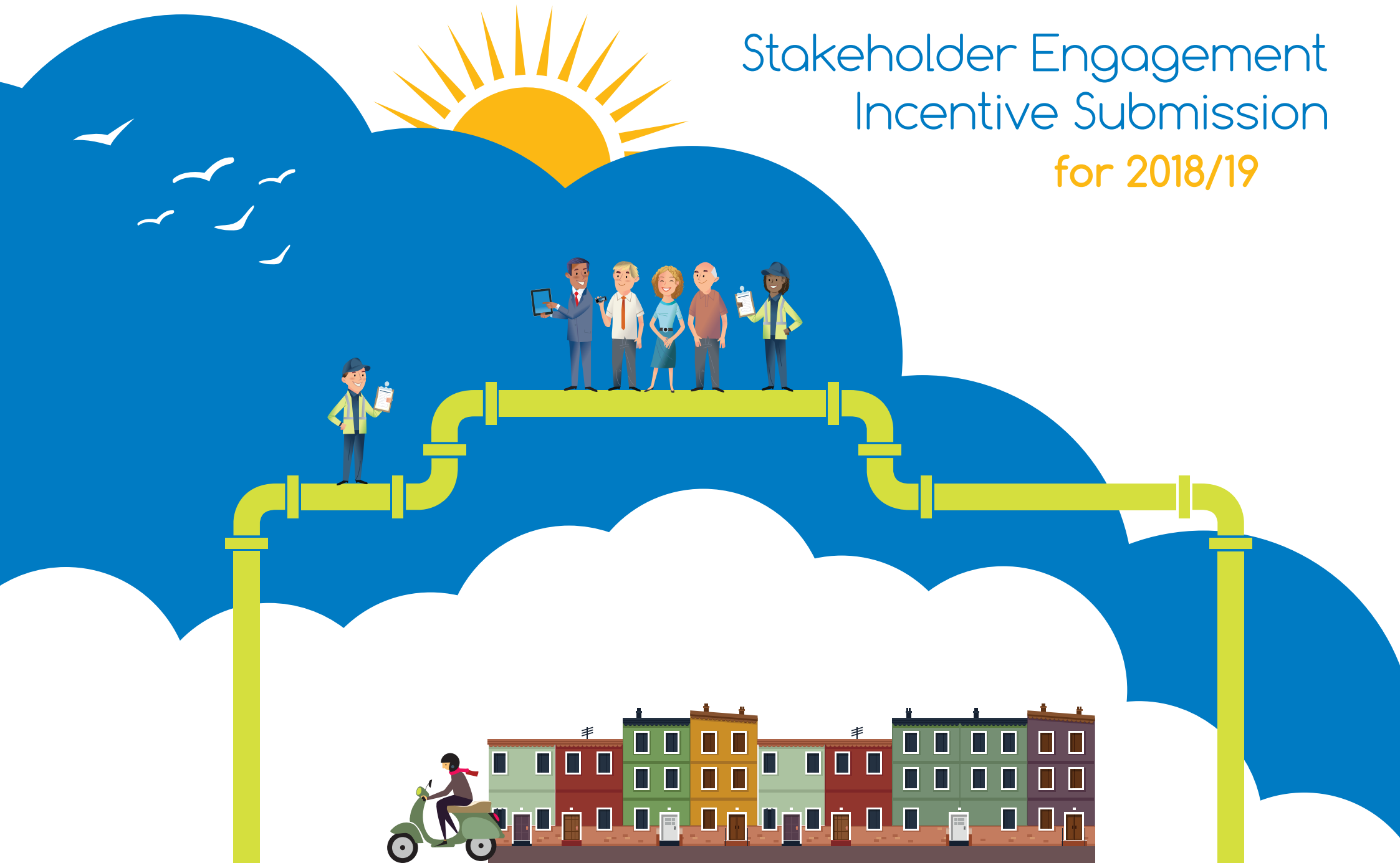


# Stakeholder Engagement Incentive Submission for 2018/19



# PART ONE CONTENTS

Welcome to Wales & West Utilities Stakeholder Engagement Incentive Submission for 2018/19

