

# Code Administrators Performance Survey

## Distribution Code (DCode)

Energy Networks Association (ENA)

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### Introduction

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As part of its 2016 Code Governance Review Final Proposals (Phase 3) (CGR3), it was concluded that Ofgem should commission a standardised cross-code study to monitor and assess the performance of Code Administrators in their role in respect to each code that they administer.

The study is now in its third year and is designed to evaluate the service provided by Code Administrators in accordance with the principles of the Code Administration Code of Practice (CACoP) which aims to align processes across the industry codes and identify areas of best practice.

The study is not intended to take account of the relative funding of the Code Administrators (CA), or whether they offer value for money.

**In 2019**, the study has been repeated to monitor performance and identify any developments. Specifically, the survey will be used to:

- **Identify:** Organisations' interaction with codes and CAs; including awareness of CA responsibilities, confidence in dealing with codes, and expectations of the service which Code Administrators should be providing.
- **Measure:** Overall performance of CA on key metrics, including overall satisfaction, support, communications and modification process.
- **Assess:** Specific aspects of service delivery, including email, websites, meetings and accession process.

Throughout the report, we will show data for 2017, 2018 and 2019 and draw comparisons as appropriate.

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### Method

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A mixed mode programme of research was conducted with organisations interacting with industry codes. The scope of the research included:

- Telephone discussions with Code Administrators prior to commencing the research programme. The conversations were designed to establish any major changes in service provision, thus allowing Future Thinking the ability to contextualise results from the 2019 survey.
- A mixed mode quantitative survey (online and telephone) with 203 participants to measure experience and performance of code administrators – **36 participants answering about the DCode** (17 June – 12 July 2019).
- 25 follow-up in-depth interviews to get an understanding of drivers of satisfaction/dissatisfaction (15 July – 8 August).

### **Throughout the report, results are shown:**

*At a total level (aggregated results for all codes)*

*At a total level for the DCode (due to small base sizes, results are not broken down by subgroup)*

*Quotes from respondents included in the report are not intended to be representative of the range of views, but rather offer a range of opinions, feedback and suggested improvements*

*Where base sizes are small, this is shown by an \* for bases less than 30 and \*\* for bases less than 15. This indicates that the data should be treated with more caution and is indicative only.*

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## **Industry context**

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The current structure and perceptions of the energy industry in which organisations operate are seen to have an impact on interactions and attitudes towards Code Administrators and should be taken into account when interpreting survey results.

Organisations acknowledge that the codes are necessarily complex and that the environment is challenging but believe fundamental changes in their administration could help to simplify processes and introduce greater consistency.

A key area for desired change in 2019 is reviewing CACoP with the belief that it can better serve customers by unifying Code Administrators. There is appetite among customers for CACoP:

- to have its own website.
- to deliver greater guidance to CAs on uniformity of information provision.
- to enforce levels of consistency around support provided through the modifications process.
- to provide weekly cross-code round-ups of forthcoming changes and expected impact on organisations.

While customers recognise the differences between codes, and the level of complexity associated with each, there remains a belief that simplifying and unifying operational aspects of codes would greatly assist CAs and the service delivery to customers.

There is also a preference for Ofgem to work more closely with CAs at earlier stages of modifications to avoid delays and further complications.

These wider external factors can influence how organisations perceive the service provided by individual code administrators and ultimately how they rate service performance.

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## **Executive summary – DCode**

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The service provided by ENA, in relation to the DCode has declined in places. 2019 sees significant falls across all Key Performance Indicators:

- 64% (23 respondents out of 36) are satisfied overall with the service provided by the ENA in relation to the DCode (74% in 2018, 26 respondents)
- Performance around aspects of support has declined significantly over the last year
- There is a perception that the ease of interpreting information provided by the ENA in relation to the code has declined over the last year
- It is however encouraging that no organisations explicitly indicate that the service is worse

## Organisation profiling

The level of expertise organisations have to deal with codes remains consistent with previous years. However, availability of resource in 2019 has slightly declined.

