THE CUSTOMER EXPERIENCE EXPERTS

A Sector-Wide Whitepaper for Australia's Gas Distributors

March 2026

Planned Works Customer Experience *Communication Review: Meter Change and Mains Renewal*

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Introduction

Purpose of this paper

This **white paper from CSBA** brings together **evidence-based insights and industry best practices to support utilities in moving from compliance-led communication to experience-led customer engagement**, particularly at critical operational touchpoints such as planned works, service disruptions, and field visits.

While many organisations meet regulatory communication requirements, customer feedback consistently shows that communications often fall short in providing clarity, reassurance, and practical guidance. **The cost of inaction can be significant—manifesting in avoidable contact centre calls, repeat site visits, operational inefficiencies, and reduced customer trust and satisfaction.**

This paper highlights practical opportunities for organisations to improve communication effectiveness by adopting proven practices observed across the sector. By designing communications that are clearer, more proactive, and more customer-centric, utilities can improve customer experience outcomes while also reducing operational costs.

In addition to presenting key insights, this paper outlines how CSBA can support organisations in assessing and uplifting their own communication practices. **Through benchmarking, customer research, and targeted improvement programs, CSBA helps clients identify gaps, implement best practices, and embed more effective communication strategies tailored to their operational context.**

The guidance and examples presented throughout this paper—including tools, frameworks, journey mapping and Contractor CX training —are intended to help organisations move beyond compliance and deliver communications that genuinely improve customer understanding, trust, and satisfaction.

Introduction

Executive Foreword

Problem at hand

Planned interruptions such as meter replacements and mains renewals are essential for maintaining a safe, reliable and future-ready gas network. However, for customers these events are often perceived not as routine maintenance but as a disruption that raises concerns around safety, trust and reliability.

While distributors generally meet safety and regulatory communication requirements, the customer experience during these interruptions can vary significantly.

As customer expectations have evolved—shaped by experiences with banks, telcos, airlines and digital-first organisations—there is increasing demand for clearer, more timely and more reassuring communication.

Across the sector, elements such as digital enablement, expectation-setting and the consistency of contractor-led interactions remain uneven, creating an opportunity to uplift communication practices and strengthen customer confidence during planned works.

Objectives of the Review

- Benchmark planned interruption communication practices across distributors throughout the customer journey—from the initial notification through to completion and confirmation.
- Assess the maturity of communication approaches through a customer experience lens, beyond compliance requirements.
- Identify gaps and opportunities to improve clarity, timeliness and reassurance in customer communications.
- Highlight best practices that can help standardise key touchpoints across the sector.
- Provide practical guidance for distributors to shift from compliance-led communication towards a more experience-led approach that improves customer confidence and satisfaction during planned interruptions.

Expected Outcomes

- ✓ Identify and understand best practices for communicating critical touchpoints in gas customer engagement.
- ✓ Improve customer satisfaction in Meter Change (MCH) and Mains Renewal (MRENEW) by leveraging best-practice approaches across the distributor network.

Planned interruptions will always be operationally necessary. How we communicate them is a strategic choice.

The opportunity now is to move from compliance-led communication to experience-led communication — together.

Introduction

The Review: In Summary

Planned interruptions are an essential part of maintaining a safe and reliable gas network. Meter replacements and Mains renewals protect communities, ensure compliance, and sustain long-term infrastructure resilience.

However, while the operational rationale for planned interruptions is clear, the customer experience is not always.

CSBA conducted a comprehensive review of planned interruption communication/notifications across seven Australian gas distributors:

- Allgas (QLD)
- ATCO (WA)
- AusNet (VIC)
- Australian Gas Networks – AGN (NSW, SA, QLD, VIC)
- Evoenergy (ACT & NSW)
- Jemena (NSW)
- Multinet Gas Networks – MGN (VIC)

This review analysed:

- Notification processes and timing
- Letters, SMS and reminder practices
- On-site contractor cards
- Relight and safety instructions
- Completion confirmations
- CSBA CSAT Gas Benchmarking Program survey data from AGN, Multinet, Allgas and ATCO
- Gas sector Key Driver Analysis from CSBA Gas benchmarking program

Please note:

- AGN and Multinet have now merged to become AGIG.
- Jemena and Evoenergy are operating under same model for communicating with customers.
- Allgas and AGN also work under similar operating conditions for communicating with customers under APA.

Introduction

How to read the report

The reports is structured into various parts:

- Starting with the “Setting the scene” section that has an introduction to the industry and regulatory context and Key Messages from the “2025 Key Driver Analysis for the Gas sector” for Planned Interruptions.
- Followed by Key Findings for the review of communication / notifications for the two main sub-interactions under Planned: Meter Change and Mains Renewal processes for the participating gas distributors.
- Industry Benchmark & Maturity Assessment for the journey pathway for MCH and MRENEW using CSBA’s maturity framework.
- Concluded with the CSBA’s strategic observations and recommendations to uplift Gas sector communications.
- The last section is “Learning together”: Examples of Industry Best Practices.

Setting the Scene

Setting the Scene

Industry & Regulatory Context

Meter Change (MCH) and Mains Renewal (MRENEW) under Planned interruptions are predictable operational events.

Unlike emergency outages, they allow:

- Advance notice
- Structured communication cadence
- Contractor behaviour alignment
- Digital engagement
- Proactive expectation management

Yet predictability does not guarantee maturity.

Under the National Energy Customer Framework (NECF), distributors must provide written notice at least 10 business days prior to planned interruptions, with state-based variations permitting shorter notice in some jurisdictions.

All distributors reviewed meet these requirements.

However, regulatory compliance does not guarantee and fulfil what customers expect:

- ✓ Timely reminders
- ✓ Clear date and time windows
- ✓ Simple instructions
- ✓ Visible reassurance
- ✓ Confirmation once works are completed

The experience benchmark has shifted.

Setting the Scene

Meter Change (MCH) Customer Journey Map

Stage	Customer Experience	Customer Needs / Questions	Key Risks (Observed)	Best Practice Focus
1. Awareness / Initial Notification (2–4 weeks prior)	Customer receives first letter advising meter change	Why is my meter being replaced? Is this mandatory? Will my gas be interrupted? Is there a cost?	Customer confusion about purpose, fear of charges, concern about disruption or scams	Clear reason (safety, compliance, upgrade, end-of-life), confirm **no cost**, expected duration, ID reassurance, contact details
2. Appointment / Access Planning	Customer confirms or prepares for access (if required)	Do I need to be home? How do I reschedule? What if the meter is inside or behind a gate?	Missed appointments, access issues, repeat visits, customer frustration	Clear access requirements, easy rescheduling options (phone/web/SMS, QR codes), time window, tenant/landlord guidance
3. Reminder (1–2 days prior)	SMS/letter reminder sent	Is the appointment still happening? What should I prepare?	Forgotten appointments, no access, increased operational costs	Confirm date/time window, preparation checklist (clear access, pets secured), contact for changes
4. Day of Meter Change	Technician attends, replaces meter, temporary gas interruption	How long will gas be off? Is it safe? Who is this contractor?	Customer anxiety, missed attendance, safety concerns, disruption complaints	Knock the door, Technician ID, expected outage duration (typically 30–60 mins), courteous explanation, on-site communication if delayed
5. Gas Restoration / Appliance Relight	Gas restored and appliances relit (if customer present) or instructions left	Are all appliances working? What if I smell gas? Do I need a plumber?	Customers calling plumbers unnecessarily, safety risks, repeat contacts	Confirm relight completed, **free relight service**, appliance list, emergency contact, leave relight card if unattended
6. Completion & Confirmation	Job completed; customer may receive SMS/email confirmation	Is everything finished? Who do I contact if there's a problem?	Lack of closure, post-visit uncertainty	Completion SMS, support contact, link to feedback or survey

Setting the Scene

Mains Renewal (MRENEW) Customer Journey Map

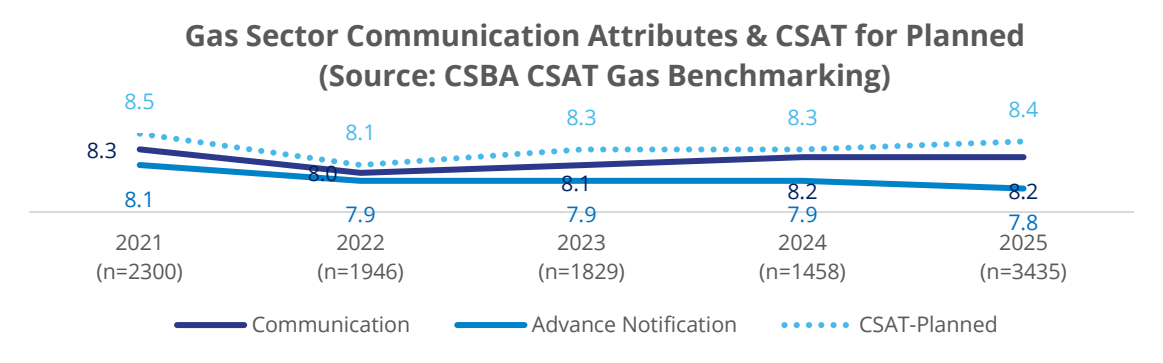
Stage	Customer Experience	Customer Needs / Questions	Key Risks (Observed)	Best Practice Focus
1. Awareness / Initial Notification (4–6 weeks prior)	Customer receives first letter advising gas mains renewal works in their street	Why is this work happening? Is my gas supply affected? How long will it last? Is this related to safety or upgrades?	Low understanding of purpose, concern about disruption, suspicion about legitimacy, increased contact centre enquiries	Clear purpose (safety, network reliability, future energy transition/net zero context), high-level timeline, reassurance on supply impacts, contractor identification, contact details
2. Impact & Property Access Information	Customer understands how the works may affect their property, driveway, parking, footpath, and daily access	Will I lose driveway access? Where can I park? Will there be noise, traffic changes, or excavation near my property?	Customer frustration due to unexpected loss of access, mobility issues, complaints about traffic/parking disruption	Early warning about driveway access restrictions, detour information, alternative parking guidance (where possible with council coordination), noise and traffic management expectations
3. Reminder & Pre-Works Communication (1–2 weeks prior)	Reminder letter/SMS confirming start date and what customers need to prepare	When exactly will work start? Do I need to do anything? Should I clear the area or move vehicles?	Vehicles or obstacles blocking access, delayed works, operational inefficiencies	Confirm start window, clear customer actions (keep street clear, unlock gates if needed, secure pets), simple checklist format, SMS reminder where possible
4. During Works / On-Site Experience	Visible construction activity, excavation, traffic management, contractor presence	How long will this stage take? Is my gas safe to use? Who do I speak to if there's an issue?	Anxiety about safety, complaints about noise, dust, tidiness, and unclear contractor accountability	Clearly branded contractors, Knock the door, on-site contact information, safety reassurance, daily site tidiness expectations, communication if delays occur
5. Gas Interruption, Testing & Relight (if applicable)	Temporary gas interruption for connection or safety testing	How long will gas be off? Will appliances be relit? What happens if a leak is found? Will I be charged?	Customers calling private plumbers unnecessarily, dissatisfaction if leak costs not explained, safety concerns	Confirm outage duration, **free relight service (with examples: hot water/heater)**, clear contact for relight support, upfront explanation of customer responsibility if internal leaks are identified
6. Reinstatement & Site Restoration	Temporary and final restoration of roads, footpaths, driveways, and landscaping	When will my driveway/footpath be fully restored? Why is the repair temporary?	Lowest-rated experience area: long restoration timelines (up to 8 weeks), complaints about unfinished surfaces, safety concerns	Set clear expectations: temporary patch on completion day, defined restoration timeframe (best practice: **within 15 working days** or council-aligned timeframe), explain process for soft vs hard surfaces, safe barricading if openings remain

Proactive, timely communication is now the strongest lever for improving customer satisfaction in planned interruptions

2025 (Jan-Dec) Key Driver Analysis* – Gas | Planned Interruptions

CSAT Drivers Importance (%)	2021	2022	2023	2024	2025
Communication**	16 ↓	18	17	17	18 ↑ ▲
Professionalism**	20	17 ↓	19	19	17 ↓ ▼
Duration**	18	21	16 ↓	16	21 ↑ ▲
Advance Notification**	10	8 ↓	9 ↓	12 ↑	14 ↑ ▲
Tidiness**	16	16	15	15 ↑	13
Quality**	21	20	25 ↑	20	17 ↓ ▼

▲ **Significant Increase in 2025** ▼ **Significant Decrease in 2025**



**Duration refers to The duration of the interruption to your gas supply, Advance notification refers to The advance notification about the work that needed to take place (for example, letters, face to face contact, SMS etc.), Communication refers to The communication whilst the work was being carried out (for example, face to face contact, letters, etc.), Professionalism refers to The professionalism of the workforce that carried out the work at your property, Quality refers to The overall quality of work carried out and Tidiness refers to The tidiness of the site upon completion of the works

*See Appendix Section – Page no. 68.

