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CRS IMPROVEMENTS 2025 – UPDATE ON JOINT RECCO/DCC PLANS AND NEXT STEPS

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FOR DECISION	PAB Members are invited to: • **DECIDE** how frequently they would like to be updated on progress and the delivery of benefits.
FOR DISCUSSION	PAB Members are invited to take the following actions: • Note the plan.
APPENDICES	Summary CRS Improvements Plan

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1 BACKGROUND

On 2nd December 2024, Ofgem published its decision that DCC would retain Licence and Code responsibility for the Centralised Registration Service (CRS). Ofgem requested that DCC and RECCo work together to develop a plan of work to deliver improvements to the CRS over 2025/26. Ofgem expected that the outcome of the plan would strengthen the existing governance, improve the quality of the Switching services and deliver the benefits envisioned within responses to the CRS consultation from RECCo and industry.

Within its decision document, Ofgem also stipulated *"the REC PAB to consider how to suitably incentivise DCC, specifically in terms of implementing efficiencies within the service provider contracts and improvements in communications, incident management and the address management process. It is the responsibility of both parties to undertake to improve these processes within this year. Ofgem will support a review of CRS Governance and operating model to be undertaken by RECCo and DCC with a view to addressing these concerns"*

In line with stakeholder feedback and Ofgem's outlined priorities, DCC and RECCo have developed a plan which focuses on delivering measurable improvements in Switching service delivery, performance, quality, CRS governance and operational efficiency.

2 WHY PAB NEED TO CONSIDER THE ISSUE

Whilst the CRS Improvements Plan was requested by Ofgem, the objective is to deliver improvements to the delivery of the CRS that will benefit industry and consumers. In its performance assurance role it is important that the PAB understands the improvements being proposed so that it can incentivise and monitor the delivery of those improvements, as also requested by Ofgem in its decision document.

3 THE CRS IMPROVEMENTS PLAN

The summary CRS Improvements Plan is presented in the Appendix to this paper. It has been developed using five workstreams:

- ***Address Data Quality***; which will deliver improvements by targeting specific issues identified through a greater understanding of the impact of poor address data quality, coupled with a supporting address data quality improvement process that has clear outcomes and mutually agreed roles and responsibilities.
- ***Change Management***; which will deliver a refined change management process, delivering change more quickly and economically, providing a greater degree of engagement, communication and certainty for users.
- ***Engagement and Communications;*** which will rationalise and improve the quality of interactions between DCC, RECCo and the Code Manager with users, in accordance with users' requirements - leading to better relationships, understanding and improved service delivery.
- ***Incident Management***; which will deliver incident resolutions more efficiently and keep users better informed of progress and potential solutions through improved communications, an improved knowledge base and increased self-service.
- ***Reporting***; which will deliver a more efficient and cost-effective reporting framework that meets users' requirements and supports increased transparency and understanding of Switching service performance.

4 BENEFITS

As a result of delivering the plan we anticipate that the following benefits will be realised.

WORKSTREAM	COST SAVINGS	INTANGIBLE BENEFITS	QUALITATIVE BENEFITS
ADDRESS DATA QUALITY	Improved productivity, of the Landmark Address Quality team through more focused targeting of activity	More effective use of industry resource spent on improving address data quality Increased operational efficiency and effectiveness	Increased understanding of the impact of wrong addresses driving a focus on solvable issues
CHANGE MANAGEMENT	Reduced overall cost of change through streamlining processes to reduce governance and delivery timescales	Less industry time spent progressing changes More agile and cost-effective approach to the delivery of REC change Faster correction of consumer pain points and barriers to switching Less duplication of effort across the process	Increased robustness of proposed solutions
ENGAGEMENT & COMMUNICATIONS		Increased ability to self-serve using improved access to relevant knowledge More effective use of operations staff	More collaborative relationship between users and the delivery team
INCIDENT MANAGEMENT	Increased productivity of the Service Desk team through more focused targeting of activity and removal of duplication / waste	Less industry time spent managing incidents More accurate categorisation and prioritisation of incidents allowing performance against SLAs to be more transparent.	Improved user experience of incident management Faster response to some consumers' issues
REPORTING	Reduced costs for reporting through rationalisation of the report catalogue and reduced storage	Greater operational efficiency	Easier access for industry to information about the delivery of switching

Overall, these benefits will lead to an improved service for industry which will flow through to an improved service to consumers.