More generally, in 2019, there is some evidence of larger organisations indicating that they are having some resourcing challenges.<sup>1</sup>

*"We are a large company but we have some challenges. A lot of our employees are not in energy, so although we are large, when it comes to engagement, it is difficult."*

### SELF-REPORTED ORGANISATION'S SIZE



	No. of employees			
	0-49	50-249	250-999	1,000+
Total (203)	24%	15%	14%	45%
DCode (36)	25%	19%	11%	44%

### SELF-REPORTED ORGANISATION'S ENERGY MARKET EXPERIENCE



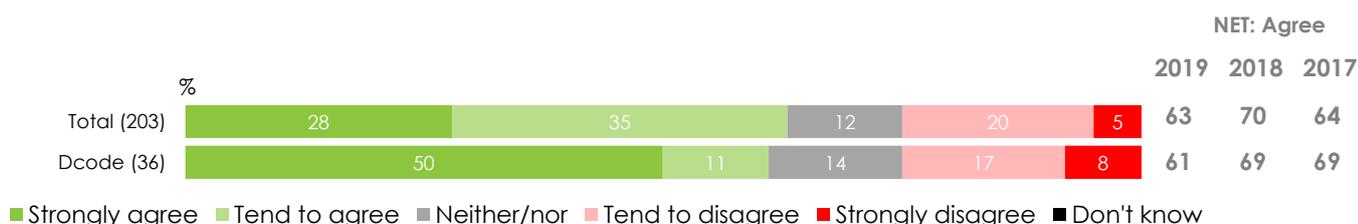
	0-5 years	6-9 years	10+ years
Total (203)	15%	7%	78%
DCode (36)	25%	6%	69%

### SELF-REPORTED SUFFICIENT ORGANISATIONAL EXPERTISE TO DEAL WITH CODES



Q1. To what extent would you agree or disagree that your organisation has sufficient expertise to enable you to deal with the codes you are responsible for or interact with? Base: All responses for those involved with code (number of responses shown in brackets).

### SELF-REPORTED ORGANISATION'S RESOURCE



Q2. And to what extent would you agree or disagree that you have enough resource within your organisation to sufficiently

<sup>1</sup> There is a weak correlation between an organisation's self-reported level of resource and overall satisfaction with Code Administrators. However, this does not imply causation.

deal with the codes you are responsible for or interact with? Base: All responses for those involved with code (number of responses shown in brackets).

Challenges around availability of resource impact both small and large organisations; any support therefore has to reflect the organisation's individual circumstance rather than size.

## Key findings

### KPIS

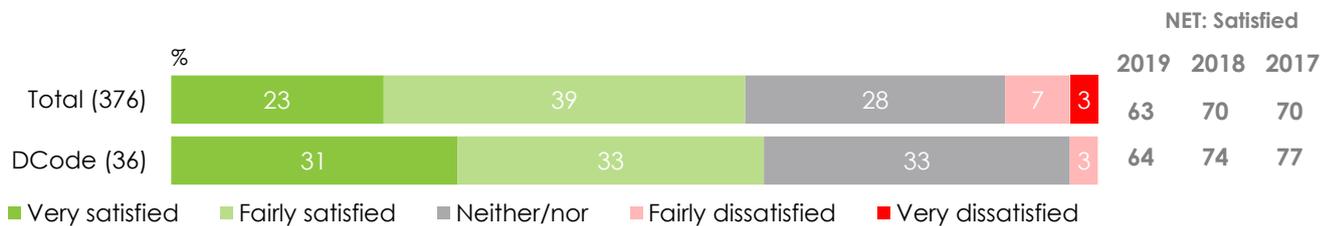
The survey collected four wide measures of satisfaction:

1. Overall satisfaction with the service provided to their organisation.
2. Satisfaction with the provision of support.
3. Satisfaction with support received when requested.
4. Perceived improvements from service received in the last year (introduced in 2018).

After the strong gains seen in 2018, in 2019 we see some notable declines in ENA's performance ratings in relation to the DCode across all KPIs. Overall satisfaction has declined and is now at its lowest. Satisfaction with support proactively provided and support provided when organisations request it has also seen a significant drop.