- Customer satisfaction for planned works is increasingly **driven by proactive communication and early notification**, while quality and professionalism are now expected hygiene factors.
- From 2022 to 2025, the **importance of Advance Notification rose from 8% to 14%, with Communication steady at 18%. Together, these now drive around one-third of CSAT,** showing customers judge the experience on how well disruptions are explained, timed, and managed.
- At the same time, **Duration has increased to 21%,** highlighting the **need for accurate timeframes and proactive updates if work changes.** Meanwhile, Quality and Professionalism have declined in relative importance, reflecting baseline expectations rather than differentiators.

What does this mean?

- Customers expect early, clear, and repeated communication (not minimal compliance messaging).
- Customer satisfaction is increasingly driven by expectation management rather than the interruption itself.

Meter Change (MCH) & Mains Renewal (MRENEW)

Key Findings from the Review

1 Advance Notification: Timing Variability

- Letters are issued between 16 weeks and 1 week prior to works.
- Some notifications include multi-month date ranges.
- Long notification windows reduce recall and increase perceived disruption.
- Lack of SMS reminders causes frustration.

When customers forget about the interruption, the event feels unplanned — even when it is fully compliant.

2 The 7–20% Communication Gap

- CSBA's Gas Benchmarking program data indicates that between 7% and 20% of customers report not receiving any notification prior to interruption.
- This gap introduces:
  - Safety concerns
  - Customer frustration
  - Increased inbound contact
  - Reputational risk / erosion of trust

The current reliance on postal communication remains a structural vulnerability.

What the customer said...



We were **not notified of any work. No leaflet, letter, SMS, or phone call.** Technician didn't even knock on the door or leave any instructions in the letter box. Very unprofessional.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 0

The gas was turned off and **no note or card or text or email was provided** so we were none the wiser to turn the gas back on. Didn't even know the works was to be carried out. Hot water went cold, and it took 24 hours to notice, and an emergency gas call out to check what was going on with the gas and why the pilot light wasn't turning on.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 1

3 Multi-Channel Usage Is Inconsistent

- All distributors use letters.
- For Mains Renewal (MRENEW), local council social media channels or nearby community centres are not currently being leveraged to disseminate information to the local community.
- Digital Channels Underutilised
  - Email and SMS are used variably.
  - Only limited use of SMS for appointment scheduling was observed.
  - Customer verbatims consistently express preference for SMS reminders — particularly close to the day of works.

The sector is digitally capable but not yet digitally aligned.

Jemena is the only gas distributor that makes the most extensive use of SMS for both initial communications and reminders.

What the customer said…



If you can text me to ask me to do this survey, ***you could text me to say "the gas is going to be turned off temporarily on X date to do some work***" a day or two in advance so I'm not surprised.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 3

Workers turned meter off to replace and should have turned back on when finished, as was unaware work was carried out on the day , ***who checks letterboxes daily??*** Therefore, was unaware!

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 5

No advance contact that the meter was being replaced, ***I didn't look at the leaflet that was left, thought it was junk mail, something as important as the gas reconnection leaflet should have been put in front door screen***, I would certainly read it then, I thought someone had turned it off we very concerned by this, I wasn't home, I didn't know what to do. Very unhappy about this, you sent this survey but couldn't contact me before the change over.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 1

4 Relight Communication: A Persistent Pain Point

- Contractor leave-behind on-site cards that vary significantly in format and clarity.
- Inconsistent elements include:
  - Responsibility explanation
  - Relight guidance / instructions lack detail
  - “Free relight” not always emphasised
  - Emergency contact prominence
  - Limited use of Visual instructions / videos and QR codes
  - SMS not used to reinforce relight support

1 in 5 customers relight themselves successfully when instructions are clear.

Relight confusion drives avoidable negative sentiment and plumber call-outs.

What the customer said...



Being an 83-year-old living on my own there was no way I could relight the required pilots for my hot water, gas stove, and heater. I was home all day the works were done so a ring on my very loud doorbell by the APA contractor could have avoided my being without gas in the middle of winter, I believe, could have been avoided.

CSBA CSAT Gas Benchmarking | Planned – MCH | CSAT: 1

Had to pay plumber to come in and relight hot water as couldn't reignite it myself.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 1

Gas was left off. Called a plumber and had to pay a call-out fee.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 0

Gas meter was replaced on Thursday, and nobody told us about the relight. It took until Sunday for a guy to come out and relight. If I knew it was so easy I would've done it myself. Nobody told me that.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 3

5 The Underestimated Human Touchpoint: Contractor Interaction

- One of the most critical moments in the interruption journey occurs on-site. The contractor interaction is often the only face-to-face engagement customers have with the distributor.
- Observed opportunities include:
  - Courtesy knocking and clear introductions
  - Explanation of what is being undertaken
  - Clear expectation setting around relight
  - Visible reassurance and professionalism
  - Confident closure of the interaction

These are customer experience competencies — not technical skills.

What the customer said...



> Would it have killed the technicians to have knocked to advise gas lever needed to be turned on (if they couldn't do it) or to leave a card under the door??
>
> **CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 0**

> No communication beforehand. Workers just entered my property without introducing themselves and explaining what was about to happen. Workers left without informing me they had finished or that there was wet concrete. The dogs subsequently walked through the concrete meaning someone had to come back to fix it.
>
> **CSBA CSAT Gas benchmarking | Planned – MRENEW | CSAT: 4**

> There was no communication from the guy who came here to do the work to my son, who was home. He didn't say anything about being here. They left a pamphlet in the mailbox saying there could be a gas interruption. They could've handed it to my son, as he was at home. It wasn't until 3 days later that we realised we had to relight it.
>
> **CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 5**

What the customer said...



I was home but contractor made no attempt for a face-to-face contact, did not attempt door knock.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 6

First of all, the technician came and disconnected the gas without explaining. He told me that I would have to fix it myself, but without any advice on how or the reason why he disconnected the gas in the first place. He was quite rude.

CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 0

The only reason he didn't get a 10, you could present a little bit more. The guy was great, but he didn't show any identification as far as who or what he was. You would need to show identification and have a tidier uniform. When he knocked on the door, we didn't know who he was.

CSBA CSAT Gas benchmarking | Planned – MRENEW | CSAT: 8

6 Reminder Processes Lack Standardisation

- Reminder cards are generally dropped at least 4 business days before works.
- SMS reminders, where used, vary from 5 to 12 days prior.
- There is no consistent day-of reminder model.

Given modern communication behaviours, postal reminders alone are insufficient.

7 Compliant - Not Customer-Centric

- All distributors clearly communicate gas interruption and safety requirements. The industry optimises for risk mitigation, not reassurance.
  - Strong clarity on “gas will be turned off.”
  - Weak clarity on driveway access, detours, parking inconvenience.
  - Limited emotional framing (“we understand this may disrupt you”).

There is a material CX uplift opportunity without operational change — purely through communication redesign.

8 Restoration Is the Reputational Risk

- Hard surface reinstatement timelines range from: 10–15 days (best practice), to up to 8 weeks (lagging areas).
- Tidiness is trending down in some regions (QLD & SA particularly).
  Source: CSBA CSAT Gas Benchmarking Program
  - Reinstatement card only consistently used by 2 distributors.
  - Limited proactive explanation of temporary vs permanent works.

Customers judge the project by how the site looks after works — not by the engineering success.

Reinstatement communication is the single largest Trust lever in MRENEW.

What the customer said...



Gas works were fine, but it's been about a month, and we are no closer to understanding when the pile of bluestones that were dug up will be put back. They are currently in a pile and affecting a parking spot in a street that doesn't have much parking space to begin with. Keen for further information on this. Otherwise, all was good.

CSBA CSAT Gas benchmarking | Planned – MRENEW | CSAT: 6

The footpath was covered in tarmac which had spilled out to the nature strip lawn it now can't be edged and looks crap. Also, my garden wasn't put back the way it was as the concrete has been ripped up

CSBA CSAT Gas benchmarking | Planned – MRENEW | CSAT: 4

They ripped up the front lawn and removed the stones along the gutters, no idea when it's going to be replaced.

CSBA CSAT Gas benchmarking | Planned – MRENEW | CSAT: 3

9 Leak Cost Transparency Is Inconsistent

- Only some distributors clearly explain:
  - Gas line test responsibility.
  - Customer pays for leaks between meter and appliance.
  - Need for licensed gas fitter.

3–6% customers still call plumbers unnecessarily for relight. Source: CSBA CSAT Gas Benchmarking Program.

Explicit cost clarity reduces call volume, disputes/complaints and post-work dissatisfaction.

10 Expectation Management Is the Weakest Link

- Limited clear messaging on driveway access disruption, parking displacement, detour maps, noise duration and weather contingencies.
  - “Keep the street clear” often used instead of practical guidance.
  - Few provide detour maps or closest parking alternatives.
  - No consistent mobility consideration (elderly, disability access).

Customers react most strongly to loss of access — not gas interruption.

Driveway & mobility messaging is an industry blind spot.

Conclusion

Customers generally understand that essential works such as meter replacements or network maintenance must occur.

However, frustration arises when customers are not adequately informed about the timing of the visit, the potential disruption, or what actions they may need to take afterwards. Customers repeatedly reported that while the work itself did not necessarily cause disruption, the lack of advance notice meant they were not at home when technicians arrived – leading to the later issues of relighting appliances, unnecessary delays and plumber call-outs.

Ultimately, the findings reinforce a simple but powerful principle: when customers know what is happening, when it will happen, and what they need to do, the experience improves dramatically. Correct and timely communication not only prepares customers for the work but also minimises inconvenience, reduces operational inefficiencies, and strengthens trust in the service provider.

Improving the clarity, timing, and completeness of notifications will therefore be one of the most impactful opportunities to enhance the overall customer experience across the gas works journey.

Where We Are: From Unscheduled Visits

> Wasn't given any indication about scheduled maintenance.
> **So, it was not scheduled for me.**
>
> **CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 0**

Where We Want to Be: To a Fully Communicated, Seamless Customer Journey!!

> Email to seek access to the property. Prompt booking when advised of availability. Confirmation texts. Confirmation phone call prior to arrival. Face to face contact. Works finished promptly and advised of completion by phone call and text.
>
> **CSBA CSAT Gas benchmarking | Planned – MCH | CSAT: 10**

Meter Change (MCH) & Mains Renewal (MRENEW)

Industry Benchmark & Maturity Assessment

About Industry Benchmark & Maturity Assessment

- This section benchmarks industry communication practices across the Meter Change (MCH) and Mains Renewal (MRENEW) customer journeys using CSBA's Maturity Framework (see next page for details).
    - **The review evaluates how distributors communicate with customers at key stages of planned interruptions and across various communication elements — from the first letter / notification through to completion — assessing the clarity, timing, consistency and completeness of communication materials and supporting processes.**
    - Communication artefacts referenced in this report were collected from distributors during the previous year. As the review and publication process required time to complete, some distributors may have since refined their communications, and those updates may not be reflected in this assessment.
    - Distributors have been referenced as D1, D2…D7 to maintain their anonymity. Where distributors operate under similar contractual conditions and use comparable communication approaches, they have been grouped together for benchmarking purposes.
    - Using comparative analysis, each communication element was assessed against the CSBA Maturity Framework, highlighting areas of strong practice, emerging approaches, and lower-maturity elements. The results provide a sector-wide view of communication maturity and identify where practices remain compliance-led versus experience-led.
    - These insights help identify opportunities to standardise key customer touchpoints, strengthen clarity and reassurance for customers, and prioritise high-impact improvements to the planned interruption experience across the industry.

