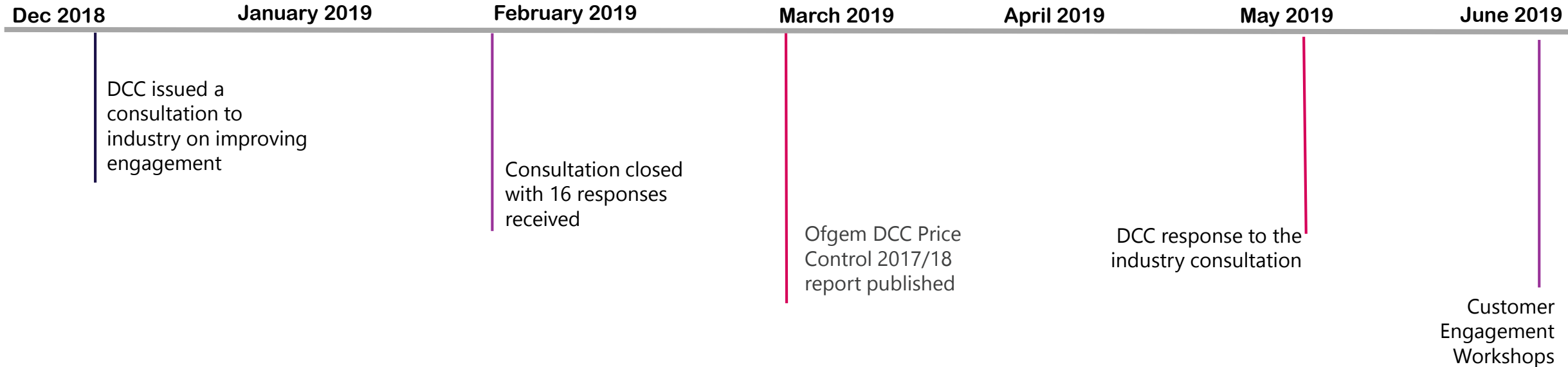
June/ July 2019

1 Objectives for the workshops

- Discuss elements of inform, shape and survey(vote) as a tool to clarify engagement activities

- Gather feedback on proposed template for the business case to be used as a mechanism for engagement

- Gather feedback on key functionalities for the customer portal as a tool for wider, targeted engagement

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Through recent engagement with industry and feedback from Ofgem in its 2017/18 Price Control report, DCC is looking to improve its engagement with its customers and industry stakeholders.

Dec 2018   **January 2019**   **February 2019**   **March 2019**   **April 2019**   **May 2019**   **June 2019**

DCC issued a consultation to industry on improving engagement

Consultation closed with 16 responses received

Ofgem DCC Price Control 2017/18 report published

DCC response to the industry consultation

Customer Engagement Workshops

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Current means of engagement

We have a number of existing ways to engage customers and stakeholders, but there is scope for improving consistency, coordination, transparency and traceability.

Digital and broad communications

- Newsletters
- DCC Website
- DCC SharePoint
- Group Emails
- Formal Consultations
- Social Media
- DCC Industry days

Governance & industry forums

- **Department for Business, Energy & Industrial Strategy** — Transitional governance forums and independent suppliers forums
- **SEC Smart Energy Code** — Enduring governance forums
- **ofgem & Department for Business, Energy & Industrial Strategy** — DCC Bilaterals
- **Data Communications Company** — Customer Forums
- **Energy UK / ena energy networks association** — Trade association forums

Targeted/tailored customer engagement

- Service Management
- Service Centre (help desk)
- SSI & Technical Operations centre
- Workshops and expert sessions
- DCC Customer days

Responses to the DCC customer engagement consultation and Ofgem's Price Control RY17/18 identified areas where we can improve our engagement and highlighted the different requirements of our stakeholders.

- Too many formal consultations – can't respond to them all

- Unable to track responses to our engagement

- Smaller suppliers need more support

- Communications need to be simpler and more targeted – use the appropriate channel