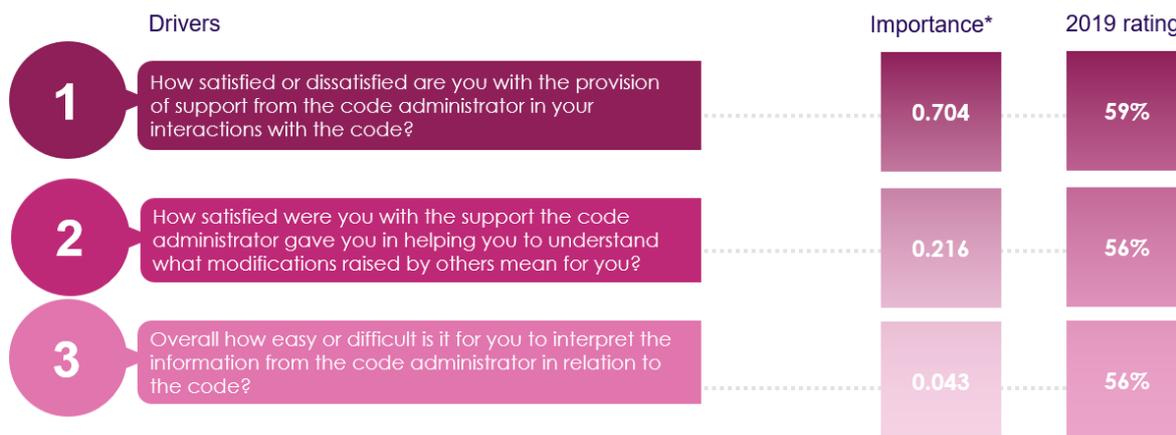
### OVERALL SATISFACTION

At an all organisational level, we see a shift in reported overall satisfaction, down from 70% in 2018 to 63% in 2019. This pattern is also observed for ENA's service provision in relation to the DCode. After the slight dip seen in 2018, we see a further decline with 64% reporting overall satisfaction (23 respondents), compared with 74% in 2018 and 77% in 2017.



Q10. Thinking about all aspects of your dealings with the code administrator in relation to <this/these> codes, overall how satisfied are you with the service provided to your organisation? Base: All responses for those involved with code (number of responses shown in brackets).

To understand the aspects of service delivery that most affect overall satisfaction, key driver analysis (KDA) was conducted.<sup>2</sup> The aspects of service that have the greatest impact on overall satisfaction are:



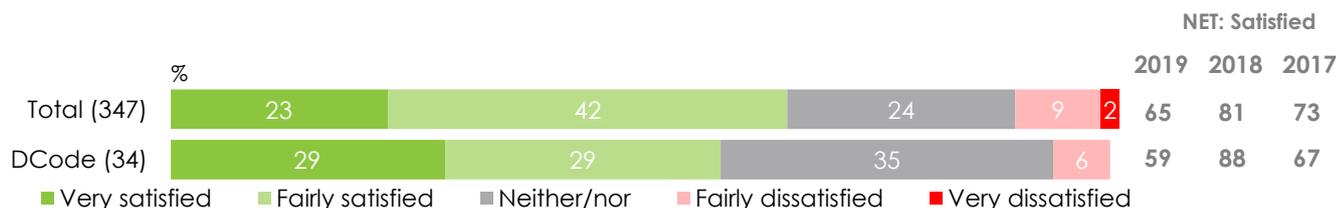
\* The importance value will always have a value between -1 and +1, where, a large positive correlation means two ratings 'move together' and a negative correlation means the ratings move in the opposite direction. A correlation of 1 means an exact linear relationship (i.e. everyone gives the same rating for overall satisfaction as for provision of support.)

Due to the small base sizes, it is not possible to identify the key drivers for individual codes. The importance scores in the chart above are therefore based on the combined total for all codes and the 2019 current rating is specific to the DCode.

At an overall level, the three key drivers of satisfaction continue to be around support and information. While provision of support is still the most important driver for satisfaction, it has become even more important (rising from 0.467 to 0.704 in 2019). It is however striking that the reported satisfaction around these key areas has dropped significantly at a total level as well as for the DCode. There are opportunities to improve service around all the three key drivers of satisfaction. With service improvements to these core areas, it is likely that 2020 may see a positive lift in reported overall satisfaction.