A more detailed description of the anticipated benefits is set out in the Appendix to this paper. We have identified the likely metrics to be used to measure the realisation of these benefits for each workstream and included the activities to capture the baseline for each of them and then report the delivery of benefits within each of the workstream plans. These have then been consolidated into a single benefits realisation workstream. We are continuing to clarify the metrics to be used and quantify the anticipated benefits as we conduct the initial discovery tasks within the plan and will continue to keep PAB appraised as these develop. The expected timing for the initial delivery of these improvements and benefits is shown in Section 2.3.

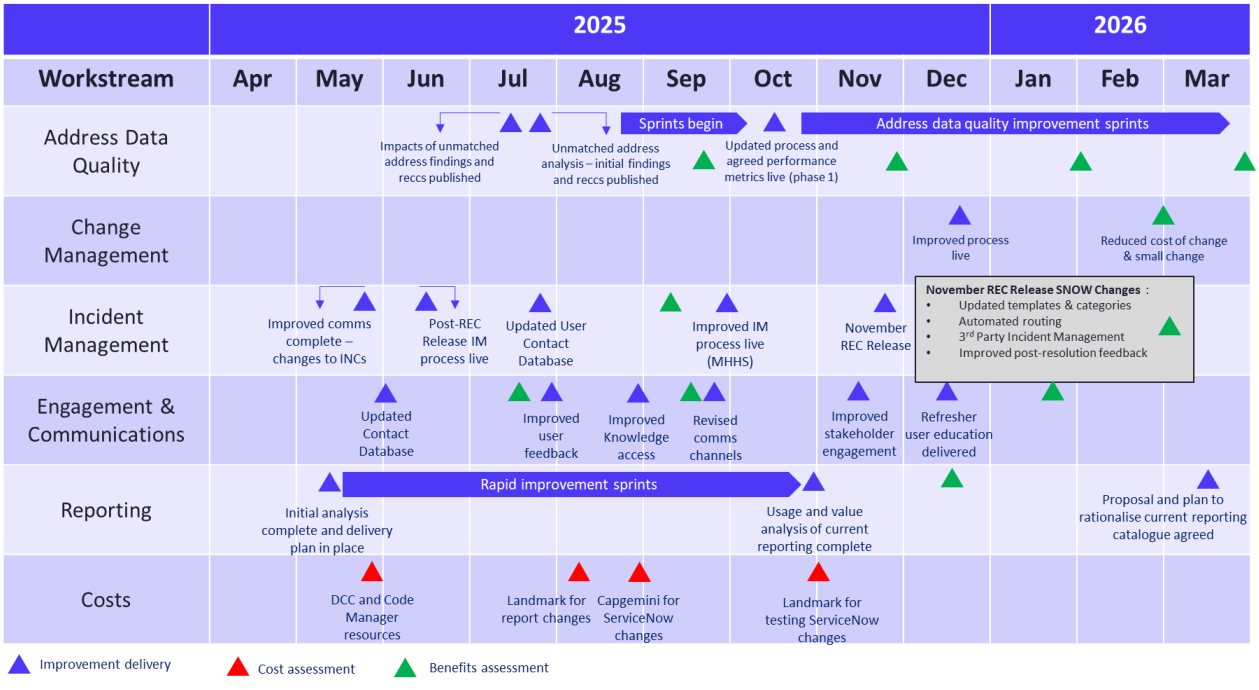
5 ANTICIPATED EXTERNAL COSTS

The expected external costs to deliver the plan can only be determined once requirements have been documented, Service Providers have prepared their impact assessments and the detailed resourcing of the plan is complete. There are four expected sources of external cost:

- Landmark, to make changes to the current reporting catalogue as a result of consolidating some existing reports and to test changes to ServiceNow to ensure they do not impact the interface with Landmark's ZenDesk service management system;
- Capgemini to make changes to ServiceNow as part of the Incident Management workstream;
- DCC, if it requires additional resource to deliver the plan;
- The Code Manager, if any aspects of delivery or revised ways of working impact them, or DCC and RECCo require additional support to deliver the plan.