- Need to close the feedback loop

- Limited coordination and consistency of messaging

- Too many forums – duplicating discussions and the wrong people
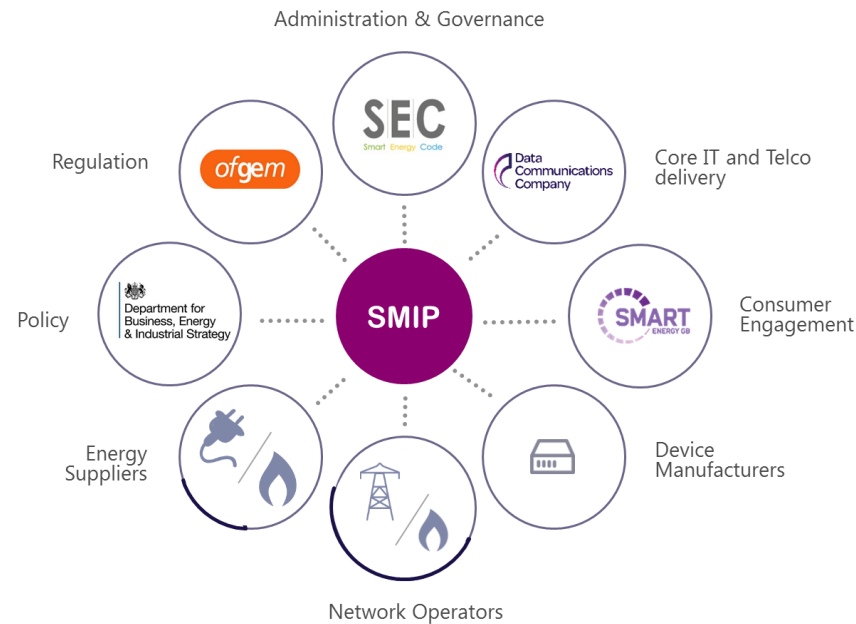
- Provide greater transparency and input into DCC's activities and costs

- Include greater customer input for those decisions with greater potential impact

- Develop better controls which facilitate timely, informed, transparent and proportionate engagement

- Provide evidence of how DCC has taken customer views into account

- Provide information in a timely manner to facilitate informed responses

5 Focus for improved engagement

Transparency and Traceability

Transparency around DCC's activities, costs and decision making

Policies and Processes

Improved internal governance and policies to ensure that engagement with industry is timely and appropriate, that customer and energy consumer views are considered in DCC's decision making and that we provide feedback on the outcomes of our decision making and a chance to review progress
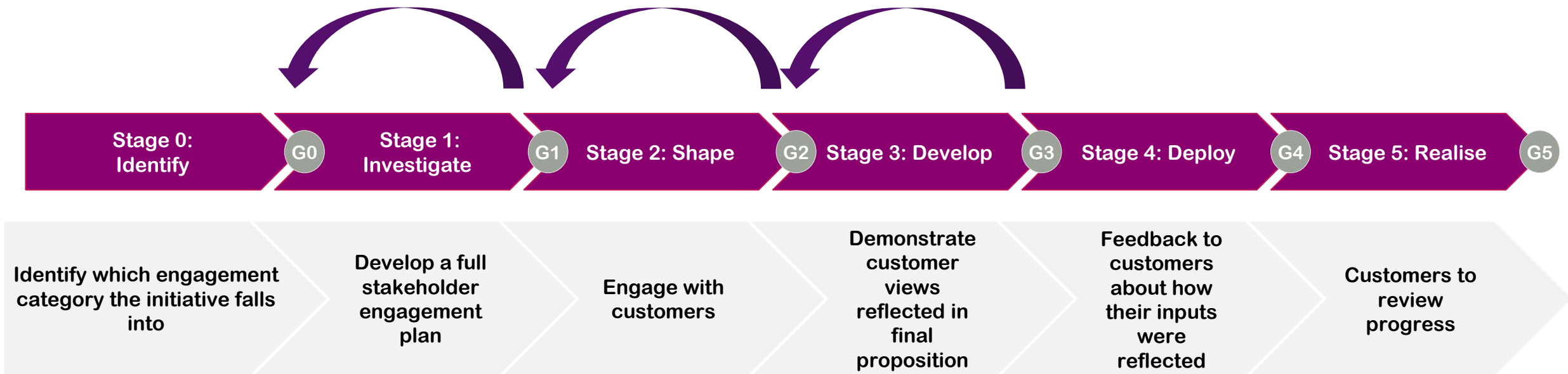
Tools

Better tools and engagement channels that will improve our ability to engage, that are tailored to support DCC's diverse range of customers and that provide traceability of all our engagement

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Internal policies and processes

Projects will need to demonstrate how customer engagement has been done through our new gating process.

Projects over a certain threshold will go to the DCC Board and all Board papers will include a section on customer engagement – how customers have been engaged and proof of traceability.

Stage 0: Identify	G0	Stage 1: Investigate	G1	Stage 2: Shape	G2	Stage 3: Develop	G3	Stage 4: Deploy	G4	Stage 5: Realise	G5

Identify which engagement category the initiative falls into	Develop a full stakeholder engagement plan	Engage with customers	Demonstrate customer views reflected in final proposition	Feedback to customers about how their inputs were reflected	Customers to review progress

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DCC is improving its digital offering to better engage with all customer, suppliers and industry stakeholders