Introduction to Part one	01
Accreditations and key achievements	01
Our Stakeholder Engagement Strategy	02
The engagement planning process	03-04
Building our culture of engagement	04
Our culture – ‘The How and the Why’ of our engagement	05
‘You said, we did’ summary	06-07
Measuring our impact	08
Our Consumer Vulnerability Strategy	08-09
Using insight, data, promotion and training	09-10
Next steps: challenging targets for 2019/20	10

## INTRODUCTION TO PART ONE

Meaningful engagement to understand the wants and needs of our customers and stakeholders is at the heart of what we do. We know that only by listening and responding to those who use our services will we maintain legitimacy in their eyes. Colleagues business-wide engage with customers and other stakeholders daily, so it is of paramount importance we continuously build on and improve our approach by valuing and acting on feedback.

We have embarked on a journey to improve our approach to stakeholder engagement through development of an updated strategy, while not losing sight of the values that underpin our business. Our approach has been validated by internal and external stakeholders, and it is consistent across our current and future business planning. In 2018/19 we engaged with more than 26,000 stakeholders through a range of communication channels, building knowledge of the channels best suited to engaging with different groups of stakeholders, tailoring our methods to suit. We have acted on feedback and addressed customer and stakeholder needs, resulting in 190 actions and 153 outcomes, at a cost of £834,496.

Our safety record testifies to the dedication of colleagues in meeting this key stakeholder priority, but we continue to strive for continuous improvement and have again been awarded a RoSPA Gold Award for the sixth year running. Our focus on delivering valued outcomes has continued to evolve, and we have adopted an innovative approach to measuring benefits to allow us to understand the wider value of services delivered.

We have not stood still and while safety, reliability and supporting vulnerable customers remain important priorities for our stakeholders and us, our impact on the environment has also ranked as a high priority for stakeholders – our Gold Gamechanger award for the Freedom Project and BS 18477 accreditation reinforces this. Our engagement on the future of energy has been a key component of this so that we can continue to meet the needs of both existing and future customers going forward.



*Graham Edwards*  
**Graham Edwards,**  
 Chief Executive

The geographical spread of our engagement activities can be found [here](https://bit.ly/2VtRoSV) or go to <https://bit.ly/2VtRoSV>



## ACCREDITATIONS AND KEY ACHIEVEMENTS 2018/19

Month	Award Body/Standard	Achievement	Description
May-17	Investors in people	Silver accreditation until 2020	Achieved the set standards for people management
Mar-18	Welsh Contact Centre Awards	Business Improvement Strategy Award	Joint winners
Apr-18	Lotus Awards	Lotus awards winner (2nd consecutive year)	Winner for Company Culture & Sustainability
May-18	IGEM Awards	Company of the Year	Awarded to an organisation that has achieved sustained periods of growth and continued excellence
May-18	IGEM Awards	Energy Efficiency Award	Freedom Project 'Heat Pumps without Tears'
Oct-18	ISO 45001	Occupational Health and Safety Management – migrated from OHSAS	Auditors were very impressed with our approach to managing occupational health and safety, they also highlighted the executive team's commitment
Nov-18	CIPD	Silver Award in Best Employee Engagement Initiative	Moving Forward Together – colleague engagement
Nov-18	CIPD	Finalists Apprenticeship Scheme	Recognises high quality apprenticeship programmes
Nov-18	Software AG	Best Digital Business	Recognised for making a difference using technology
Nov-18	Regen's Green Energy Awards	Clean Energy Scheme Award	Freedom Project – use of hybrid system
Nov-18	ISO 14001	Environmental Management System	Set standards looking at the environmental responsibilities
Nov-18	The IET	Power and Energy (Highly Commended)	Freedom Project
Dec-18	Business Green Technology Awards	R&D Programme of the Year	Freedom Project
Jan-19	BS 18477	Certification for assistance to vulnerable customers	Inclusive service provision – requirements for identifying and responding to consumer vulnerability
Jan-19	Achilles Accreditation	100% Score for working to the 'highest standards' in the health and safety arena, a score not matched by any other utility company to date. (6th consecutive year)	The certification provides a wide ranging and detailed examination of compliance and improvement across all areas of the business
Feb-19	ISO 55001	International Certificate of Asset Management	Auditor commented that we showed "good compliance" against the standard, including "demonstrating improvements" in a number of areas
Mar-19	Network Awards	Innovation Project of the Year	Rapid windows project cutting with Steve Vick International
Mar-19	Network Awards	Gold in the Gamechanger Award	Freedom Project
Mar-19	Institute of Customer Service (ICS)	ICS UK CSI Business benchmarking	Customer service scores 93.6/100 (Best ever score)
Apr-19	RoSPA	Winner of Gold Award (6th consecutive year) Winner Oil and Gas sector award	Health & Safety awards for excellent performance – relates to standards reached in 2018/19
2018/19	ICS	ServiceMark distinction	Retained for excellence in customer service