### SATISFACTION WITH PROVISION OF SUPPORT

After the strong uplift seen in 2018, 2019 sees a significant decline in reported satisfaction with provision of support from Code Administrators, and now stands at 65% (from 81% in 2018). ENA customers also report lower satisfaction levels in relation to the DCode, from 88% in 2018 to 59% in 2019 (20 respondents of 34 aware of support). It is worth noting that the lower satisfaction levels are being driven by more customers being neutral about the services rather than dissatisfied.



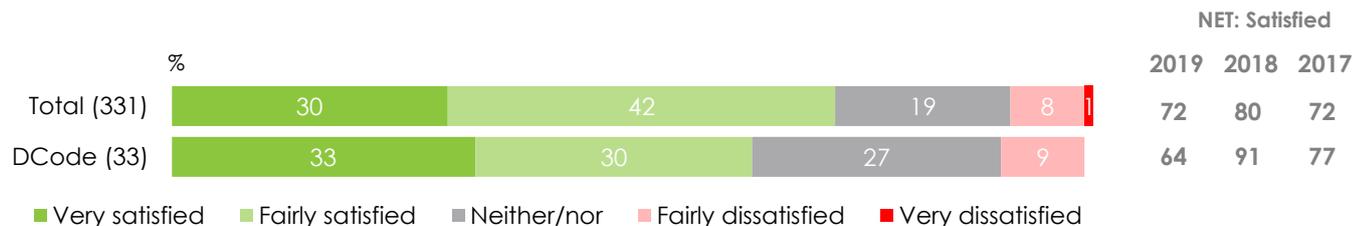
Q11a/Q11c. How satisfied or dissatisfied are you with the provision of support from the code administrator in your interactions with the <code>? Base: All responses for those aware of support (number of responses shown in brackets).

### SATISFACTION WITH SUPPORT RECEIVED WHEN REQUESTED

Again, we see a decline in satisfaction with support received when organisations request it. Overall, satisfaction is back to the 2017 level and stands at 72%. After the very high satisfaction levels reported for ENA support in relation to the DCode last year, 2019 sees a significant decline in those

<sup>2</sup> KDA tests the strength of the correlation between ratings of core metrics against perceived level of satisfaction by which we can derive which factors have the greatest impact on overall attitudes – this is a subconscious measurement rather than a stated level of importance.

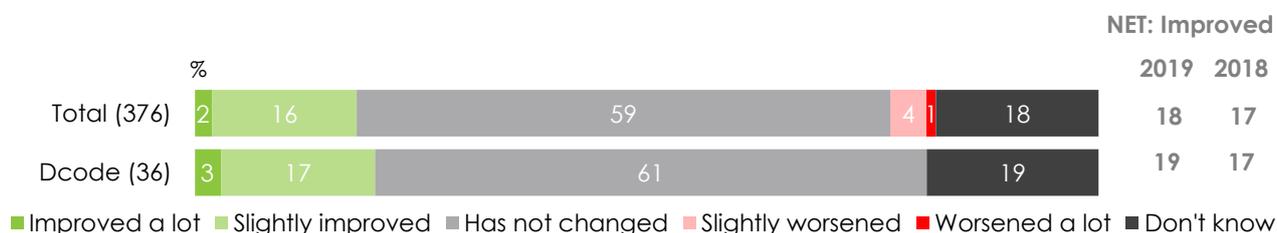
saying they are satisfied with the support they receive when they request it (64% - 21 respondents in 2019 vs 91% in 2018).



Q13/Q13b. And when you request support from the code administrator in relation to the <code> how satisfied or dissatisfied are you with the support you receive? Base: All responses for those proactively seeking support (number of responses shown in brackets).

### PERCEIVED IMPROVEMENT

At an overall level, organisations tend to believe that the service they receive has not changed over the last year. For the DCode, no customers report a worsening in service provision; and we see a marginal increase in those indicating that the service has improved (19% - 7 respondents - in 2019 and 17% in 2018).