DCC Website

LinkedIn

Totaliser

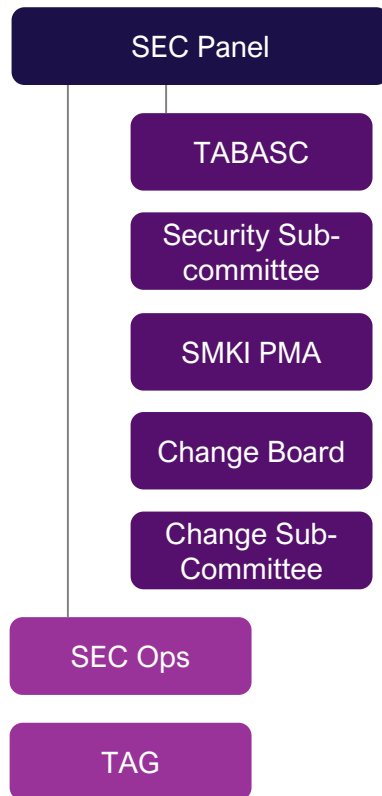**Technical Operations Centre**

SSI

• Customer portal
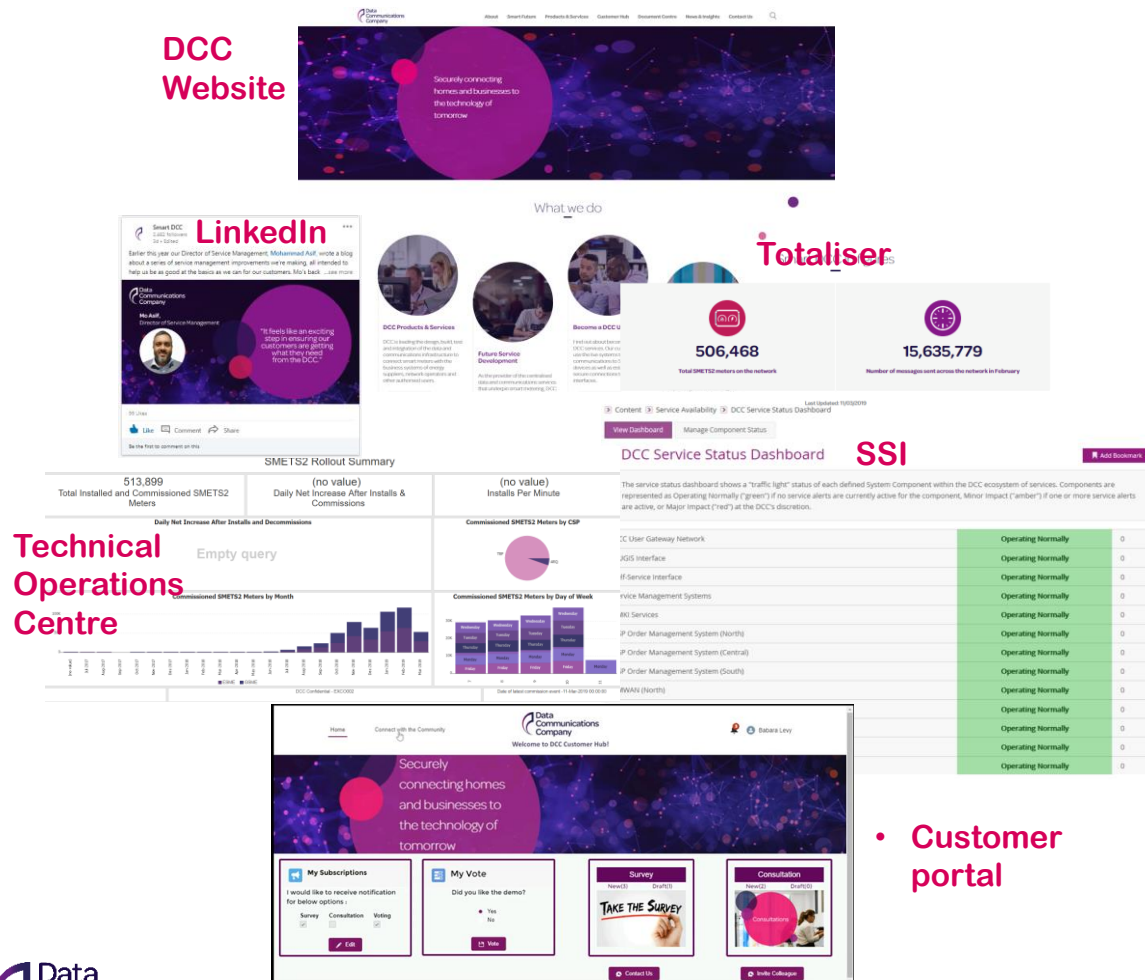
- A digital content strategy that aligns with the principles of DCC's improved engagement

- A refreshed website with new functionality

- Building engaged online communities

- Improved insights through DCC's digital tools (TOC & SSI)