CSBA Maturity Framework is used to benchmark various stages of the communication for Planned Interruptions

Level	Description	Colour
Level 1 (Low)	Fragmented / Compliance-led	
Level 2 (Emerging)	Emerging / Inconsistent	
Level 3 (Moderate)	Structured / Operational	
Level 4 (High)	Integrated / Customer-Centric	
Level 5 (Strong)	Optimised / Proactive & Digital	

The sector demonstrates strong compliance but inconsistent experience design. The variability demonstrates a maturity gap — not a capability gap.

Overall Industry Communications Maturity: The industry currently sits between Level 2 and Level 3.

To move to Level 4/5 requires:

- National on-site communication template
- SMS-first reminder strategy
- Structured journey mapping
- Contractor CX training & QA
- Continuous VoC measurement

Meter Change (MCH) Notification

Industry Benchmark & Maturity Assessment

CSBA has reviewed five key areas, including notifications related to the 1. First Letter, 2. Additional Details in the First Letter, 3. Reminder and Impact Communications, 4. On-Site Cards (Customer Not Home), and 5. Final Confirmation and Feedback.



First Letter | Findings & Insights

Level 2 (Emerging)	Emerging / Inconsistent

The benchmarking reveals **significant inconsistency across the industry** in the clarity, timing, and completeness of first-letter communications.
Key risks identified:

- Customers unaware gas will be interrupted.
- Lack of clarity on duration and impact.
- Insufficient preparation guidance leading to failed access visits.
- Weak regulatory transparency.

Industry maturity at this stage is Emerging, indicating a transactional compliance mindset rather than a customer-centric approach.

Strategic Insight:

The first letter sets the tone for the entire experience. When incomplete, downstream friction (call volumes, complaints, unsafe relights) increases exponentially.

First Letter | Maturity Assessment

No	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
1.1	First letter timing	✓ 16 weeks	✓ 4-6 weeks	✓ 1 week	✓	✓	**Emerging–Moderate**	Standardise timing to 2–4 weeks pre-work with reminder cadence.
1.2	Reminder card before works	✗	✗	✗	✓	✓ 4 days	**Low - Emerging**	Mandatory reminder 3–5 business days prior (SMS + card drop).
1.3	Explanation of distributor role	✓	✓	✓	✓	✗	**Moderate**	Clear explanation in all formats (letter + digital).
1.4	Contractor name provided	✓	✓	✓	✓	?	**Moderate**	Always include contractor name & ID verification guidance.
1.5	Regulation number included	✗	✗	✓	?	?	**Low**	Include regulatory reference for transparency & trust.
1.6	Explicit statement gas will be turned off	✗	✗	✗	✓	✗	**Low**	Clearly state impact upfront in bold.
1.7	Estimated duration	✓ 30 mins	✗	✓ 1 hour	✓	✓	**Moderate**	Provide realistic time window (range).
1.8	Estimated date range	✗	✓	✗	✓	✗	**Moderate**	Provide window + firm confirmation date.
1.9	Exact date	✗	✗	✗	✗	✓	**Low**	Confirm exact date 3–5 days prior via SMS.
1.10	Clear access requirements	✓	✗	✗	✗	?	**Low**	Use checklist format with icons for clarity.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Additional Details in First Letter | Findings & Insights

Level 3 (Moderate)	Structured / Operational	

While most distributors provide some relight information, digital enablement and proactive escalation guidance remain underdeveloped.

Industry maturity here remains Moderate but emerging for some elements.

Strategic Insight: 

The absence of:

- QR codes
- Booking links
- Digital self-service registration
- Tenant guidance

… signals a missed opportunity to reduce operational friction and increase perceived transparency.

Additional Details in First Letter | Maturity Assessment

No	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
1.11	Contractor will relight if home	✓	✓	✓	✓	✓	Moderate	Standard inclusion.
1.12	Relight support if not home	✓	✓	✓	✓	✓	Moderate	Provide 24h clarity + booking link.
1.13	Step-by-step guide left onsite	✓	✓	✓	✗	✓	Moderate	Visual guide mandatory.
1.14	Advance brochure for upgrades	✗	✗	✗	✓	✓	Low	Provide early advisory for non-standard works.
1.15	Leak escalation clarity	✓	✓	✓	✗	✓	Moderate	Explicit cost & responsibility clarity.
1.16	Licensed plumber info	✗	✗	✓	✗	?	Low- Emerging	Provide verified authority reference.
1.17	Call-back card if no access	✓	✗	✗	✓	?	Emerging	Mandatory fail-safe protocol.
1.18	Tenant/landlord notification guidance	✓	✗	✗	?	?	Low	Include tenancy guidance as standard.
1.19	Contact details with hours	✓	✓	✓	✓	?	Moderate	Include hours & emergency clarity.
1.20	Appointment option	✗	✓	✓	✓	?	Moderate	Offer structured booking options.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Reminder & Impact Communications | Findings & Insights

Level 1 (Low)	Fragmented / Compliance-led

The reminder stage shows the **lowest digital maturity across the industry**.

Despite planned interruption being a predictable event:

- SMS reminders are inconsistent.
- Digital engagement tools are underutilised.
- Visual guidance is limited.

Strategic Insight:

This is the weakest stage across the journey.
Despite being a predictable operational event, proactive digital engagement is minimal.

This is a clear area for industry-wide uplift.

Reminder & Impact Communications | Maturity Assessment

No.	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
3.1	SMS reminder	✓	✗	✗	✓ 12 & 5 day	?	Low	Structured 2-touch SMS cadence.
3.2	Targeted SMS/email for special meter locations	✗	✗	✗	✓	?	Low	Segment-specific messaging.
3.3	Maintenance impact card (leak detected)	✓	✗	✓	✗	?	Low	Standardised leak communication card.
3.4	Plumber restoration instruction	✓	?	✓	✗	?	Moderate	Clear DIY vs licensed requirements.
3.5	QR codes for more info	✗	?	✓	✗	?	Low	QR + microsite standardisation.
3.6	Visual responsibility diagrams	✗	?	✓	✗	?	Low	Use simple homeowner vs distributor diagrams.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

On-Site Cards (Customer Not Home) | Findings & Insights

Level 3 (Moderate)	Structured / Operational

The “Sorry We Missed You” moment is highly sensitive.
Yet:

- Multilingual support is rare.
- Contractor identification inconsistent.
- Visual support underleveraged.

Industry maturity: Moderate at best.

Strategic Insight: 

Strong safety focus exists, but accessibility and digital innovation remain limited.

Given safety implications, this stage demands higher consistency.

On-Site Cards (Customer Not Home) | Maturity Assessment

No.	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
4.1	Clear reason gas turned off	✓	✗	✓	✓	?	Moderate	Always state reason clearly.
4.2	Safety instructions	✓	✗	✓	✗	?	Moderate	Include do/don't visual cues.
4.3	Contractor name	✓	✗	✗	✓	?	Low–Moderate	Mandatory ID traceability.
4.4	Property address listed	✗	✗	✓	✗	?	Low	Include address for clarity.
4.5	Relight contact info	✓	✗	✗	✓	?	Low–Moderate	Dedicated relight hotline.
4.6	Emergency contact	✓	✗	✓	✗	?	Moderate	Prominent 24h number.
4.7	Multilingual support	✓	✗	✗	✗	?	Low	Provide LOTE contact options.
4.8	Visual relight instructions	✓	✓	✗	✓	✓	Moderate	Use diagrams.
4.9	QR video instructions	✓	✗	✗	✗	✓	Low	Standard digital video support.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Final Confirmation & Feedback | Findings & Insights

Level 4 (High) — Integrated / Customer-Centric

Encouragingly, final SMS confirmation and seeking customer feedback is common practice.

However, maturity would increase further if:

- Feedback is structured with completion of works communication
- Insights are coded thematically
- Findings inform contractor coaching
- Journey gaps are proactively addressed

Strategic Insight:

This is the most mature stage in the journey. However, integration into structured VoC analytics remains inconsistent.

Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
SMS final confirmation & feedback request	✓	✓	✓	✓	✓	**High**	Maintain + integrate VoC capture.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Mains Renewal (MRENEW) Notification

Industry Benchmark & Maturity Assessment

CSBA has reviewed four key areas, including notifications related to the 1. First Letter, 2. Second Letter, 3. Post-Work Communication, and the 4. Relight Card. The fifth section, Final Confirmation and Feedback, is similar to the Meter Change (MCH) area.

First Letter | Second Letter | Post-Work Communication | Relight Card

First Letter | Findings & Insights

The benchmarking reveals **significant inconsistency across the industry** in the clarity, timing, and completeness of first-letter communications.
Key risks identified:

- Customers unaware gas will be interrupted.
- Lack of clarity on duration and impact.
- Insufficient preparation guidance leading to failed access visits.
- Weak regulatory transparency.

Industry maturity at this stage is Emerging, indicating a transactional compliance mindset rather than a customer-centric approach.

Level 2 (Emerging)	Emerging / Inconsistent

Strategic Insight:

The first letter sets the tone for the entire experience. When incomplete, downstream friction (call volumes, complaints, unsafe relights) increases exponentially.

First Letter | Maturity Assessment

No	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
1	**First Letter – MRENEW (Interruption)**							Implement a standardised national first-letter template with mandatory safety, timing, access, and contact elements.
1.1	First letter timing stated (lead time provided)	✓ 2–4 weeks	✓ 10 days	✓ 2–6 weeks	✓	?	Moderate	Mandate a minimum notice period (e.g., 3–4 weeks) and clearly state exact planned dates.
1.2	Contractor logo displayed	✓	✗	✗	✗	✓	Low	Display both distributor and authorised contractor logos to reinforce legitimacy and reduce scam concerns.
1.3	Distributor logo displayed	✗	✓	✓	✓	✓	Moderate	Ensure primary distributor branding is consistently displayed for accountability and trust.
1.4	Reference number included	✗	✗	✓	✗	✗	Moderate	Include a unique job/reference number to streamline enquiries and reduce call handling time.
1.5	Clear reason for upgrade provided	✗	✓	✓	✓	✓	Moderate–Strong	Clearly explain safety, reliability, and infrastructure renewal benefits in plain language.
1.6	Net zero / strategic infrastructure context	✗	✗	✓	✗	✗	Emerging	Include high-level strategic context (e.g., asset renewal, emissions alignment where relevant) to strengthen transparency.
1.7	Explicit statement gas will be turned off	✓	✓	✓	✓	✓	Strong	Maintain bold, highly visible interruption statements with duration guidance.
1.8	Exact time range provided (e.g., 6am–6pm)	✓	✗	✗	✗	✗	Moderate	Provide a clear time window and explain potential variability to manage expectations.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

First Letter | Maturity Assessment Cont.

No	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
1.9	Warning about driveway/parking disruption	✗	✗	✗	✗	✗	Low	Standardise inclusion of driveway, parking, and property access impact statements.
1.10	Detour / traffic management explained	✗	✗	✗	✗	✗	Low	Include advance notice of traffic management, detours, and pedestrian impacts where applicable.
1.11	Leak test responsibility clearly explained	✗	✓	✗	✗	✗	Moderate	Clearly outline leak testing process, customer obligations, and safety rationale.
1.12	Cost responsibility (customer pays if leak)	✗	✓	✗	✗	✗	Moderate	Transparently explain cost responsibility scenarios to prevent disputes and complaints.
1.13	Free relight explicitly stated	✗	✓	✓	✗	✗	Moderate	Explicitly state that relight service is free and explain how/when it will occur.
1.14	Pets secured message included	✓	✓	✓ (Booklet)	?	✗	Moderate	Include mandatory instructions regarding pets, property access, and safety preparation.
1.15	Restoration timeframe clearly stated	✓ (15–30 days hard)	✓ 30 days	✓ 8 weeks	✓ 15 days	✓ 4 weeks	Moderate	Provide realistic reinstatement timeframes and distinguish between temporary and permanent restoration.
1.16	Temporary vs permanent reinstatement explained	✓	✓	✗	✗	✓	Moderate	Clearly differentiate temporary reinstatement from final restoration to manage expectations.
1.17	Tenant guidance (notify landlord)	✓	✗	✓	✗	✗	Low–Moderate	Include explicit tenant instructions to notify landlords or property managers in advance.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

First Letter | Maturity Assessment Contd.