6 WORKSTREAM MILESTONES

The key milestones within each workstream are set out overleaf.



7 WORK IN PROGRESS

In parallel with the development of the CRS Improvements Plan, work is already in progress in a number of the workstreams, as follows:

- Address Data Quality:
  - Improvements are being made to the address matching reports;
  - The unmatched addresses are being analysed and categorised;
  - Address quality audits are underway;
- Change Management:
  - Possible changes to ServiceNow are being scoped;
  - The release approach is being reviewed;
  - A possible small change process is being scoped;
- Incident Management:
  - Automatic closure of incidents where there has been no contact from the raiser is being implemented;
  - Changes to the Down/Upgrade report are being made;

- Reporting:
  - Three months' reporting data is being analysed to understand the types, frequency, recipient and size of current reports;
  - The delivery success of existing reports is being analysed;
  - The efficiency of report delivery is from CSS to ServiceNow is being examined.

8 PAB ACTIONS

PAB Members are invited to;

- Note the plan.

PAB DECISION

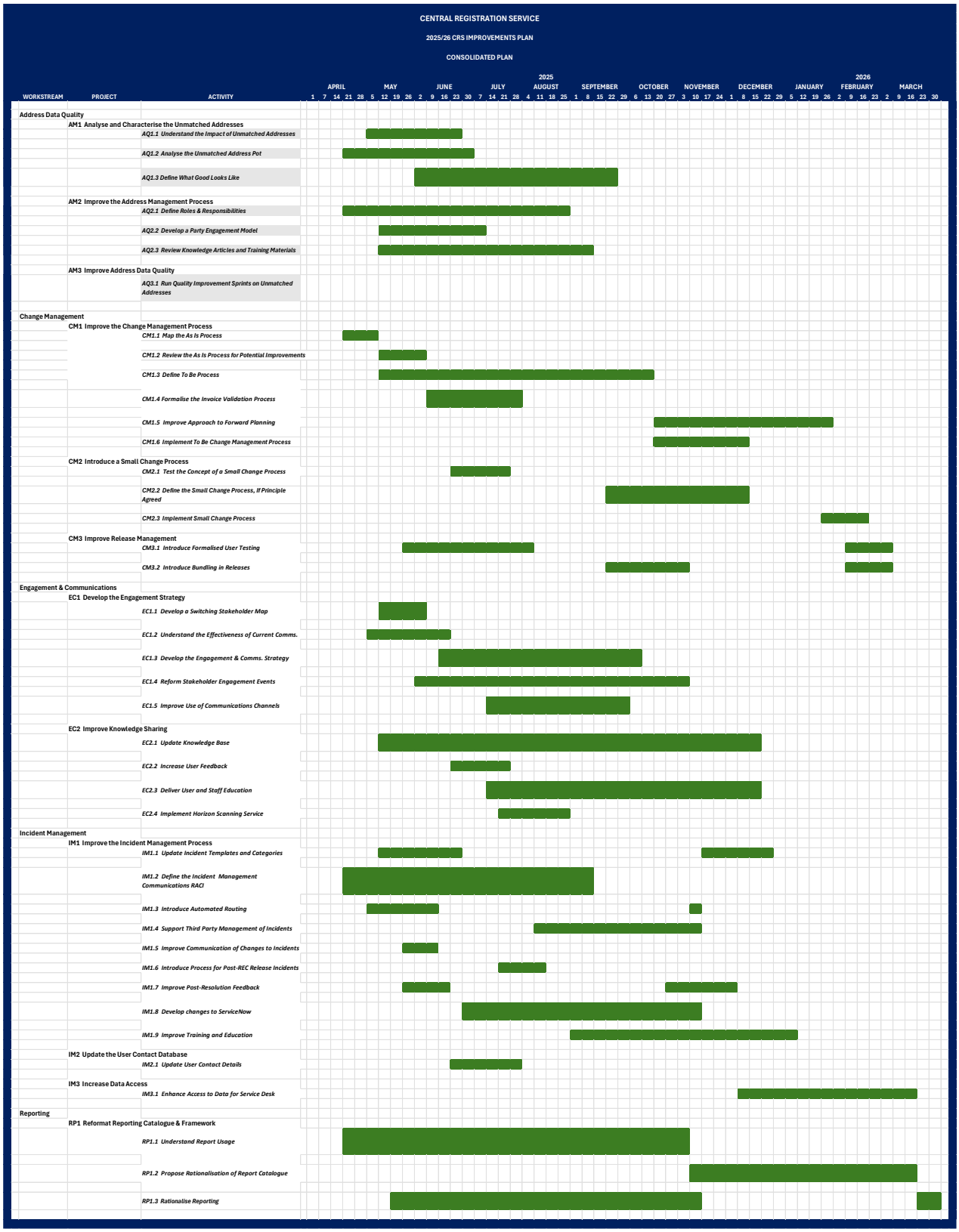
PAB Members are invited to:

- **DECIDE** how frequently they would like to be updated on progress and the delivery of benefits.

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APPENDIX A

HIGH-LEVEL CRS IMPROVEMENTS PLAN



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DETAILED PLAN MILESTONES

MILESTONE	DUE DATE
Address Data Quality	
Impact of wrong addresses and analysis of unmatched addresses complete.	Early July 2025
Updated address data quality improvement process and party engagement model in place	Mid-October 2025
First address data quality improvement sprint started.	Mid-October 2025
Change Management	
List of potential improvements to the current process agreed.	End May 2025
Invoice validation process implemented.	End July 2025
To be process and implementation plan agreed.	Mid-October 2025
Small change process implemented.	End October 2025
To be process implemented.	Mid-December 2025, dependent on process
Engagement & Communications	
Contact database updated	Early June 2025
Plan for the updating of the knowledge base available.	Early June 2025
New approach to gathering user feedback in operation.	End July 2025
A horizon scanning service commissioned.	Early August 2025
Engagement and communications strategy published.	Early September 2025
Revised use of communications channels in place.	End September 2025
Education sessions scheduled.	End September 2025
Calendar of new stakeholder engagement events available.	End October 2025
Incident Management	
User contact database updated.	End July 2025
All requirements for changes to ServiceNow finalised.	End July 2025
To be process implemented.	End September 2025
Internal training delivered.	End September 2025
All changes to ServiceNow implemented.	November 2025 REC release
User education delivered and knowledge base updated.	Christmas 2025
Additional data available to Service Desk	End February 2026

Reporting	
Usage and value of the current reporting catalogue is understood.	End October 2025
Any quick fixes to improve the production of the current reports implemented.	End October 2025
The proposal for rationalising the current reporting catalogue and a plan to implement that rationalisation is agreed.	February 2026
Rationalised report catalogue implemented.	TBD

POTENTIAL BENEFITS

The anticipated benefits from the delivery of the plan have been categorised as direct financial savings, intangible benefits and qualitative benefits.

Financial Savings

Recognising that DCC has already identified savings of over £3m per annum, as a result of efficiency savings in service management costs and renegotiating the SI and service desk contracts, we have identified further **potential** financial savings arising from the delivery of the plan:

- Improved productivity, of the Landmark Address Quality team. This will be a result of adjustments to the approach taken, targeting activity to tackle specific cohorts of unmatched addresses rather than the entire pot.
- A reduction in the overall cost per change as a result of the faster and more reliable development and implementation of solutions.
- A reduction in the overall cost per small, non-Code, change as a result of using a more streamlined process targeted at this type of change.
- Improved productivity, of the Service Desk as a result of improved communications with users and an increase in self-serve capability.
- A reduction in the cost of reporting through the rationalisation of the current reporting suite, method of production and storage costs.