- **Develop a customer portal to further improve DCC's digital offering and allow tailoring of inputs to customer needs**
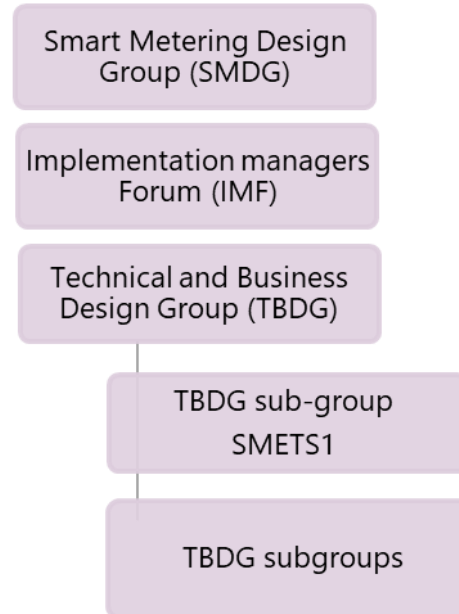
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Utilising forums to engage on new initiatives

We are looking to improve DCC's forums and better align them with formal SECAS and BEIS governance forums.
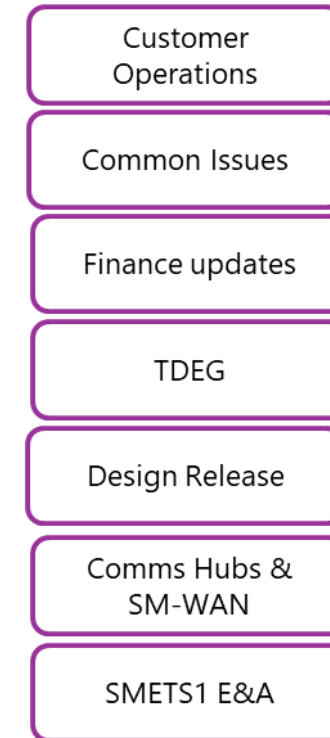
Enduring forums

- SEC Panel
  - TABASC
  - Security Sub-committee
  - SMKI PMA
  - Change Board
  - Change Sub-Committee
  - SEC Ops
  - TAG

Transitional forums

- Smart Metering Design Group (SMDG)
- Implementation managers Forum (IMF)
- Technical and Business Design Group (TBDG)
  - TBDG sub-group SMETS1
  - TBDG subgroups

DCC led forums

- Customer Operations
- Common Issues
- Finance updates
- TDEG
- Design Release
- Comms Hubs & SM-WAN
- SMETS1 E&A