No	Communication Element	D1 & D2	D3	D4	D5 & D6	D7	Maturity	Best Practice
1.18	Accessibility (LOTE / relay service)	✗	✗	✗	✗	✓	Emerging	Include multilingual support information, relay services, and QR links to translated resources.
1.19	Named contact for assistance	✗	✓	✗	✗	✓ (email)	Moderate	Provide a dedicated phone number and monitored email for project-specific enquiries.
1.20	Clear closing (“Thank you for cooperation”)	✗	✓	✓	✗	✗	Moderate	Close with a courteous reassurance reinforcing safety, appreciation, and support availability.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Second Letter | Findings & Insights

Level 3 (Moderate)	Structured / Operational

Reminders sent 1–2 days prior are inconsistently applied, with variation in content, exact timing, and step-by-step guidance for customers who may not be home.

Key Risks Identified:

- Customers may not recall the scheduled interruption.
- Inadequate instructions for accessing property or securing pets.
- Emergency or relight contacts inconsistently communicated.
- Potential safety incidents if customers mismanage gas systems.

Industry maturity at this stage is Moderate – some distributors are adopting more detailed reminders, but adoption is inconsistent.

Strategic Insight:

Day-of reminders are critical to reduce missed access visits and improve customer safety. Standardising these communications ensures consistency and reduces operational burden.

Second Letter | Maturity Assessment

No	Communication Element	D 1 & 2	D 3	D 4	D 5&6	D 7	Maturity	Best Practice
2	**Second Letter**							Implement a mandatory reminder notice 24–72 hours prior with consistent safety, timing, and contact information.
2.1	Reminder sent 1–2 days prior	?	✓	✓	?	✓	Moderate	Standardise reminder issuance 48 hours prior to interruption across all distributors.
2.2	Exact date & timeframe provided	?	✓	✓	?	✓	Moderate–Strong	Include confirmed date and clear time window to reduce missed access and complaints.
2.3	Acknowledgement of inconvenience	?	✗	✓	?	✗	Emerging	Include empathetic acknowledgement to reinforce customer-centric tone.
2.4	Relight process clearly restated	?	✓	✓	?	✗	Moderate	Briefly restate relight steps and what customers should expect.
2.5	Step-by-step if not home	?	✓	✓	?	✗	Moderate	Provide clear “If you are not home” instructions to reduce failed relights.
2.6	24/7 relight contact specified	?	✗	✓	?	✗	Moderate	Include 24/7 contact details prominently to reinforce safety responsiveness.
2.7	Leak/emergency contact included	?	✗	✓	?	✗	Moderate	Include emergency and leak hotline details on every imminent interruption notice.
2.8	Instruction to retain notice	?	✗	✓	?	✗	Emerging	Advise customers to keep the notice until gas is safely restored.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Post-Work Communication | Findings & Insights

Level 2 (Emerging)	Emerging / Inconsistent

Reinstatement cards, restoration timelines, and safety information are inconsistently applied across distributors.

Key Risks Identified:

- Customers unclear about the status of restoration or timelines.
- Soft vs hard surface reinstatement not communicated.
- Barricade and safety guidance often missing, leading to safety hazards.

Industry maturity at this stage is Low–Moderate – post-work communication remains inconsistent, with operational focus rather than proactive customer experience.

Strategic Insight:

Clear post-work communication mitigates complaints and improves customer trust. Standardised cards and guidance on restoration, surfaces, and safety are essential for a consistent customer experience.

Post-Work Communication | Maturity Assessment

No	Communication Element	D 1 & 2	D 3	D 4	D 5 & 6	D 7	Industry Maturity	Best Practice
3	**Post-Work Communication**							Implement a standardised post-work reinstatement notice clarifying restoration timing and safety status.
3.1	Reinstatement card provided	✓	✓	✗	✗	✗	Low–Moderate	Provide a reinstatement confirmation card after all works.
3.2	Restoration timeline (≤30 days)	✓ 30 days	✓ 30 days	✗ 8 weeks	?	✓ 4 weeks	Moderate	Align to a maximum restoration standard (e.g., ≤30 days) unless exceptional conditions apply.
3.3	Soft vs hard surface explanation	✓	✓	✗	✗	✓	Moderate	Clearly differentiate reinstatement types to manage expectations.
3.4	Barricade/safety note	✓	✓	✗	✗	✓	Moderate	Include clear safety messaging where temporary surfaces or barriers remain.
3.5	Contractor field included	✓	✓	✗	✗	✗	Low–Moderate	Identify responsible contractor and contact details to improve accountability.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

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Relight Card – Customer Not Home | Findings & Insights

Cards left at customer premises are generally provided, but content completeness varies i.e. instructions, visuals, QR/video guidance, and translation support are inconsistently included.

Level 3 (Moderate)	Structured / Operational

Key Risks Identified:

- Customers may not understand safety instructions.
- Relight process unclear without visual guidance.
- Limited accessibility for non-English speaking or vulnerable customers.

Industry maturity at this stage is Moderate – strong in leaving cards, weaker in content completeness and accessibility.

Strategic Insight:

Relight cards are a critical safety touchpoint.
Ensuring they are complete, visual, and accessible reduces risk and enhances customer confidence.

Relight Card | Maturity Assessment

No	Communication Element	D 1 & 2	D 3	D 4	D 5&6	D 7	Maturity	Best Practice
4	**Relight Card – Customer Not Home**							Adopt a nationally consistent relight card format prioritising safety, clarity, and multilingual accessibility.
4.1	Card left if absent	✓	✓	✓	✓	✓	Strong	Maintain universal card issuance when customers are not present.
4.2	Clear reason gas turned off	✓	✓	✗	✓	✓	Moderate–Strong	Clearly explain why gas remains off and required next steps.
4.3	Safety do's and don'ts	✓	✓	✗	✓	✗	Moderate	Include simple safety instructions to prevent unsafe self-relights.
4.4	Instruction with pictures	✓	✓	✓	✗	✓	Moderate–Strong	Use diagrams to improve comprehension and reduce call volume.
4.5	QR code video guidance	✓	✓	✗	✗	✓	Moderate	Provide QR links to short instructional videos for digital-first support.
4.6	Relight contact & hours	✓	✓	✗	✗	✓	Moderate	Display 24/7 relight contact details clearly and prominently.
4.7	Leak & emergency contact	✓	✓	✗	✓	✗	Moderate	Reinforce emergency hotline information on every card.
4.8	Translation service contact	✓	✓	✗	✗	✗	Emerging	Include translation and relay service details to support vulnerable customers.

✓ = Present | ✗ = Not Present | ? = Unclear / Not Evident | Text where relevant

Distributors have been referenced as D1, D2…D7 to maintain their anonymity

Gas Sector Practice Snapshot

MCH – Meter Change

Practice Element	Sector Observation
Initial written notification	Universal
SMS reminder usage	Inconsistent
SMS scheduling for MCH	Rare
Day-of reminder	Not standard
On-site card standardisation	Not consistent
Visual leak clarification	Limited adoption
Clear relight instructions	Variable
Completion SMS confirmation	Emerging best practice
Post-job feedback survey	Universal; Sector-wide implementation

MRENEW – Mains Renewal

Practice Element	Sector Observation
Initial written notification	Universal
Clear explanation of upgrade purpose	Moderate adoption
Explicit gas interruption notice	Universal
Driveway / parking disruption warning	Limited adoption
Detour & traffic management guidance	Rare
Financial responsibility for leaks clearly stated	Inconsistent
Gas line safety test explanation	Moderate adoption
Free relight clarity	Variable
Step-by-step relight instructions (visual)	Strong adoption
QR video relight support	Emerging
Reinstatement timeline clarity	Inconsistent
Hard surface restoration ≤30 days	Not standard
Reinstatement follow-up card	Limited adoption
Accessibility (LOTE / relay services)	Emerging
Named contact for vulnerable customers	Limited adoption
Second letter with exact date/time	Moderate adoption
SMS reminder before works	Inconsistent
SMS completion confirmation	Universal

Planned Interruption Notification: MCH & MRENEW

CSBA Observations & Next steps for Action

Key Observations

1. Compliance-driven rather than experience-driven design
2. Low digital integration despite predictable event
3. Limited contractor CX alignment
4. Minimal journey-based thinking
5. Inconsistent clarity around safety escalation



Next Steps for Action for the Gas Sector to Uplift Communications

1 Digital Uplift

- QR-enabled video relight guides
- SMS booking links
- Real-time appointment tracking
- Automated reminder cadence
- Multilingual microsites
- Flagging road works and closures in real-time via navigation and reporting apps, including Google Maps, Apple Maps, Waze, and Snap Send Solve (local council reporting).

2 Journey Mapping This Critical Touchpoint

- Map internal process vs customer lived experience
- Identify expectation gaps
- Align VoC insights with journey mapping to translate findings into action, using JourneyTrack* as the next step to move from journey mapping to implementation.

3 Contractor CX Training

Training modules covering:

- Courtesy knocking protocols
- Clear self-introduction
- Safety reassurance language
- Relight explanation clarity
- Handling vulnerable customers
- Cultural sensitivity & LOTE awareness

4 Structured VoC Program

- Weekly pulse feedback
- Thematic coding of complaints & compliments
- Early detection of expectation shifts
- Contractor-level reporting dashboards
- Integration into QA coaching loops

*See Appendix Section – Pages. 69-71

Draft Planned Communication Uplift |Phased Roadmap (18 Months)

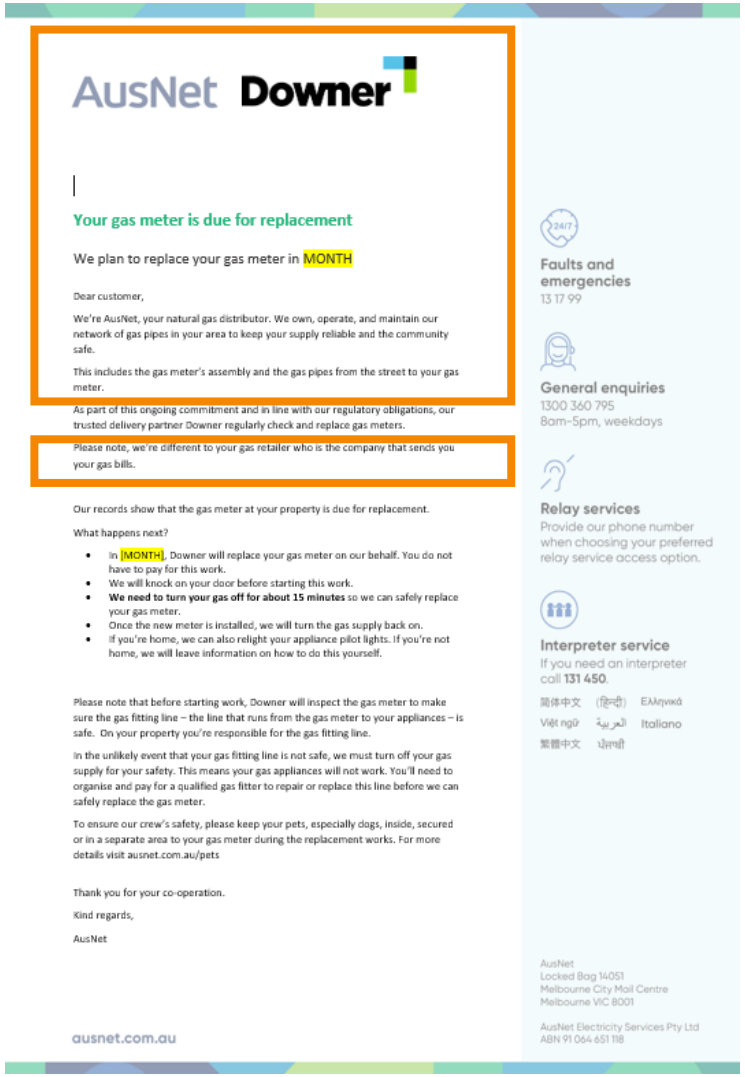
Category	Initiative	Q1	Q2	Q3	Q4	Q5	Q6	Outcome
Quick Wins	Standardise gas-off & safety messaging	■						Immediate safety clarity
	Add exact time windows to notices	■						Reduced missed visits
	Include emergency & relight contacts everywhere	■						Lower risk exposure
	Add driveway / pets / tenant guidance	■						Improved first-time access
	Insert reference numbers & free relight statement	■						Reduced disputes
	Journey mapping using JourneyTrack*	■						Understand gaps in processes vs. experience
Structural	National first-letter template standardisation		■	■				Consistent CX baseline
	Mandatory 48-hour reminder protocol		■	■				Fewer no-access visits
	Restoration commitment framework (≤30-day target)		■	■	■			Reduced restoration complaints
	Accessibility & inclusion standard (LOTE/relay/QR)		■	■				Improved equity compliance
	Named contact governance model		■	■				Increased accountability
Digital Enablement	Automated trigger-based communication workflow			■	■			Reduced manual inconsistency
	Smart SMS enhancements (links, support, timeline)			■	■			Lower inbound calls
	QR-enabled explainer videos/ QR codes or links for easy digital access to FAQs			■	■			Improved comprehension
	Restoration tracking portal				■	■	■	Major complaint reduction
	Integrated feedback analytics dashboard				■	■	■	Data-driven CX optimisation

*See Appendix Section – Pages. 69-71

Best Practice Examples from the Industry

Learning Together

Clearly Identify Who You Are — Distinguish from the Retailer and Name the Contractor



AusNet Downer

Your gas meter is due for replacement

We plan to replace your gas meter in MONTH

Dear customer,

We're AusNet, your natural gas distributor. We own, operate, and maintain our network of gas pipes in your area to keep your supply reliable and the community safe.