# OUR STAKEHOLDER ENGAGEMENT STRATEGY

## Our objective:

*“We are a responsible business, putting people and communities at the heart of what we do. By engaging in tailored ways, we identify our stakeholders’ wants and needs while maximising the value we add for our customers. The informed feedback we gather will result in clear and measurable actions that deliver the outcomes our stakeholders want and ultimately shape the way our business operates.”*

## Guiding principles

Our objective is supported by three high-level principles that inform how we approach our engagement. These principles consider those identified in the AA1000SES standard, as well as reflecting our own business’s values and approach to engaging with our stakeholders.

A root and branch review of our engagement strategy has resulted in evolution from previous years. Identifying stakeholder wants and issues before they arise replaces a reactive approach. New processes allow a more tailored focus, while a continuous feedback loop and new measurement processes increase accountability. We continue to focus on transparency and inclusivity.

**Inclusivity** – encouraging a wide range of diverse customers and stakeholders to co-determine priority issues and engagements, as well as voice opinions on business initiatives.

**Transparency** – consistently demonstrate that openness, honesty and accountability guide the organisation’s decisions and are embedded within initiatives and outputs.

**Continuous improvement** – aiming to identify key stakeholder issues before they arise, proactively and effectively resolve issues when they do and make sure that the outcomes are communicated to stakeholders.

### Senior Management review strategy

Our executive team reviewed our draft strategy, including considering several versions of the revised objectives.

### Acting on key stakeholder feedback

The draft strategy was also scrutinised by members of our Critical Friends Panel. While the majority were supportive of proposed changes, we received challenges on our revised objective and principles, which we amended to include their proposals.

*The approach seems sensible and more importantly inclusive.*  
**Critical Friends Panel**