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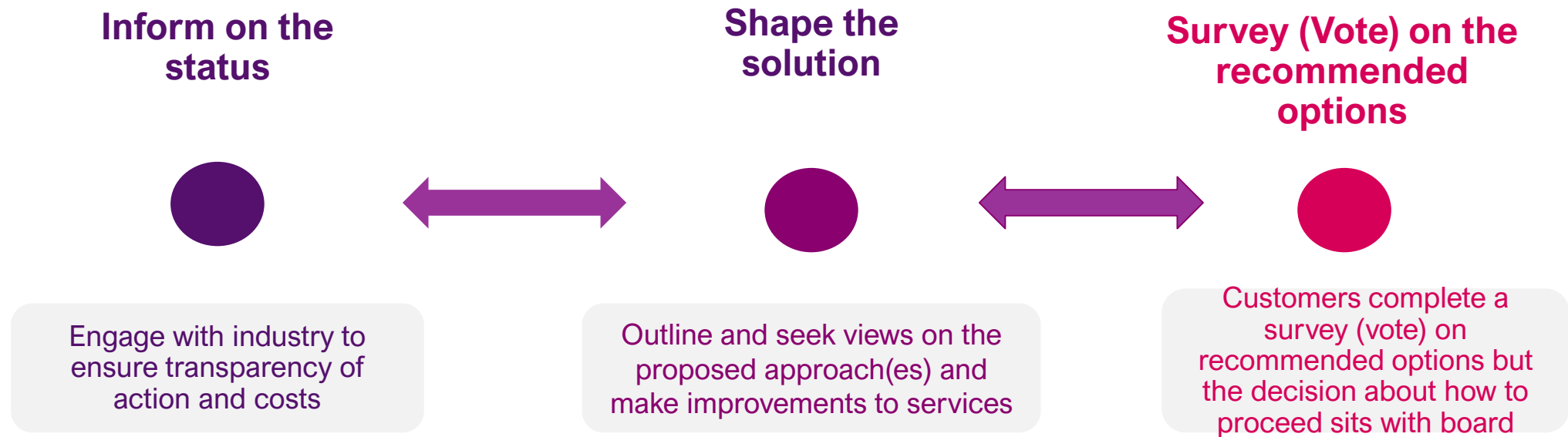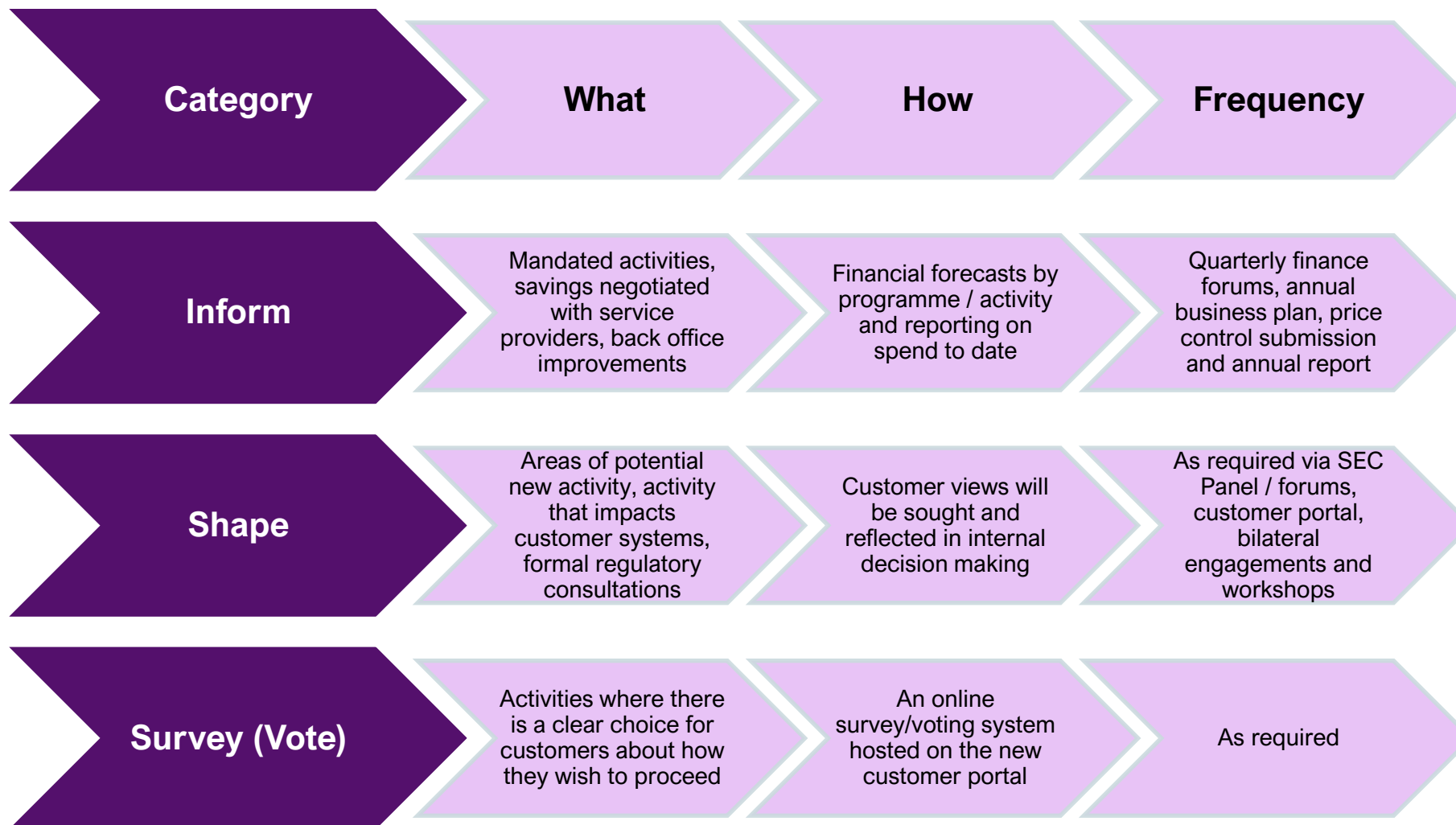
The three types of consultation / engagement

DCC is proposing to establish 3 types of engagement to ensure the DCC can set expectations with customers early on and clarify when they be given opportunities to feedback.

Inform on the status

Shape the solution

Survey (Vote) on the recommended options

Engage with industry to ensure transparency of action and costs

Outline and seek views on the proposed approach(es) and make improvements to services

Customers complete a survey (vote) on recommended options but the decision about how to proceed sits with board

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Draft criteria for Inform, Shape, Survey (vote)

Category	What	How	Frequency
Inform	Mandated activities, savings negotiated with service providers, back office improvements	Financial forecasts by programme / activity and reporting on spend to date	Quarterly finance forums, annual business plan, price control submission and annual report
Shape	Areas of potential new activity, activity that impacts customer systems, formal regulatory consultations	Customer views will be sought and reflected in internal decision making	As required via SEC Panel / forums, customer portal, bilateral engagements and workshops
Survey (Vote)	Activities where there is a clear choice for customers about how they wish to proceed	An online survey/voting system hosted on the new customer portal	As required

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1   **Will there be an audit trail that customers can refer back to if DCC take a decision that is not in line with customer feedback?**
Yes, customer feedback would be documented and DCC's decision and rationale would be shared with reference to DCC governance arrangements for the decision .