This includes the gas meter's assembly and the gas pipes from the street to your gas meter.

As part of this ongoing commitment and in line with our regulatory obligations, our trusted delivery partner Downer regularly check and replace gas meters.

Please note, we're different to your gas retailer who is the company that sends you your gas bills.

Our records show that the gas meter at your property is due for replacement.

What happens next?

- In [MONTH], Downer will replace your gas meter on our behalf. You do not have to pay for this work.
- We will knock on your door before starting this work.
- **We need to turn your gas off for about 15 minutes** so we can safely replace your gas meter.
- Once the new meter is installed, we will turn the gas supply back on.
- If you're home, we can also relight your appliance pilot lights. If you're not home, we will leave information on how to do this yourself.

Please note that before starting work, Downer will inspect the gas meter to make sure the gas fitting line – the line that runs from the gas meter to your appliances – is safe. On your property you're responsible for the gas fitting line.

In the unlikely event that your gas fitting line is not safe, we must turn off your gas supply for your safety. This means your gas appliances will not work. You'll need to organise and pay for a qualified gas fitter to repair or replace this line before we can safely replace the gas meter.

To ensure our crew's safety, please keep your pets, especially dogs, inside, secured or in a separate area to your gas meter during the replacement works. For more details visit ausnet.com.au/pets

Thank you for your co-operation.

Kind regards,

AusNet

ausnet.com.au

Faults and emergencies
13 17 99

General enquiries
1300 360 795
8am-5pm, weekdays

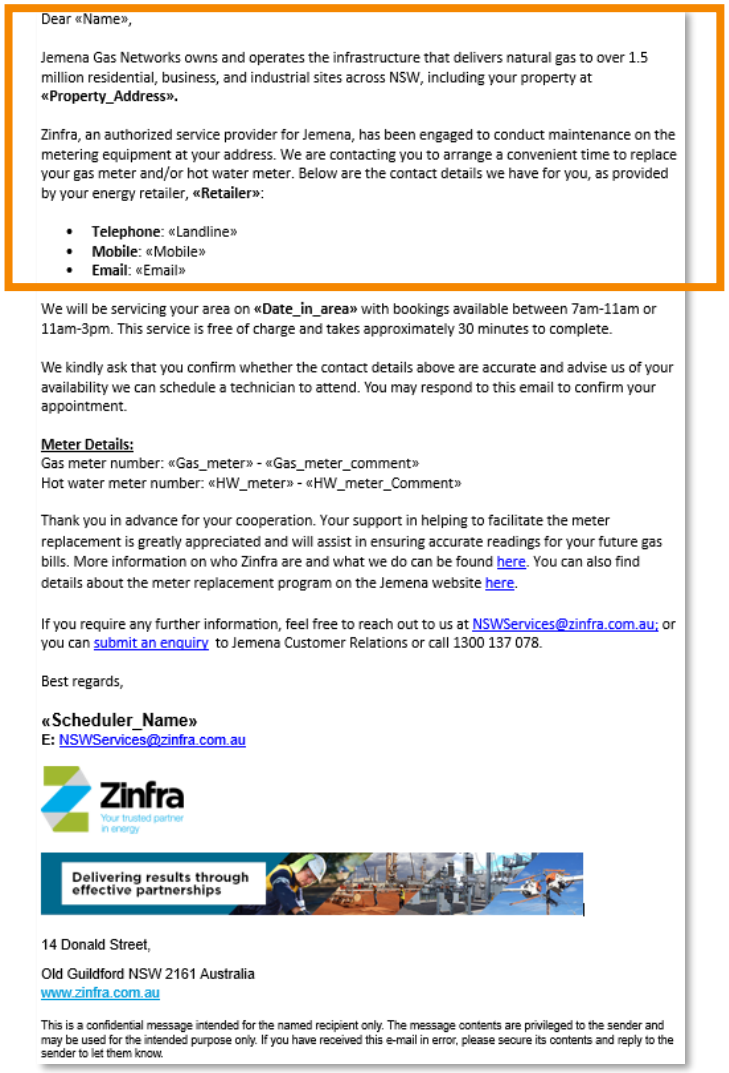
Relay services
Provide our phone number when choosing your preferred relay service access option.

Interpreter service
If you need an interpreter call 131 450.

简体中文 (हिन्दी) Ελληνικά
Việt ngữ العربية Italiano
繁體中文 ਪੰਜਾਬੀ

AusNet
Locked Bag 14051
Melbourne City Mail Centre
Melbourne VIC 8001

AusNet Electricity Services Pty Ltd
ABN 91 064 651 118



Dear «Name»,

Jemena Gas Networks owns and operates the infrastructure that delivers natural gas to over 1.5 million residential, business, and industrial sites across NSW, including your property at **«Property_Address»**.

Zinfra, an authorized service provider for Jemena, has been engaged to conduct maintenance on the metering equipment at your address. We are contacting you to arrange a convenient time to replace your gas meter and/or hot water meter. Below are the contact details we have for you, as provided by your energy retailer, **«Retailer»**:

- **Telephone**: «Landline»
- **Mobile**: «Mobile»
- **Email**: «Email»

We will be servicing your area on **«Date_in_area»** with bookings available between 7am-11am or 11am-3pm. This service is free of charge and takes approximately 30 minutes to complete.

We kindly ask that you confirm whether the contact details above are accurate and advise us of your availability we can schedule a technician to attend. You may respond to this email to confirm your appointment.

Meter Details:
Gas meter number: «Gas_meter» - «Gas_meter_comment»
Hot water meter number: «HW_meter» - «HW_meter_Comment»

Thank you in advance for your cooperation. Your support in helping to facilitate the meter replacement is greatly appreciated and will assist in ensuring accurate readings for your future gas bills. More information on who Zinfra are and what we do can be found here. You can also find details about the meter replacement program on the Jemena website here.

If you require any further information, feel free to reach out to us at NSWServices@zinfra.com.au; or you can submit an enquiry to Jemena Customer Relations or call 1300 137 078.

Best regards,

«Scheduler_Name»
E: NSWServices@zinfra.com.au

Zinfra
Your trusted partner in energy

14 Donald Street,

Old Guildford NSW 2161 Australia
www.zinfra.com.au

This is a confidential message intended for the named recipient only. The message contents are privileged to the sender and may be used for the intended purpose only. If you have received this e-mail in error, please secure its contents and reply to the sender to let them know.

Why this is best practice:

Clearly identifying yourself and naming the contractor builds trust, reduces confusion, and ensures the customer knows who is responsible for the work.

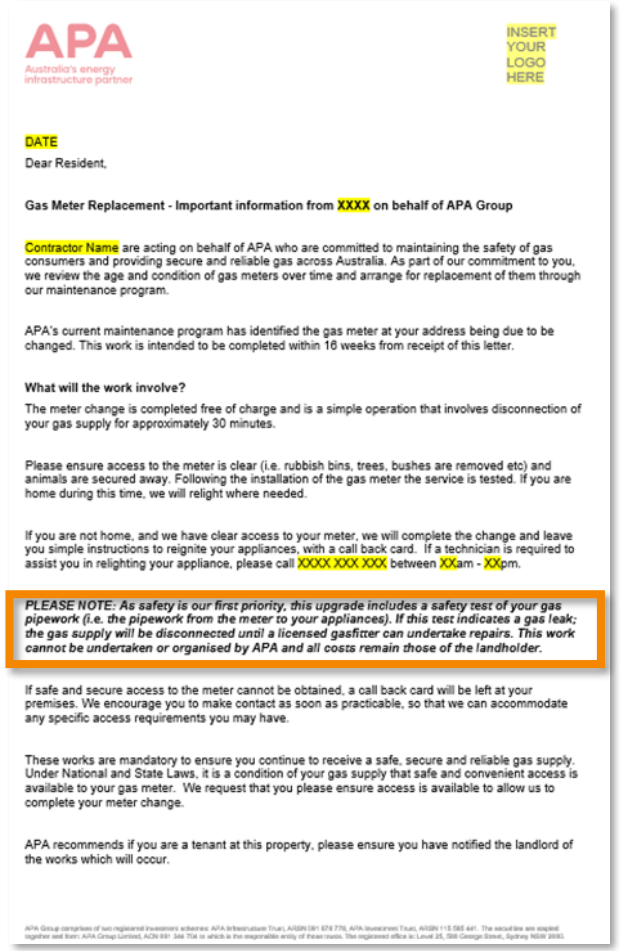
- Builds trust: Customers know who they are dealing with.
- Reduces confusion: Clear roles and contact points.
- Clarifies accountability: Customers know who is responsible.
- Improves experience: Transparency prevents frustration.

Making Financial Responsibility Explicit

"1 in 5 customers were able to relight their appliances themselves, showing that clear instructions successfully enabled safe and effective DIY action."

Why this is best practice:

- Avoids confusion about who covers the work.
- Reduces disputes or complaints.
- Helps customers plan and feel informed.
- Builds trust through transparency.



APA
Australia's energy infrastructure partner

INSERT YOUR LOGO HERE

DATE

Dear Resident,

Gas Meter Replacement - Important information from XXXX on behalf of APA Group

Contractor Name are acting on behalf of APA who are committed to maintaining the safety of gas consumers and providing secure and reliable gas across Australia. As part of our commitment to you, we review the age and condition of gas meters over time and arrange for replacement of them through our maintenance program.

APA's current maintenance program has identified the gas meter at your address being due to be changed. This work is intended to be completed within 16 weeks from receipt of this letter.

What will the work involve?

The meter change is completed free of charge and is a simple operation that involves disconnection of your gas supply for approximately 30 minutes.

Please ensure access to the meter is clear (i.e. rubbish bins, trees, bushes are removed etc) and animals are secured away. Following the installation of the gas meter the service is tested. If you are home during this time, we will relight where needed.