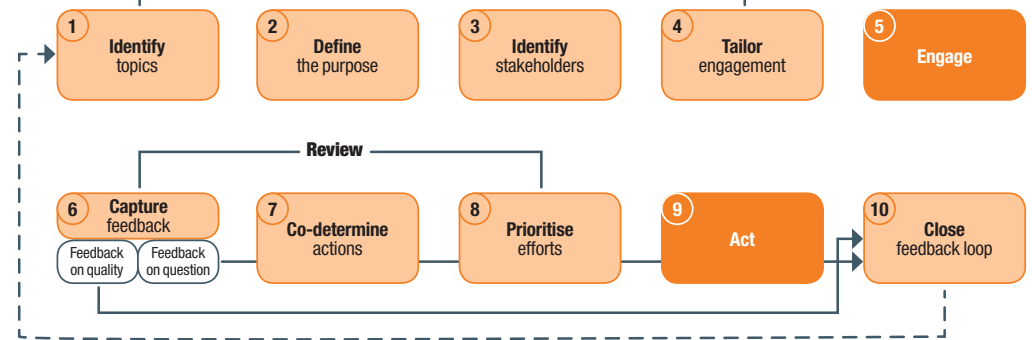
## THE ENGAGEMENT APPROACH

There are five main parts to our engagement approach – the first being the engagement planning process. This is followed with the act of engaging stakeholders to identify needs, wants, sentiments and expectations. The steps within the review stage are crucial to gathering stakeholder feedback from engagements to inform subsequent actions that we will carry out. Closing the feedback loop is essential to link our actions to the initial purpose of engagement. Ultimately, our engagement approach identifies actions that focus on key stakeholder topics and illustrate how the voice of our stakeholders is incorporated into the actions we carry out, and the value delivered.

*The Stakeholder Engagement Strategy has seen enhancement since last year. While the foundational values and key elements of the strategy are unchanged, the strategy appears more methodical and in line with the AA1000SES.*  
**AccountAbility**

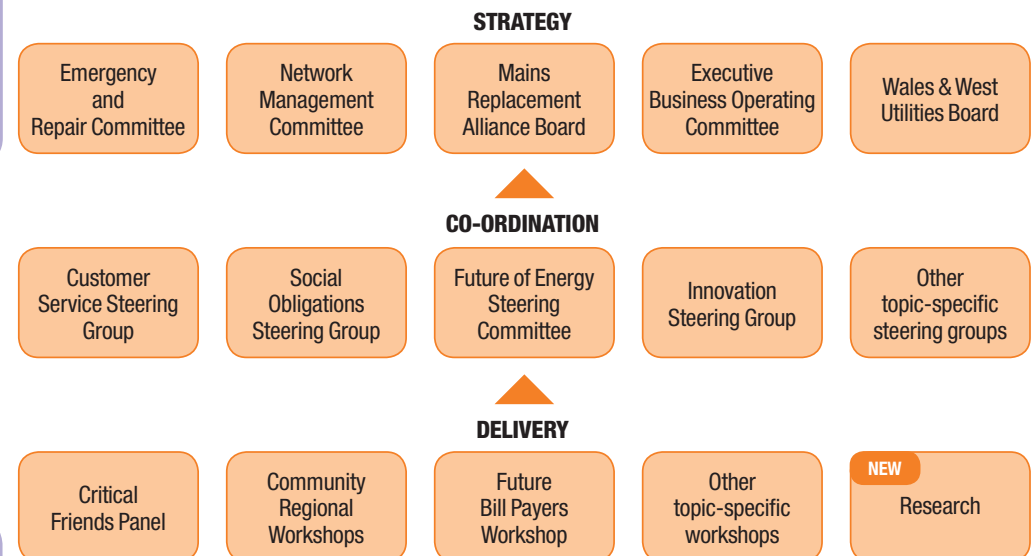
*The updated stakeholder strategy places a high emphasis on acting upon feedback – this is vital to our effective business operation.*  
**Andrew Hopkins, Director of Asset and HSE**

## ENGAGEMENT PLANNING PROCESS



Robust governance underpins our engagement strategy and planning. Our governance structure, below, demonstrates our embedded engagement culture and compliance responsibility, with senior management buy-in at every level, through strategy, co-ordination and delivery.