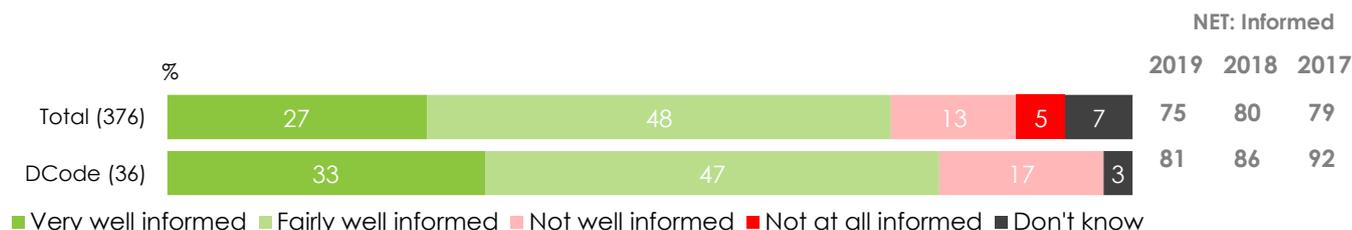
Q29b. Thinking about the service that you have received in relation to the <code> in the last year, would you say it has improved, remained the same or got worse? All responses for those involved with code (number of responses shown in brackets).

## Perceptions of information provision

On average, organisations claim to receive information about the DCode from ENA 1-2 times a month and for 71% (22 of 31 respondents receiving information), this frequency is about right. It is worth highlighting that 26% of those receiving information feel the frequency is not often enough (eight respondents).

### KEPT INFORMED ABOUT THE CODE

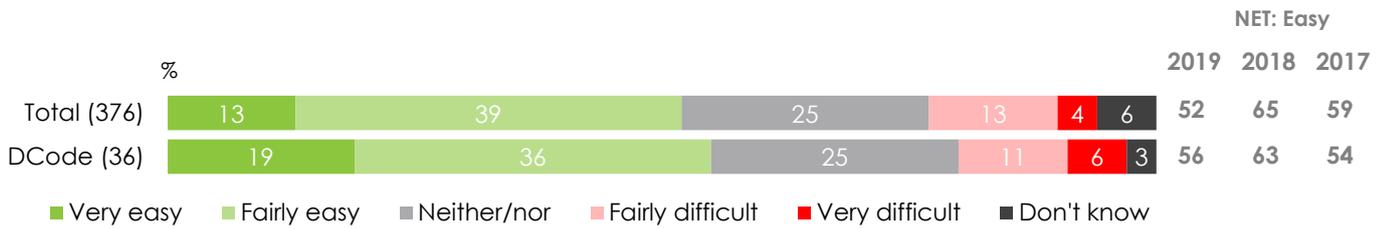
Typically, organisations believe that Code Administrators keep them well informed about the codes; we however see a very slight decline in those feeling very or fairly informed (from 80% in 2018 to 75% in 2019). ENA scores in relation to the DCode are high; however, the decline that we saw in 2018 is continued; 81% (29 respondents) feel 'very' or 'fairly' well informed about the code.



Q14/Q14b. How well do you feel your code administrator keeps you informed about the <code>? Base: All responses for those involved with code (number of responses shown in brackets).

## EASE OF INTERPRETING INFORMATION

After the positive uplift seen in 2018, reported ease of interpreting information has declined. Overall, around half of organisations feel it is easy to interpret information from Code Administrators in relation to their codes. We see a similar pattern for the DCode; 2018 saw an increase in reported ease, with 63% saying they could interpret information in relation to the code whereas this now stands at 56% (20 respondents) and is back to the 2017 level.



Q15/Q15b. Overall how easy or difficult is it for you to interpret the information from the code administrator in relation to Base: All responses for those involved with code (number of responses shown in brackets).