2   **Will you consider end users in your risk assessment, not just energy suppliers ?**
DCC will consider end consumers as well as its own customers.

3   **Does this threshold include internal and external (service provider) costs and what proportion of DCC projects fall above this threshold? 1m is a more appropriate threshold if those business cases are taken to the DCC Board.**

Yes, the threshold includes internal resource and external (service provider) costs. We will review the proportion of projects that fall within different thresholds before deciding where to set it so the volume of business cases shared is kept at a level that is both valuable to the customers and manageable in terms of volume for both the customers and DCC.

4   **Should there be an upper limit as to what can be included in a singular business case before breaking it down into individual business cases?**
We will review the feasibility of implementing this suggestion

5   **Can DCC include a confidence rating and/or contingency when documenting costs, risks, timelines? Can a tolerance for these be set and a change management process developed for customers to review cases where scope/ time/ cost exceeds the tolerance?**
The business cases will be shared as they are developed, as the discussion around options progresses the costs will become more certain. As part of DCC's internal change delivery governance process business owners are required to set a tolerance within the business case and if tolerances are likely to be breached then the PM must follow the Project Change Control process to seek approval for a change.

6   **Can DCC share how the business cases for an individual project fit within the wider programme? Can DCC share the rationale for prioritising these business cases now, and identify which other projects/ services may stop or be impacted as a result?**
Customers will have an opportunity to provide feedback on the relative prioritisation and timing of activities as part of the annual business and development planning engagement process. Part of the rationale in individual business cases will need to reflect the 'why now' question.

7   **For ease of reference can you sort customer responses by customer type e.g. DNO, energy supplier and limit abbreviations or link to a glossary?**
In summarising and sharing customer feedback we will group the feedback by customer type.

8   **Will a review process be carried out to realise benefits post implementation?**
Yes, post implementation reviews are part of the DCC's change delivery methodology.

9   **To plan accordingly can a forecast of upcoming consultations be shared? Can the DCC stagger publications of consultations (especially larger ones) so they aren't released at once?**

We will publish a forward plan of consultations and engagements online.

10   **There are often clashes with forums being on the same day. Can DCC share agenda items so the relevant individuals can attend the relevant forums at the relevant times? Forum materials/ slides need to be shared earlier on, would be a very quick win if can show how DCC have improved sharing of materials.**
DCC recognise that there are more forums than days available and as a result some forums overlap. DCC is looking at streamlining the use of its own forums. DCC recognise the value in sharing agenda items and materials in advance and will continue to monitor feedback regarding timely sharing of materials and pick it up with the relevant forum owners.

11   **How can DCC make its own decision making processes more visible and ensure consistency of messaging as it moves up through the forums?**

DCC will use the new customer portal to share progress on decision making and how customer feedback has been taken into account.

12   **Can DCC using voting so that it is proportional to market share/ expenditure within DCC ? Otherwise there is a disproportional cost to benefit.**

Following engagement and feedback from customers at a number of workshops DCC is proposing implementing customer feedback surveys rather than a formal voting structure. Surveys will be used to inform decisions on items with no / little incremental spend

3 Feedback on the customer portal

13 **What is the road map for the portal, including systems the portal will link to (SSI/TOC/Remedy) and when will there be a move from using these systems and accessing the data stored there? We would like to see how this roadmap will incorporate the DCC's transition from a programme focused to a BAU organisation.**
We will be developing a more detailed long term road map of the portal, including the major steps or milestones needed to reach it. We will share this with customers when it is available.

14 **Can DCC distribute licences according to size of the organisation?**

DCC is intending to distribute licences according to the size of the organisation.

15 **Customers lack confidence in using the platform currently used for OMS. Can DCC share the rationale behind using this same platform for the portal?**
We are aware of the existing issues with OMS. This is due to poor functionality rather than the platform on which it is built. Salesforce is a market leader in this area and there is work ongoing to enhance OMS functionality. DCC will be running a workshop with customers in the next couple of weeks to review customers business requirements for the OMS system.

16 **DCC need to be build a better knowledge base within the service centre if chat facility is to go on here. Can DCC use the portal to improve the response times for service issues?**
DCC intend to include portal functionality which will direct customer complaints to the relevant service manager. If a chat functionality is rolled out DCC will look to use the most appropriate function to manage responses to the live chat so that it is of value to the customers.

17 **DCC need to ensure any confidential information is securely managed. How does DCC intend to validate users so they know who has access to the portal, and what security measures will be in place to control sharing of sensitive information?**
DCC will limit who the licences are given to within the customer organisations using key identification such as an email address and name. Customers will be required to sign on using multi factor authentication to prevent sharing of licences, and prior to accessing any content on the portal users will be required to sign an NDA. if business cases are shared within a forum any attendees will need to also sign an NDA.