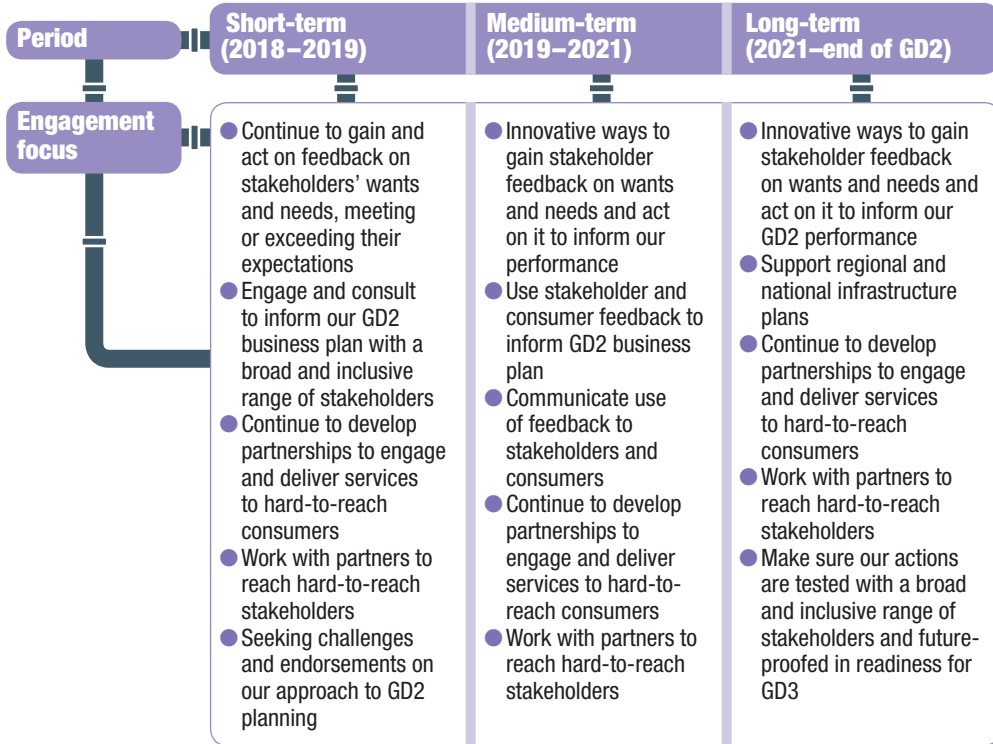
Our executive team is involved through chairing and participation in engagement workshops, ‘exec-led’ steering groups and strategy committees, through to the Wales & West Utilities Board. Our Board expects regular updates on our engagement feedback and insight, to support strategic business decision-making, maintaining a line of sight on our engagement programmes, timelines, resources and budget.



# THE ENGAGEMENT PLANNING PROCESS

## Identify engagement topics

The first step of our engagement planning process is to identify when both issues and opportunities arise. For this purpose, we use a number of sources including customers (informally and through our Alva Insight Reports), colleagues' insight including our new engagement champions, feedback from direct and partners' engagement, research and data analysis and external horizon scanning. These issues and opportunities are then classified according to topics.



**Example** In 2015, we started monthly Alva Insight reporting. This provides sentiment analysis on our external engagement. Overall, stakeholder sentiment is positive, but negative sentiments are expressed. We need to understand the issues and topics that are important to our stakeholders and which will allow us to continuously improve – both our performance as well as stakeholder engagement. Alva provides live 24/7 updates on stakeholder feedback across a range of digital and traditional media that allows us to act fast, as soon as we see an issue emerge.

## Understanding the purpose of engagement

Understanding the questions we want each engagement to answer (the purpose) is at the heart of our strategy. Once the key topics are identified, the question asked is as specific as possible so that stakeholders with the corresponding knowledge level are assigned. Each question is formulated to make sure that feedback will be both informed and actionable.

The following checklist was developed during 2018/19 and is used to assist in putting appropriate questions together:

- Insightful
- Specific
- Actionable
- Unbiased

## Stakeholder segmentation

Having identified the questions we want to ask, effective stakeholder segmentation makes sure that the stakeholders we have engaged have the appropriate level of knowledge to be able to provide an informed response, allowing us to gather valuable feedback. Our new stakeholder segmentation tool (shown below) allows us to filter stakeholders by knowledge and region making sure we achieve value for money engagement and providing analytics for planning purposes. The tool is only as good as the information it contains and this is regularly reviewed and updated.