## Perceptions of direct services

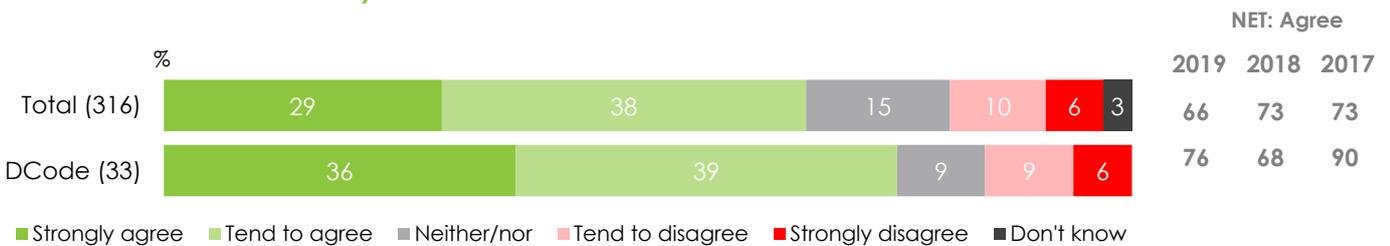
### EMAIL

Organisations continue to be reliant on receiving information via email. It is generally perceived as accessible and provides a traceable audit trail. While organisations highlight some innovations that have made email communications from Code Administrators more manageable, there is a view that more can be done to streamline information sent via email.

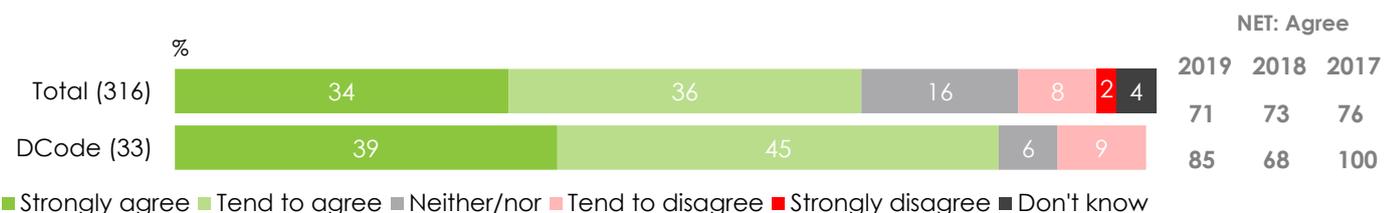
Organisations value email communications that are succinct, clear and give direction on the action (if any) that they may need to take as a result. Some organisations called for more dynamic provision of information; with email used to provide topline information and complementing digital platforms used as repositories for more detailed information.

ENA emails in relation to the DCode are perceived as easy to understand (76%, 25 respondents). There is a notable improvement around signposting; 85% (28 respondents) agree that the emails they receive make it clear when action needs to be taken (vs. 68% in 2018).

#### 'The emails I receive are easy to understand'



#### 'The emails I receive make it clear when action needs to be taken'



Q19. To what extent do you agree or disagree with the following in relation to the <code/codes>? Base: All responses for those receiving information from code administrator (number of responses shown in brackets).

## WEBSITES

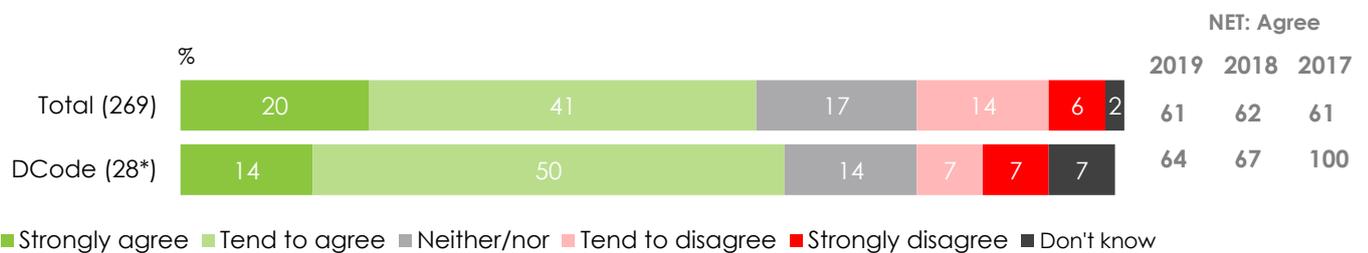
Websites remain important for most organisations. They are seen as a vital resource for keeping up to date with various code changes and general information related to the code. Information included on websites can be insightful, providing businesses with the depth of understanding they require to navigate codes.