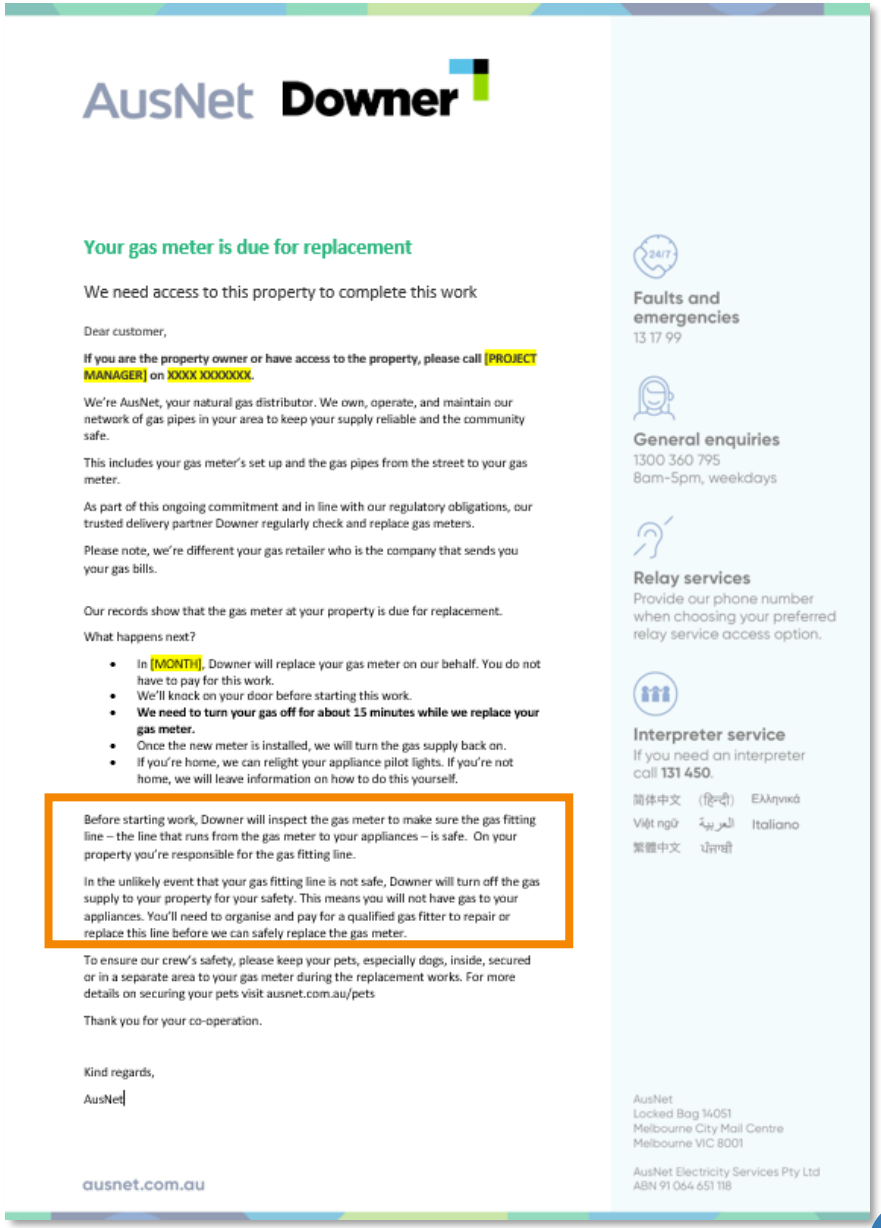
If you are not home, and we have clear access to your meter, we will complete the change and leave you simple instructions to reignite your appliances, with a call back card. If a technician is required to assist you in relighting your appliance, please call XXXX XXX XXX between XXam - XXpm.

PLEASE NOTE: As safety is our first priority, this upgrade includes a safety test of your gas pipework (i.e. the pipework from the meter to your appliances). If this test indicates a gas leak; the gas supply will be disconnected until a licensed gasfitter can undertake repairs. This work cannot be undertaken or organised by APA and all costs remain those of the landholder.

If safe and secure access to the meter cannot be obtained, a call back card will be left at your premises. We encourage you to make contact as soon as practicable, so that we can accommodate any specific access requirements you may have.

These works are mandatory to ensure you continue to receive a safe, secure and reliable gas supply. Under National and State Laws, it is a condition of your gas supply that safe and convenient access is available to your gas meter. We request that you please ensure access is available to allow us to complete your meter change.

APA recommends if you are a tenant at this property, please ensure you have notified the landlord of the works which will occur.



AusNet Downer

Your gas meter is due for replacement

We need access to this property to complete this work

Dear customer,

If you are the property owner or have access to the property, please call [PROJECT MANAGER] on XXXX XXXXXXX.

We're AusNet, your natural gas distributor. We own, operate, and maintain our network of gas pipes in your area to keep your supply reliable and the community safe.

This includes your gas meter's set up and the gas pipes from the street to your gas meter.

As part of this ongoing commitment and in line with our regulatory obligations, our trusted delivery partner Downer regularly check and replace gas meters.

Please note, we're different your gas retailer who is the company that sends you your gas bills.

Our records show that the gas meter at your property is due for replacement.

What happens next?

- In [MONTH], Downer will replace your gas meter on our behalf. You do not have to pay for this work.
- We'll knock on your door before starting this work.
- **We need to turn your gas off for about 15 minutes while we replace your gas meter.**
- Once the new meter is installed, we will turn the gas supply back on.
- If you're home, we can relight your appliance pilot lights. If you're not home, we will leave information on how to do this yourself.

Before starting work, Downer will inspect the gas meter to make sure the gas fitting line – the line that runs from the gas meter to your appliances – is safe. On your property you're responsible for the gas fitting line.

In the unlikely event that your gas fitting line is not safe, Downer will turn off the gas supply to your property for your safety. This means you will not have gas to your appliances. You'll need to organise and pay for a qualified gas fitter to repair or replace this line before we can safely replace the gas meter.

To ensure our crew's safety, please keep your pets, especially dogs, inside, secured or in a separate area to your gas meter during the replacement works. For more details on securing your pets visit ausnet.com.au/pets

Thank you for your co-operation.

Kind regards,

AusNet

ausnet.com.au

24/7
Faults and emergencies
13 17 99

General enquiries
1300 360 795
8am-5pm, weekdays

Relay services
Provide our phone number when choosing your preferred relay service access option.

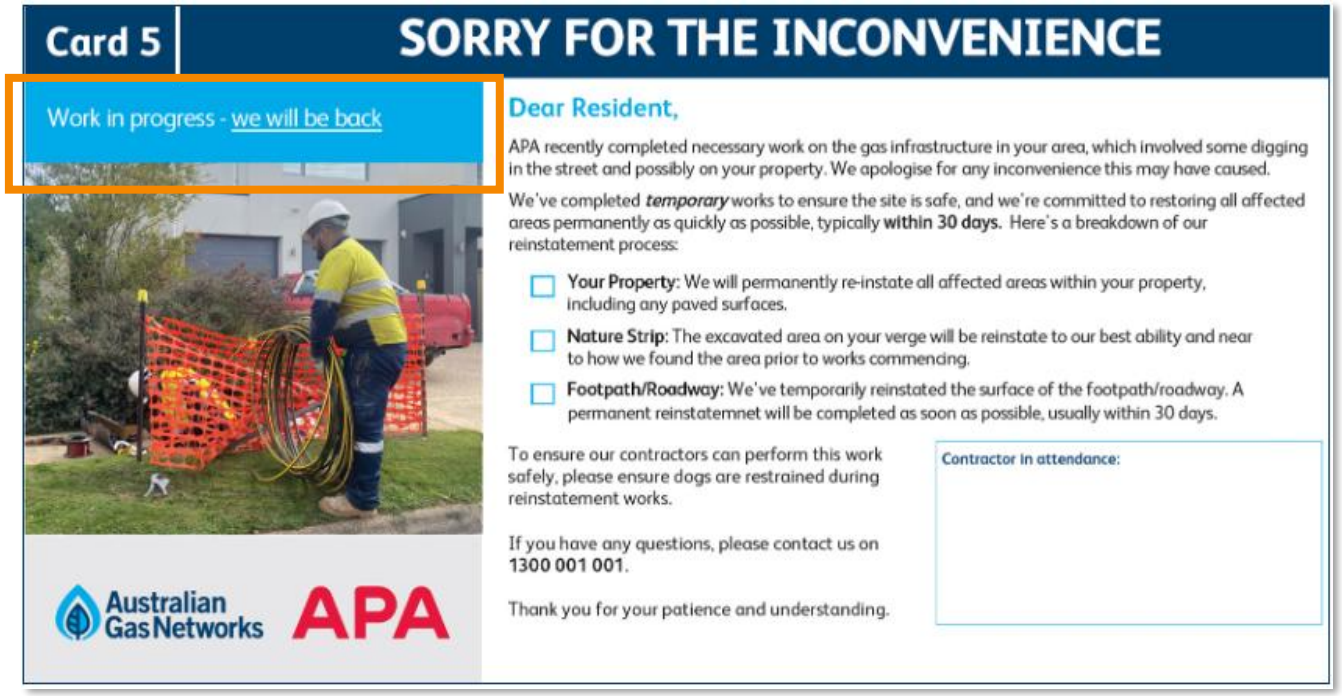
Interpreter service
If you need an interpreter call 131 450.

简体中文 (हिन्दी) Ελληνικά
Việt ngữ العربية Italiano
繁體中文 ਪੰਜਾਬੀ

AusNet
Locked Bag 14051
Melbourne City Mail Centre
Melbourne VIC 8001

AusNet Electricity Services Pty Ltd
ABN 91 064 651 118

Maintain Communication During Works



Card 5

SORRY FOR THE INCONVENIENCE

Work in progress - we will be back

Dear Resident,

APA recently completed necessary work on the gas infrastructure in your area, which involved some digging in the street and possibly on your property. We apologise for any inconvenience this may have caused.

We've completed ***temporary*** works to ensure the site is safe, and we're committed to restoring all affected areas permanently as quickly as possible, typically **within 30 days.** Here's a breakdown of our reinstatement process:

- ☐ **Your Property:** We will permanently re-instate all affected areas within your property, including any paved surfaces.
- ☐ **Nature Strip:** The excavated area on your verge will be reinstate to our best ability and near to how we found the area prior to works commencing.
- ☐ **Footpath/Roadway:** We've temporarily reinstated the surface of the footpath/roadway. A permanent reinstatemnet will be completed as soon as possible, usually within 30 days.

To ensure our contractors can perform this work safely, please ensure dogs are restrained during reinstatement works.

If you have any questions, please contact us on **1300 001 001.**

Thank you for your patience and understanding.

Contractor in attendance:

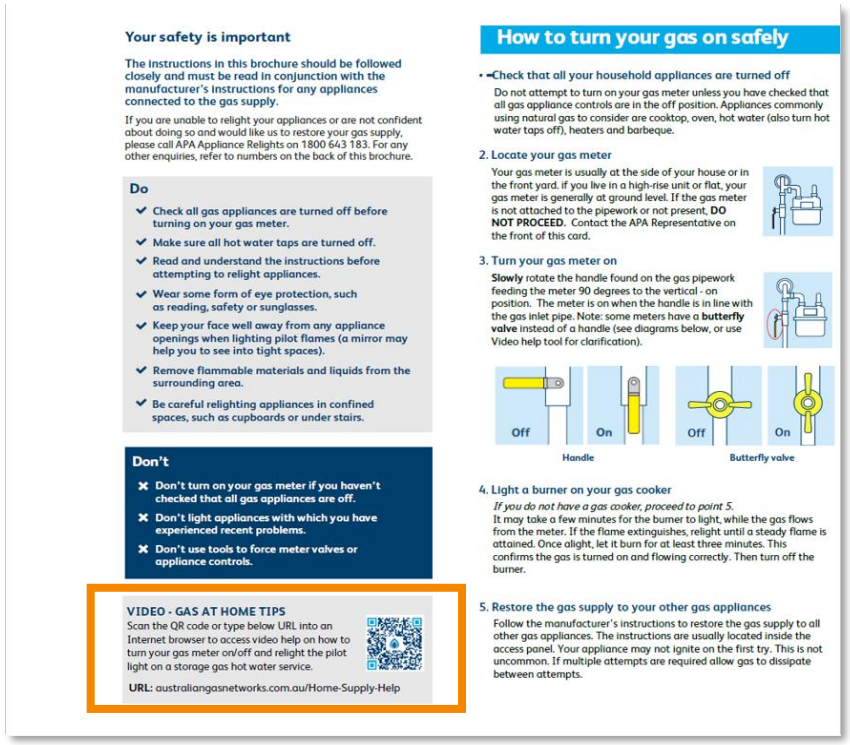
Australian Gas Networks APA

Why this is best practice:

Proactive communication reduces uncertainty, prevents complaints, and strengthens trust during a disruptive experience.