### OVERVIEW OF ENTIRE DATABASE

**Edit database**

Add new stakeholder

Update stakeholder

Delete stakeholder

**Select level of knowledge for any topic category**

<b>Safety</b>	<b>Reliability</b>	<b>Customer service</b>	<b>Innovation</b>	<b>Social obligations</b>
<input type="checkbox"/> Not applicable	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Not applicable
<input type="checkbox"/> No knowledge	<input type="checkbox"/> No knowledge	<input type="checkbox"/> No knowledge	<input type="checkbox"/> No knowledge	<input type="checkbox"/> No knowledge
<input type="checkbox"/> Some knowledge	<input type="checkbox"/> Some knowledge	<input type="checkbox"/> Some knowledge	<input type="checkbox"/> Some knowledge	<input type="checkbox"/> Some knowledge
<input type="checkbox"/> Expert	<input type="checkbox"/> Expert	<input type="checkbox"/> Expert	<input type="checkbox"/> Expert	<input type="checkbox"/> Expert

**Select stakeholder region**

Mid Wales

North Wales

South Wales

South west England

Other (outside of operating area)

**Filter database**

Reset filters

Filter stakeholders

**Edit sub-groups**

Add new stakeholder sub-group

Remove stakeholder sub-group

#### Levels of knowledge

Knowledge Level	Percentage
Not applicable	40%
No knowledge	27%
Some knowledge	20%
Expert knowledge	13%

#### Stakeholder regions

Region	Percentage
South west England	34%
South Wales	21%
Other	20%
North Wales	6%
Mid Wales	3%
Blank	2%

#### Stacked bar chart: Knowledge by Topic

Topic	Not applicable	No knowledge	Some knowledge	Expert knowledge
Safety	40%	27%	20%	13%
Reliability	40%	27%	20%	13%
Customer service	40%	27%	20%	13%
Innovation	40%	27%	20%	13%
Social obligations	40%	27%	20%	13%
Sustainability	40%	27%	20%	13%
Connections	40%	27%	20%	13%
Future of energy	40%	27%	20%	13%
Regulatory	40%	27%	20%	13%

## Tailoring engagement

Finally, we tailor the engagement method and content to the stakeholder profile, enabling informed and actionable feedback. The matrix below is used to identify the most appropriate method(s), e.g. we have used focus groups with end customers to ascertain understanding of concepts and how questions can be interpreted before undertaking quantitative research with this audience. We have used a workshop format to consider our priorities and have worked with and engaged with stakeholders with expert knowledge such as our Critical Friends Panel for this purpose.

Stakeholder profile* and example	NO KNOWLEDGE <i>Those who will be impacted in the future by decisions</i>	SOME KNOWLEDGE <i>Those exposed to our actions and have some knowledge on our activities</i>	EXPERT KNOWLEDGE <i>Those that we work closely with</i>
		<b>End-customers</b> and <b>press</b> on our wider role and operations	<b>Politicians</b> on sustainability and CO <sup>2</sup> commitments
<b>Reason for engaging</b>	Increasing awareness of WWU and the role of a GDN	Co-developing services, increasing knowledge of industry and stakeholder issues, PSR promotion to population	Prioritising actions and initiatives, sharing feedback on activities, working towards common objectives
<b>Engagement Methods</b> (based on stakeholder volume)			
<b>Low Volume</b>	<ul style="list-style-type: none"> <li>Proactive and reactive calls and text service</li> <li>Customer focus group</li> </ul>	<ul style="list-style-type: none"> <li>Consultations</li> <li>Proactive calls/texts/letters</li> <li>Stakeholder/customer workshop</li> </ul>	<ul style="list-style-type: none"> <li>Consultations</li> <li>Stakeholder and customer panels</li> <li>Proactive calls</li> </ul>
<b>High Volume</b>	<ul style="list-style-type: none"> <li>Community events</li> <li>Social media post</li> <li>Online surveys and consultation</li> <li>Website information page</li> <li>Ad campaigns</li> <li>Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Newsletter</li> <li>Online consultation</li> <li>Public exhibition</li> <li>Survey/research</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Online surveys and consultations</li> <li>Stakeholder workshop</li> </ul>