Customers feel it is critical that information that is on websites is kept up to date and is also easy to find. This continues to be an area that most Code Administrators need to work on; at an overall level, 61% indicate they are able to easily find information on the website.

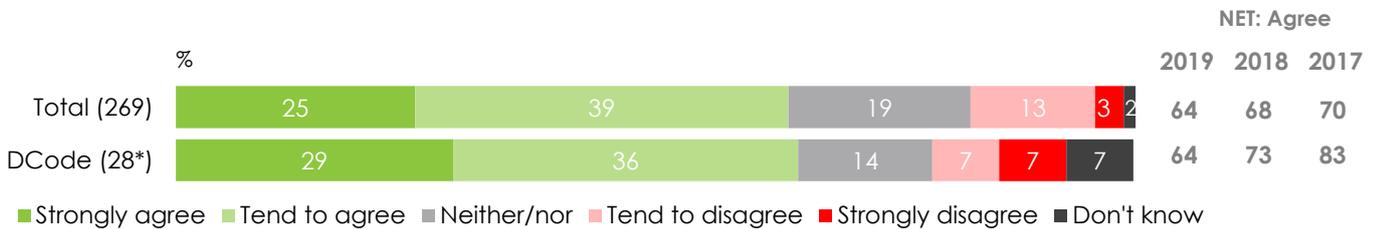
In 2018, 43% of organisations who have interactions with the DCode indicated they used the website. Reported use has increased in 2019, and now stands at 78% (28 respondents). In line with last year, 64% (18 respondents) say they are able to easily find information on the website in relation to the DCode.

We however see a slight decline in reported ease of understanding information on the website. Sixty four percent (18 respondents) agree that the DCode information on the ENA website is easy to understand (vs. 73% in 2018 and 83% in 2017).

### 'I am able to easily find information on the website'



### 'The information on the website is easy to understand'



\*Low base

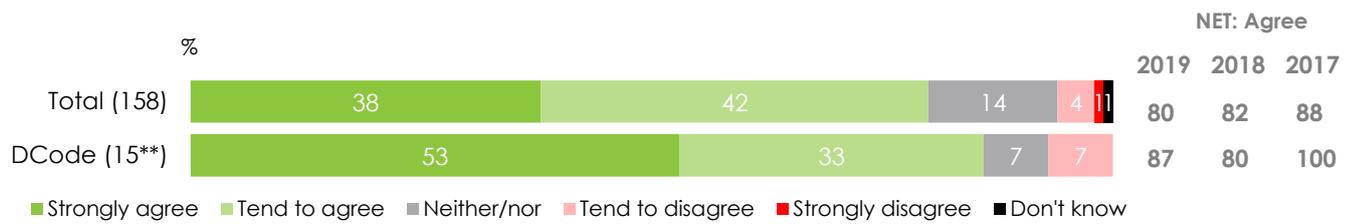
Q20. To what extent do you agree or disagree with the following in relation to the <code/codes>? Base: All responses for those using code administrator website (number of responses shown in brackets).

## MEETINGS

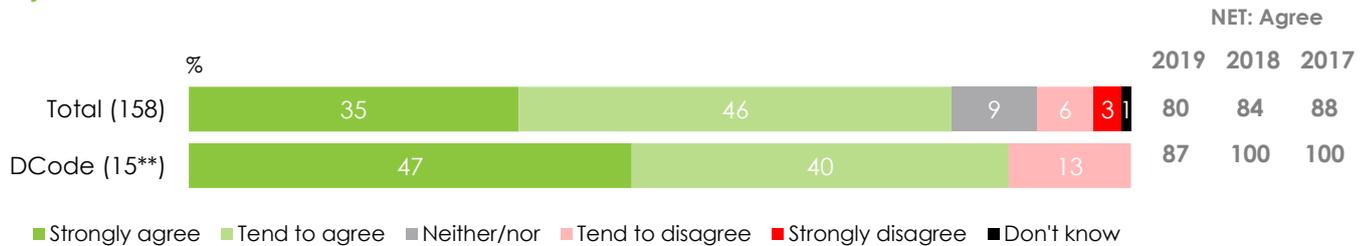
At an overall level, 42% have attended a meeting or workshop in relation to the code they interact with. Forty two percent (15 respondents) of organisations have also attended a DCode meeting or workshop in the last 12 months.