Intangible Benefits

We have also identified intangible benefits for all parties:

- **Industry**:
  - Industry will have a clearer understanding of what action leads to successfully matching addresses and address quality improvements, enabling them to focus their address management resource more effectively on productive address accuracy and quality processes.
  - All REC changes will be delivered with an agile approach, be more cost effective and reliable.
  - The solutions implemented will more reliably deliver the requirements of the change proposals raised reducing the effort industry is required to put into the change management process.
  - Consumer experience pain points will be fixed more quickly reducing the time required by industry to manage these issues.
  - More effective use of users' time spent engaging with Switching delivery, including a reduction in the time spent trying to find the relevant contact.
  - Industry will save time as a result of better access to improved knowledge artefacts and being able to self-serve more often.

- Improved resolution of incidents and better communication will mean that both industry and DCC has to spend less time following up on in-flight incidents.
- Tighter controls and governance around incident follow up and SLA transparency.
- Additional education and enhanced reporting of incidents will improve knowledge and lead to industry self-serve for certain issues.
- The cost of reporting will decrease.

- **Consumers**:
  - Speedier identification and removal of barriers to Switching.
  - Improved consumer experience through faster change delivery, address quality improvements and meaningful reporting.
  - Issues impacting consumers' use of the service will be resolved more quickly.
  - Any reduction of service costs will ultimately be passed onto suppliers and therefore consumers.
- **Operations**:
  - Increased stakeholder engagement in the address data quality process will lead to more efficient delivery of improvements.
  - Focused resources on the most beneficial address data quality improvements, as a result of a better understanding of the constituent make-up of the unmatched addresses pot and, crucially, the impact poor-quality addresses are having on industry, and the impacted end-consumers.
  - Mitigation of financial and regulatory risks arising from the delivery of the CRS, including poor quality addresses.
  - Less duplication of effort across the change management process, including the reworking of solutions.
  - Reduced manual effort involved in invoice validation.
  - Small, non-Code changes will be implemented in a more agile way using internal change and release processes.
  - Resources will be used more efficiently by handling multiple similar changes in parallel.
  - The time spent engaging with stakeholders will be more effective.
  - Users are better able to self-serve to manage incidents, which will reduce the pressure on the delivery team.
  - Incidents will be categorised more effectivity leading to improved right first time prioritisation and speedier progress.
  - The Service Desk will save time redirecting or getting answers to users' data queries.
  - Reports will be delivered more efficiently which will lead to operational efficiency for the DCC team.

Qualitative Benefits

We have also identified qualitative benefits for all parties:

- Industry will have an increased understanding of the addresses in the unmatched pot, including a view of how many will never be matched and which it is efficient and economical to match. This will

help better inform relevant performance targets and aid understanding of what is driving DCC's recommendations for action.

- Industry will be better informed during the solution development process for individual change proposals improving progress
- The robustness of the changes delivered will increase as a result of more formal user engagement in testing.
- Industry will have easier access to the information they need to fully understand the delivery of the Switching service and an improved relationship with the delivery team.
- Industry will receive more regular updates when a REC release has not been successfully implemented or has issues.
- The user experience of incident management will improve as a result of an improved process supported by better communications.
- Industry's queries about data will be answered more efficiently allowing them to respond to their customers more quickly.
- Better informed energy suppliers means a better experience for consumers, leading to improved service, speedier progress and improved support with the resolution of an incident impacting them.
- An improved service for industry will flow through to an improved service to consumers.
- Improved feedback from users will provide better information to allow the root causes of incidents and poor practices to be more easily identified and corrected and help provide an improved service to users.
- The Service Desk will be able to deliver a better response to users' data queries.