- Acknowledges disruption and shows accountability
- Explains what was done and what to expect next (e.g. reinstatement timelines)
- Clarifies responsibilities and safety requirements
- Provides a clear contact point for queries

QR Codes / Videos and Clear Imagery for Relight Purposes



Your safety is important

The instructions in this brochure should be followed closely and must be read in conjunction with the manufacturer's instructions for any appliances connected to the gas supply.

If you are unable to relight your appliances or are not confident about doing so and would like us to restore your gas supply, please call APA Appliance Relights on 1800 643 183. For any other enquiries, refer to numbers on the back of this brochure.

Do

- Check all gas appliances are turned off before turning on your gas meter.
- Make sure all hot water taps are turned off.
- Read and understand the instructions before attempting to relight appliances.
- Wear some form of eye protection, such as reading, safety or sunglasses.
- Keep your face well away from any appliance openings when lighting pilot flames (a mirror may help you to see into tight spaces).
- Remove flammable materials and liquids from the surrounding area.
- Be careful relighting appliances in confined spaces, such as cupboards or under stairs.

Don't

- Don't turn on your gas meter if you haven't checked that all gas appliances are off.
- Don't light appliances with which you have experienced recent problems.
- Don't use tools to force meter valves or appliance controls.

VIDEO - GAS AT HOME TIPS

Scan the QR code or type below URL into an Internet browser to access video help on how to turn your gas meter on/off and relight the pilot light on a storage gas hot water service.

URL: australiangasnetworks.com.au/Home-Supply-Help

How to turn your gas on safely

- Check that all your household appliances are turned off

Do not attempt to turn on your gas meter unless you have checked that all gas appliance controls are in the off position. Appliances commonly using natural gas to consider are cooktop, oven, hot water (also turn hot water taps off), heaters and barbeque.

2. Locate your gas meter

Your gas meter is usually at the side of your house or in the front yard. if you live in a high-rise unit or flat, your gas meter is generally at ground level. If the gas meter is not attached to the pipework or not present, **DO NOT PROCEED.** Contact the APA Representative on the front of this card.

3. Turn your gas meter on

Slowly rotate the handle found on the gas pipework feeding the meter 90 degrees to the vertical - on position. The meter is on when the handle is in line with the gas inlet pipe. Note: some meters have a **butterfly valve** instead of a handle (see diagrams below, or use Video help tool for clarification).

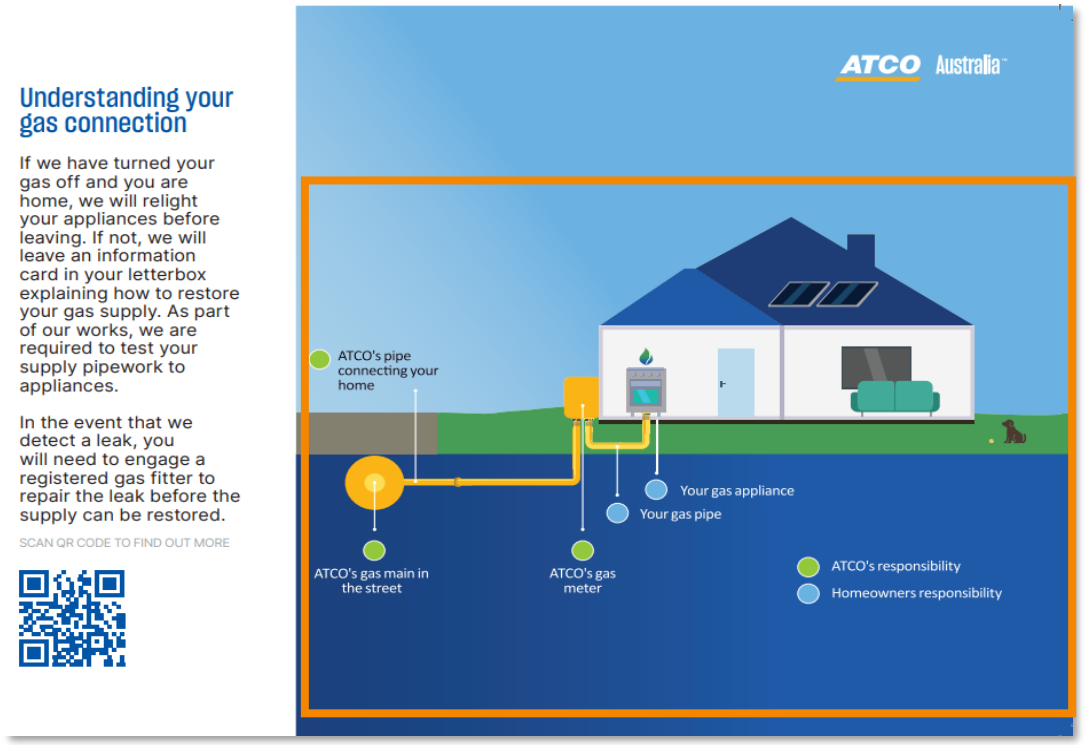
4. Light a burner on your gas cooker

If you do not have a gas cooker, proceed to point 5.

It may take a few minutes for the burner to light, while the gas flows from the meter. If the flame extinguishes, relight until a steady flame is attained. Once alight, let it burn for at least three minutes. This confirms the gas is turned on and flowing correctly. Then turn off the burner.

5. Restore the gas supply to your other gas appliances

Follow the manufacturer's instructions to restore the gas supply to all other gas appliances. The instructions are usually located inside the access panel. Your appliance may not ignite on the first try. This is not uncommon. If multiple attempts are required allow gas to dissipate between attempts.



Understanding your gas connection

If we have turned your gas off and you are home, we will relight your appliances before leaving. If not, we will leave an information card in your letterbox explaining how to restore your gas supply. As part of our works, we are required to test your supply pipework to appliances.

In the event that we detect a leak, you will need to engage a registered gas fitter to repair the leak before the supply can be restored.

SCAN QR CODE TO FIND OUT MORE

1 in 5 customers were able to relight their appliances themselves, showing that clear instructions successfully enabled safe and effective DIY action.

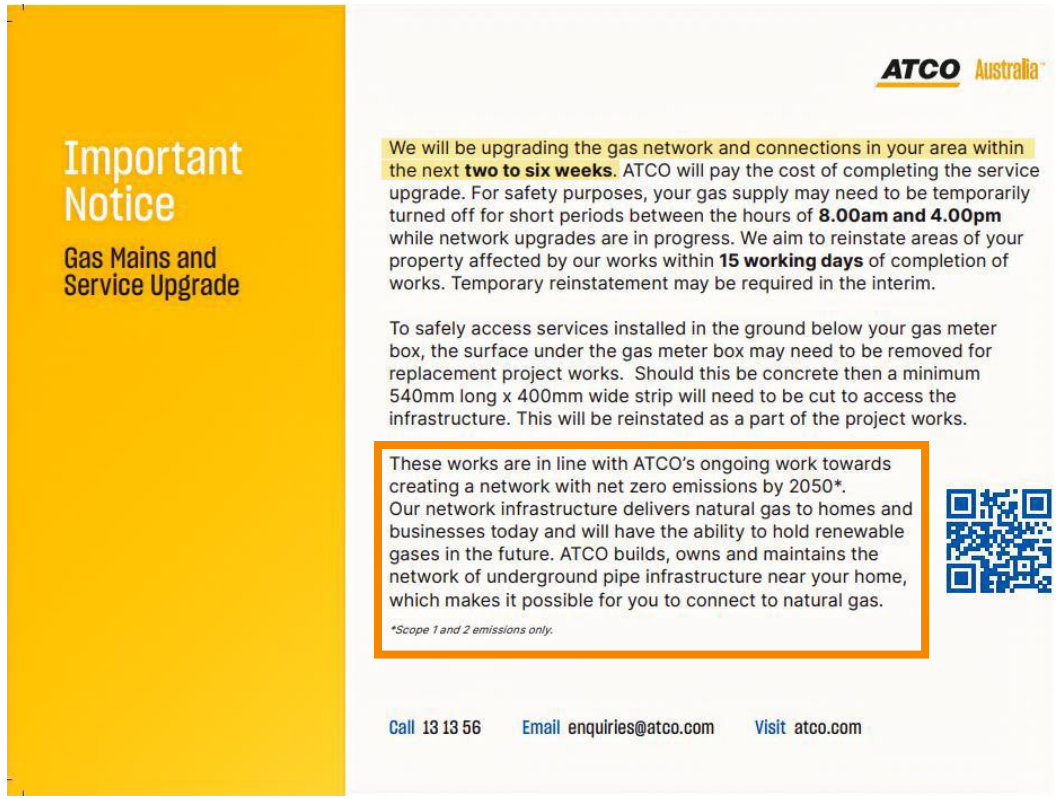
3–6% of customers still call a plumber to relight their appliance, with CSAT scores ranging from 3 to 5 out of 10.

- CSBA CSAT Gas Benchmarking Results

Why this is best practice:

- Prevents customers from unnecessarily calling a private plumber and incurring avoidable costs
- Clarifies responsibility boundaries
- Reduces confusion and complaints
- Builds transparency and trust

Strategic Context & Net Zero Framing



Important Notice

Gas Mains and Service Upgrade

ATCO Australia

We will be upgrading the gas network and connections in your area within the next **two to six weeks**. ATCO will pay the cost of completing the service upgrade. For safety purposes, your gas supply may need to be temporarily turned off for short periods between the hours of **8.00am and 4.00pm** while network upgrades are in progress. We aim to reinstate areas of your property affected by our works within **15 working days** of completion of works. Temporary reinstatement may be required in the interim.

To safely access services installed in the ground below your gas meter box, the surface under the gas meter box may need to be removed for replacement project works. Should this be concrete then a minimum 540mm long x 400mm wide strip will need to be cut to access the infrastructure. This will be reinstated as a part of the project works.

These works are in line with ATCO's ongoing work towards creating a network with net zero emissions by 2050*.
Our network infrastructure delivers natural gas to homes and businesses today and will have the ability to hold renewable gases in the future. ATCO builds, owns and maintains the network of underground pipe infrastructure near your home, which makes it possible for you to connect to natural gas.

*Scope 1 and 2 emissions only.

Call 13 13 56 Email enquiries@atco.com Visit atco.com

Why this is best practice:

Adds strategic context beyond compliance and builds long-term trust.

Transform SMS from Feedback Tool to Reassurance Tool

Why this is best practice:

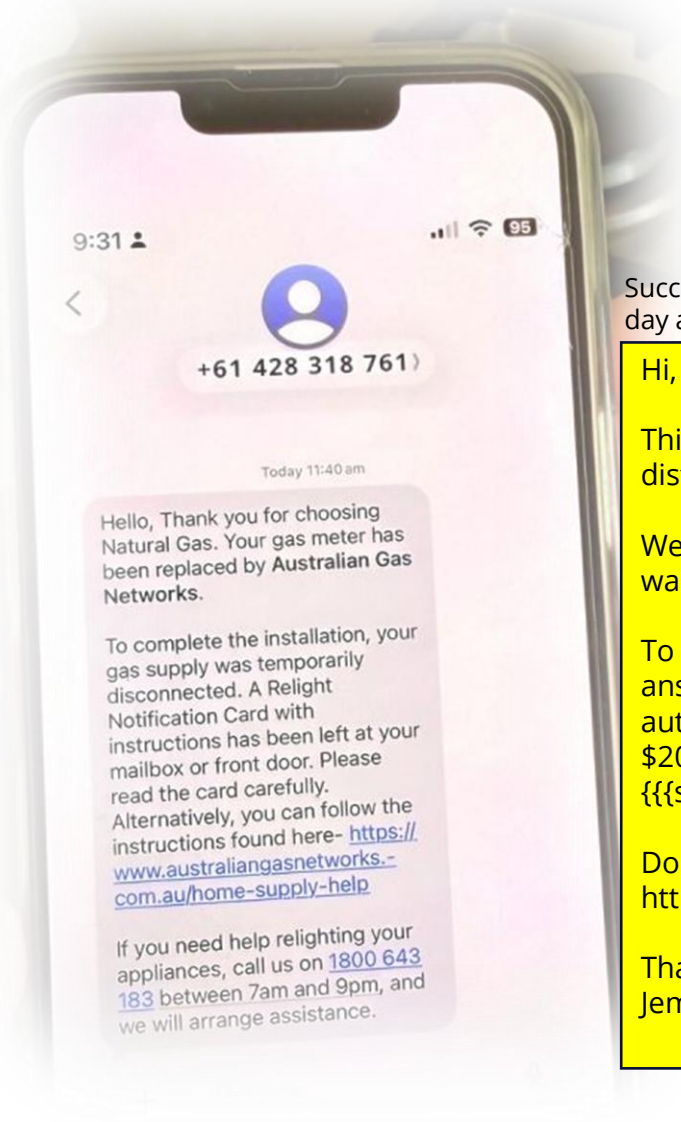
Instead of:

“Please provide feedback.”