As was observed in previous years, most organisations are positive about meetings. Those attending meetings in relation to the DCode are also very positive, with the majority saying it is easy to participate and that the materials they receive prior to the meetings provide enough information about the meeting objectives (87% each - 13 respondents). Teleconference facilities for the DCode are generally good; the majority of organisations feel they are fit for purpose.

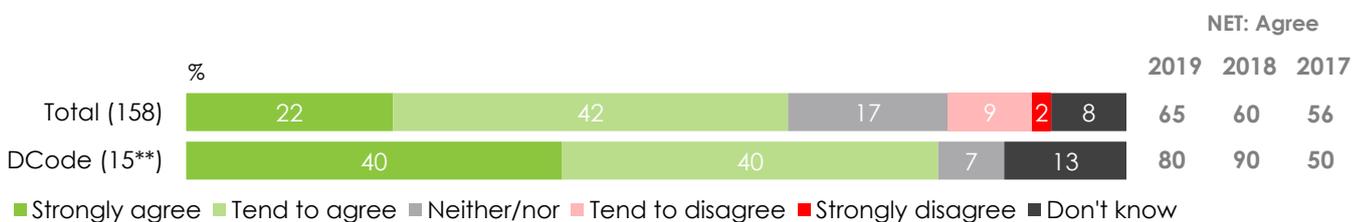
**'It is easy for me to actively participate in the discussion'**



**'The materials that I receive prior to the meeting(s) provide me with enough information about the objectives'**



**'Teleconference facilities are fit for purpose'**



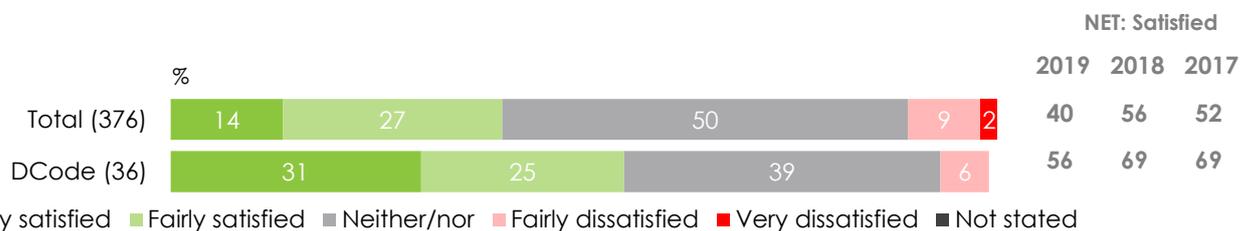
\*\*Very low base

Q22. To what extent do you agree or disagree with the following in relation to the <code/codes>? Base: All responses for those attending meetings (number of responses shown in brackets).

**RAISING AND UNDERSTANDING MODIFICATIONS**

Twelve out of thirty six people interviewed had raised a modification in relation to the DCode. Those not raising modifications generally felt their organisation had no need to raise any modifications. Lack of know how was however highlighted as a barrier by some organisations.

Overall, we see a decline in organisations saying they are satisfied with the support their Code Administrator gives them to understand what modifications mean for them. This decline is also seen for the support ENA provides in relation to the DCode; only 56% (20 respondents) report satisfaction (vs.69% in 2018)



Q28. How satisfied were you with the support the code administrator gave you in helping you to understand what modifications raised by others mean for your organisation? Base: All responses for those involved with code (number of responses shown in brackets).

## ACCESSION PROCESS

Organisations do not accede to the DCode, therefore no findings are presented here.

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## Conclusions

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After the very strong gains seen in 2018, ENA performance in relation to the DCode has seen some notable declines in 2019, in line with the general industry picture.

- Across all KPIs, organisations feel performance has gone down.
- The ease of interpreting information for organisations is an area with scope for improvement, after the uplift seen in 2018, ratings are now back to 2017 levels.

An area of strong performance is around making emails clear when action needs to be taken.