\* Various stakeholders will have different knowledge levels across different topics

## BUILDING OUR CULTURE OF ENGAGEMENT

### Introduction

Our focus on gathering informed feedback is supported by new and improved tools to better capture feedback on what stakeholders say. During 2017/18, we introduced Day After Reports (DARs) to record feedback. These reports have evolved to include a greater focus on acting on feedback and link to an action tracker which is held centrally to facilitate broader actions across the business. The updated DAR has been tested extensively with our new company wide 'Engagement Champions', who both revised and retested it until we were comfortable it was fit for purpose and simple to use. Engagement details automatically feed into a summary page, shown right.

The form is titled 'Engagement Summary - Key Facts' and is divided into several sections:

- Engagement overview:** Includes fields for Title of engagement, Engagement lead or SWU, Number of stakeholders, Date, Location, and Engagement purpose.
- Engagement summary:** A large text area for summarizing the engagement.
- Key takeaways:** A section for recording the main points from the engagement.
- Engagement feedback on operations:** A section for recording feedback on the company's operations.
- Engagement quality:** A section for recording feedback on the quality of the engagement process.
- Any other feedback:** A section for any additional comments.
- Actions to be taken:** A section for recording the actions that will be taken as a result of the engagement.
- Deadline:** A field for recording the deadline for the actions.

**Stakeholders' feedback is critical and having the right engagement tools to support is imperative. Steve Edwards, Director of Regulation and Commercial**

**Capturing feedback** Colleagues recently attended the Women Connect First World Café in Cardiff and spoke to attendees about the priority services we offer. The engagement took the form of a short film, presentation, demonstration and a question and answer session. The attendees were very interested and engaged and we took the opportunity to ask about what services are important to them and how we could best communicate with them. Safety and reliability were deemed to be priorities, although they were also concerned about the environment. We were informed that the group spoke multiple languages, so it is useful to have people at the sessions who speak several languages and can translate for each other; this was the case at the event we attended. We were also informed that written communication is less appropriate and we adapted by including a demonstration. This feedback is important for us and by recording on the feedback form and including in the actions, we can make sure that similar engagement events going forward are tailored appropriately.

### Understanding customer personas

Data from 21,000 customers' responses to our *Let's Connect – Have your Say* consumer consultation campaign were analysed and consolidated by external experts. To identify drivers of overall satisfaction, 'CHAID' analysis was used – an analysis tool enabling fine segmentation of research data to ultimately identify the combination of events or attributes that increase the likelihood of overall satisfaction being high.

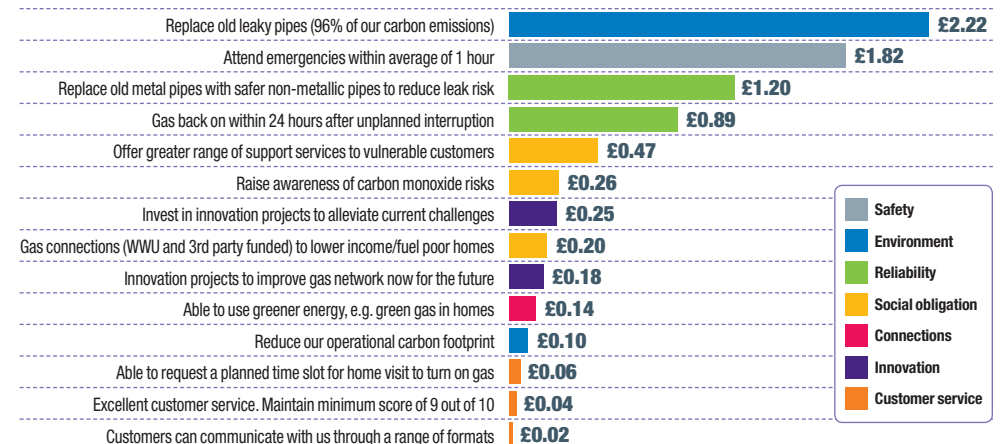
Further research was carried out to explore the CHAID findings in more depth, cross-referencing against other research and filling knowledge gaps. Commencing with a literature review of 12 key sets of research, customer and SME focus groups then helped to identify key focal areas and understanding of what they actually mean to these stakeholders. Armed with this knowledge, a quantitative survey was designed and run with quotas to allow robust results. Including 27 attitudinal and lifestyle statements allowed customer segments to be identified. This supports effective prioritisation and delivery of our services to the appropriate audience in the right way.