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# Further detail on implementation of the engagement approach

Customers will have an opportunity to provide feedback on the prioritisation of DCC activities and the forecast costs (internal and external costs) for the coming 5 years

Annual business and development plan

Consult on detail of activities within plan or areas of new spend

Feedback on delivery against plan and Price Control

We will report on actual costs and any changes in forecast costs at our quarterly finance forums. We will also continue to report on actual costs on an annual basis via the price control submission to Ofgem and our annual report
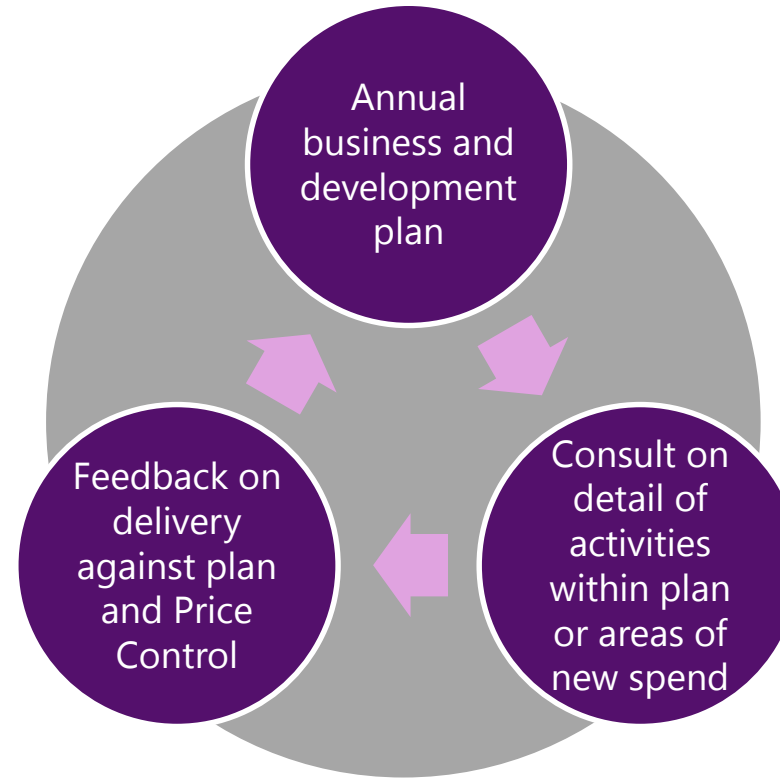
As we develop the detail of the individual programmes and activities outlined in the business and development plan or if any new areas of activity emerge through the year we will further engage our customers by sharing a summary business case for activities over £1m. This will include external and internal costs as well as contingency.
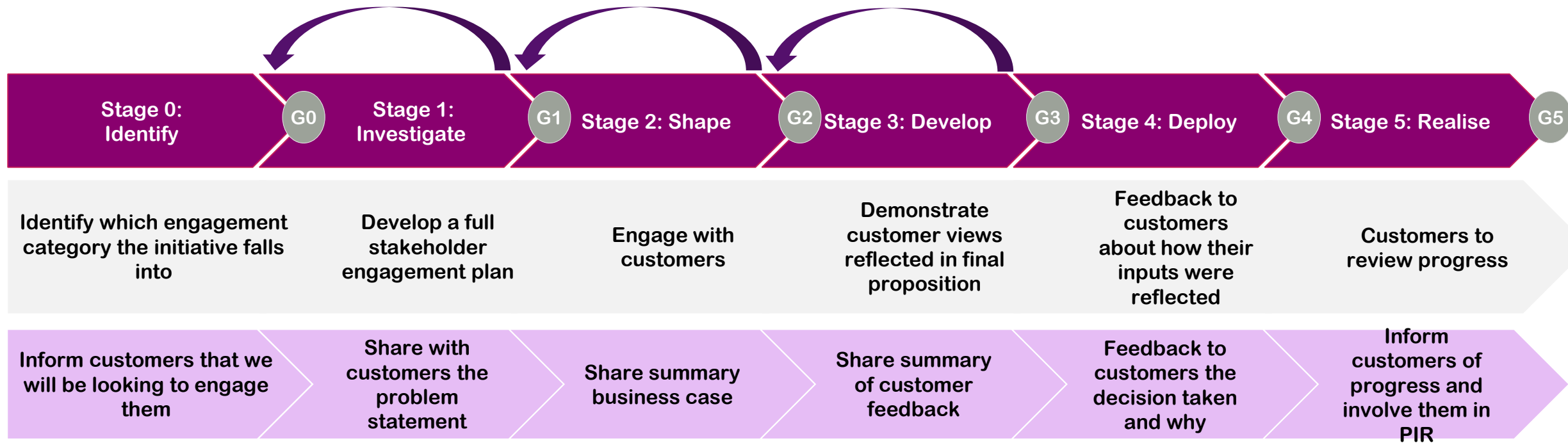
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We are proposing to share more granular information about the costs of each activity (costs to date and forecast costs, internal and external costs) under NDA at the DCC quarterly finance forums. We will also share more detail in our business and development plan on the forecast costs of activities.