Upgrade to:

- Works completed confirmation.
- Restoration timeline reminder.
- Relight support link.
- Emergency contact.
- Feedback link.

This becomes the emotional close of the project.



Successful Finalised jobs (sent at 12:00pm the day after meter replaced)

Hi,

This is Jemena, your local gas distributor.

We recently replaced your meter and want to hear about your experience.

To help us improve our service levels, answer a few short questions. You'll automatically go into a draw to win a $200 electronic gift card too.
{{{surveyLink}}}

Don't want updates? Opt out at https://jemena.com.au/opt-out

Thanks,
Jemena

Appendix

Overview

Key driver analysis explained

One of the tools that CSBA frequently recommends and utilises for deriving CX insights is Key Driver Analysis (KDA), or regression-based driver analysis.

This approach helps identify which underlying operational activities, the service attributes for each interaction type, had the most influence over the key CX metric Overall Satisfaction (CSAT).

This regression-based (Shapley) driver analysis models CSAT performance relative to service attributes & produces two key outputs, both expressed as percentages:

- The importance percentage for each of the drivers or attributes
- The R-squared value showing the strength of the statistical analysis model

The importance percentages show which of multiple drivers are most predictive of a specific key metric.

The R-squared (R2) value is an indicator model strength; that is, how much of the key metric performance can be explained by the attributes (the drivers) included in the model.

Drivers	Importance %
Attribute 1	21%
Attribute 2	13%
Attribute 3	29%
Attribute 4	11%
Attribute 5	26%
R-squared	76%

Base n=745

Example:
Regression-based driver analysis of Overall Satisfaction produces these importance percentages.

- Attribute 3 is the most important key driver of Overall Satisfaction, explaining 29% of the Overall Satisfaction result. Improvements in this area would likely have the biggest influence on improving Overall Satisfaction.
- Attribute 4 contributes the least to predicting Overall Satisfaction, at 11%. *Importance percentages are re-factored Shapley Values, and will always add up to 100%, regardless of the R-squared value.*

This set of five attributes included in the KDA help predict 76% of the result for Overall Satisfaction.
The "base" indicates the number of respondents included in the analysis *when accounting for all attributes to be rated 0-10 by a respondent e.g. NA's excluded*.

Why CSBA & JourneyTrack

A Smarter Approach to Journey Mapping

CSBA proposes a targeted Journey Mapping (JM) trial leveraging JourneyTrack's dynamic, data-enabled journey mapping platform to move beyond static journey maps and enable evidence-based service improvement across your organisation's most critical customer interactions.

Rather than producing one-off, static artefacts, this trial will use JourneyTrack's dynamic journey tracking approach to continuously capture customer pain points, effort drivers, operational frictions, and experience variability across selected priority journeys. This will allow you to test, learn, and embed journey-led decision-making in a practical, scalable way.

Traditional journey mapping approaches often:
- Produce static maps that age quickly
- Lack linkage to real customer and operational data

The trial addresses those limitations by combining CSBA's deep utilities CX expertise with JourneyTrack's live journey mapping technology, ensuring journeys are:
- ✓ Grounded in real data
- ✓ Continuously refreshed
- ✓ Directly linked to service improvement actions

Role of JourneyTrack

JourneyTrack provides the enabling technology that allows:
- Dynamic, always-on journey maps
- Layering of qualitative and quantitative insight
- Easy updating as services, processes, or customer needs change
- Scalable expansion beyond the trial

This moves journey mapping from a one-off exercise to an operational capability.

Role of CSBA

CSBA will act as journey partner and CX advisor, bringing:
- Deep utilities and regulated services experience
- Proven CX, VoC, QA and benchmarking frameworks
- Strong translation of insight into operational action

CSBA will:
- Lead journey design and facilitation
- Ensure journeys reflect real customer and agent realities
- Align insights to your organisation's's service and regulatory context
- Support internal stakeholder engagement

Consultation

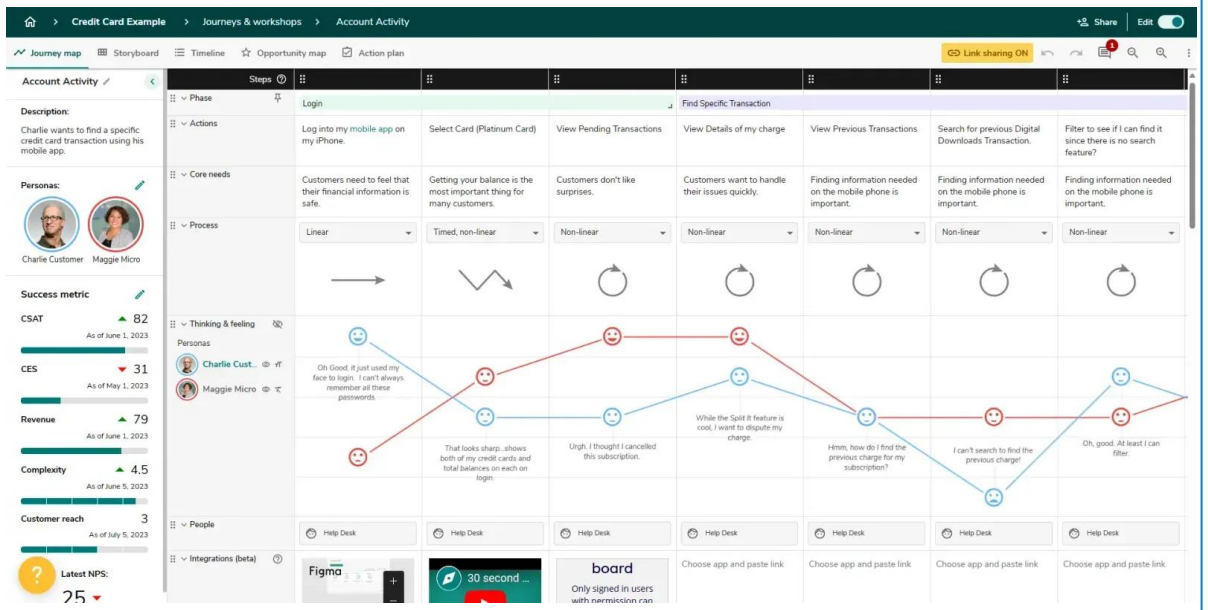
We recommend using Journey Track

What is Journey Track?

JourneyTrack is a next-generation customer journey management platform that supports creation of dynamic journey maps, workshops, personas and action plans that evolve with real customer feedback and organisational insights. Key capabilities include:

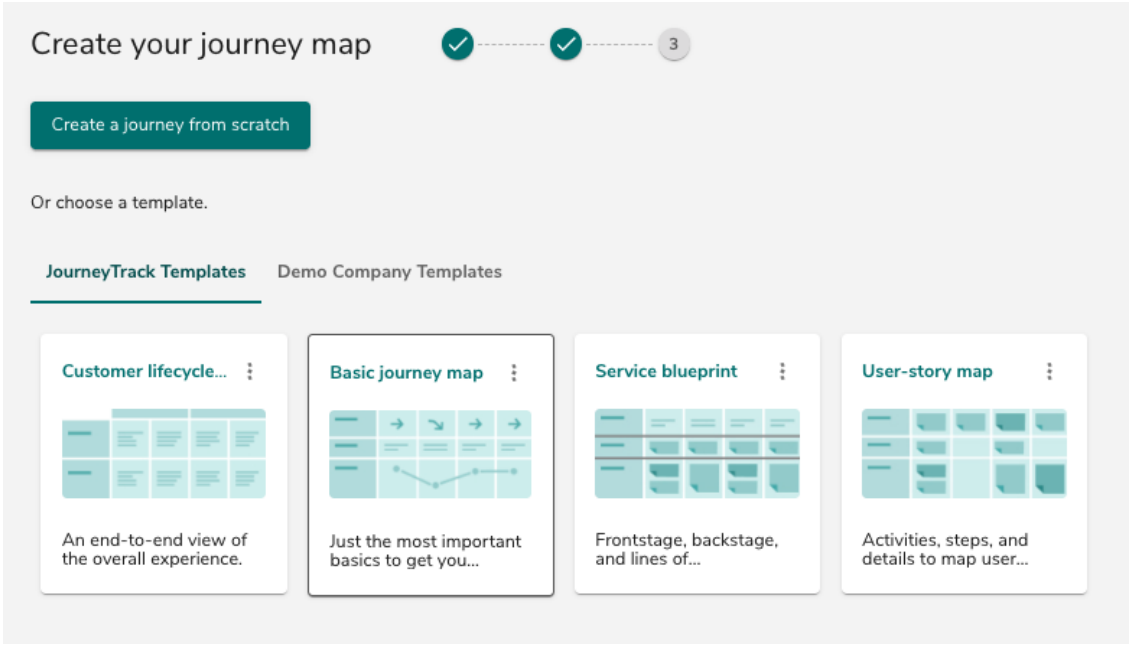
Live Journey Maps:

Visual journey pathways with lived data that update as insights come in.



Keep journeys dynamic and up-to-date:

JourneyTrack maps are living, evolving artifacts that you can refresh anytime.

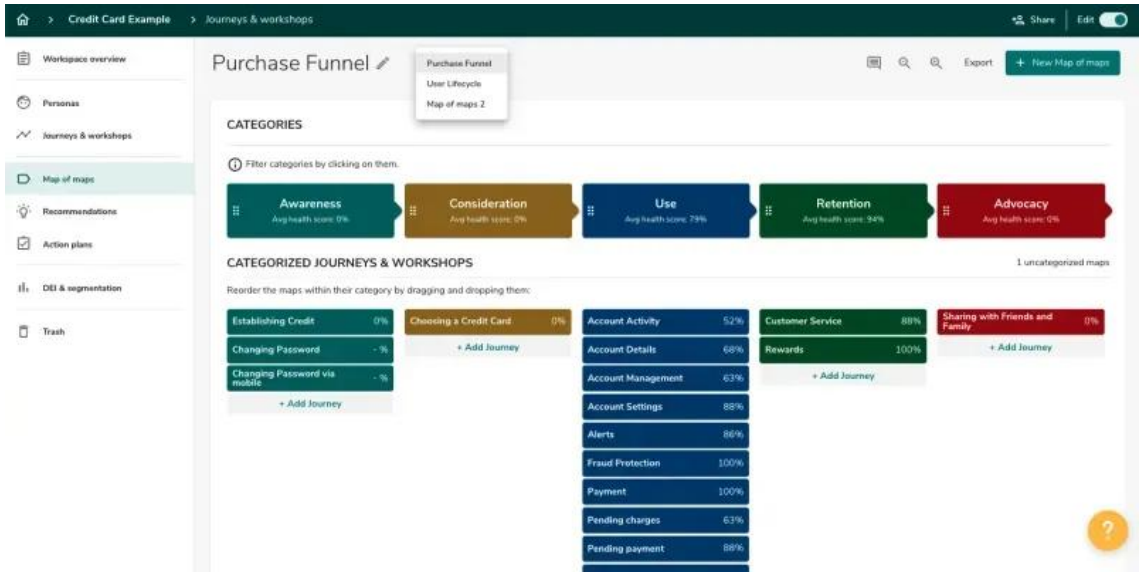


Consultation

We recommend using Journey Track

Connect journeys:

By creating sub-journeys, you can truly capture the interconnected nature of your customer journeys. For a holistic view of how these journeys align, explore our innovative Journey Atlas.



Opportunity scoring:

Make better decisions by visualising and prioritising your next steps based on customer and business needs.



Thank you

www.csba.com.au

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info@csba.com.au

/csba

If you have any questions or would like to discuss any aspect of this report further, please feel free to contact

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