	Annual Business and development plan	Reporting on spend of inflight activity	Price control submission	Annual report
What will be shared?	Forecast spend by activity	Actual and forecast costs of inflight activities / programmes broken down into internal and external costs	Reporting to Ofgem on actual costs of activities and variances in expected spend by activity	Actual expenditure over the last financial year broken down by programme and split by internal and external cost
How / where will it be shared?	Via the customer portal and DCC website. Will also be discussed at the quarterly finance forum and in bespoke workshops	Quarterly finance forums and online Customer Portal	Summary of submission and Ofgem draft decision with customers via quarterly finance forum	DCC website
Will customers be required to sign an NDA?	No	Yes	No	No

3 What does shape look like in practice for DCC?

As a continuation of DCC's internal gating process (slide 7) we are building in requirements for customer engagement at every stage. This will include sharing a problem statement and rolling review of the business case.

Our customers will help to shape our activities, but will not be decision makers. The DCC Board will retain the ultimate decision making power.

Stage 0: Identify	G0	Stage 1: Investigate	G1	Stage 2: Shape	G2	Stage 3: Develop	G3	Stage 4: Deploy	G4	Stage 5: Realise	G5
Identify which engagement category the initiative falls into		Develop a full stakeholder engagement plan		Engage with customers		Demonstrate customer views reflected in final proposition		Feedback to customers about how their inputs were reflected		Customers to review progress	
Inform customers that we will be looking to engage them		Share with customers the problem statement		Share summary business case		Share summary of customer feedback		Feedback to customers the decision taken and why		Inform customers of progress and involve them in PIR	

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For all activities over £1m we will share a summary business case with customers which will set out the issue, the options considered (with costs and benefits) and a recommended approach with milestone plan. Commercial arrangements prevent us from sharing certain information but if we can share it we will.

Following engagement and feedback from customers at a number of workshops DCC is proposing implementing customer feedback surveys rather than a formal voting structure. Surveys will be used to inform decisions on items with no / little incremental spend.

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We are looking to improve DCC's forums and better align them with formal SECAS and BEIS governance forums. We are proposing to use the DCC quarterly finance forums to share cost information under NDA and seek customer views on new activities.

DCC Quarterly Finance Forum	• Spend to date against key activities (inform) • Forecast expenditure (inform) • Assumptions underpinning our forecasts (inform) • Problem statement and rolling review of summary business cases (shape)
SEC Forums	• Support shaping activities. Which forum will depend on the nature of the activity and on request (either by DCC or members)
Independent Suppliers Forum	• Summary of the quarterly finance reviews (inform) • Summary of planned activities and their costs (shape)
Bespoke DCC Workshops	• Engagement workshops on annual business and development plan (shape) • Co-creation workshops (shape) • Price control submission workshops (inform)

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A new customer portal will allow us to target our communication more effectively and track customer views.

Consultations

View DCC consultations

Comment and raise questions

Vote on options provided

Surveys

Personalisation

Notifications/ alerts of new activity/ areas of interest

Personal dashboard of portal activity

Update nominated contacts

RSVP to events

Subscribe to specific topics

DCC Portal

Service management

Raise escalations/ complaints

View supplier dashboard/ performance (TOC)

Directed alerts to relevant service managers

View service status and resolution status

View status of escalations/ complaints

Chat to DCC

Chat with portal community

Knowledge sharing

View forums and how they work

View news and key messages

View organisation chart of key contacts

Calendar of events

View engagement plans

Meeting minutes and actions

DCC Controlled

We will look to implement the new approach as quickly as possible using priority areas of activity to test the new strategy.

In practice this means sharing with customers an engagement plan, the problem statement and rolling business case and seeking customer views on the proposed approach for these priority areas.

The engagement principles and approach may then be refined through any lessons learned from the test cases used.

Implementation Plan

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Workstream	June	July	August	September	October	November	December

Test cases
Using new areas of activity to test the new engagement strategy and develop understanding of what good looks like

Customer portal
Developing a single digital touch point to streamline customer communications and consultations

Policy development
Developing new internal policies to underpin DCC new engagement strategy and support the establishment of a internal customer engagement clearing house function

Business and development plan
Engaging customers early and building customer feedback into the development plan for publish in 2020

Engagement activities
Ensuring customers and stakeholders are kept informed and their feedback incorporated throughout the design, development and rollout od DCCs new customer engagement strategy

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