Each customer segment has a set of characteristics and a persona associated with it, which differ by level of engagement and environmental concern. Safety was consistently a customer priority with reliability also key, followed by environmental concerns and social obligations. This is consistent with the *Let's Connect – Have your Say* results and recent research results for other utilities, as seen with water companies. There were, however, demographic differences, with younger females more focused on the environment and safety, and younger males on innovation and convenience.

The research addressed perceived value of services and associated price elasticity, with 'replacing leaky gas pipes to reduce environmental impact' being the most price elastic as shown in the diagram below.

### Perceived value of attributes – domestic

Customers have more price elasticity for an enhanced service of reduced leakages and quick attendance to gas emergencies. However, customer service has a low-perceived value, hence a low value is assigned.



# OUR CULTURE OF ENGAGEMENT IN 2018/19

## The How and the Why of our engagement – EXAMPLES

Topic engaged on	Event title	Purpose (the overarching questions we are seeking to answer)	No. engaged/sample	Stakeholder group	Engagement method/source	Reason for engagement type
<b>Improved and inclusive customer service</b>						
GD1 Business Performance	Regional workshops x7	How would you prioritise the GD1 business activity areas and what are your service standard and investment expectations in the medium to long term?	81	Representatives from business, statutory authorities, utilities, voluntary sector, emergency services, supply chain and housing	Workshops/community discussions	Enabled groups to come together locally, network, learn and share with each other and debate the relative strengths and weaknesses of different options
Social Obligations	Working Together Training	How can we work together to support customers in the most vulnerable situations?	55	Partners	Training workshops 4 locations	To be able to raise awareness of our support measures face to face enabling Q&As
Various	Community Events (various examples)	How can we work together, better understand need and support the local community?	192	Community	Drop ins/demonstrations/presentations/discussions	To engage with consumers in their local community
Social Obligations	Priority Customer Training	How can our colleagues support customers in vulnerable situations during planned and unplanned work to keep them safe?	170	Our colleagues	Workshop	To train/engage with colleagues in a familiar setting
Social Obligation/ Customer Services	Consumer Vulnerability Research	What do you know about us and the services we provide? What do you think is most important and does the service represent value for money?	175	Case workers, vulnerable and general customers	Online questionnaire with case workers, telephone, 1-to-1s and focus groups	Mixed approach to complement different stakeholder needs, e.g. online to accommodate case workers shift patterns
Multiple	Summer shows	How can we raise awareness of Wales & West Utilities, our services and encourage people to have their say on what we should focus on?	9,608/575,000 indirect	General customers	Shows/exhibition	Able to engage face to face with a large number of people in a relaxed environment
Multiple	Let's Connect marketing campaign	How can we raise awareness of Wales & West Utilities, our services and encourage people to have their say on what we should focus on?	12,004	General customers	TV, press, bus, social media, Chatbot and portal	Part of multichannel broad reach to raise awareness of Let's Connect and drive large volume of people to a survey
Multiple	Opinion research	What services are important and what is the perceived value of services to consumers and how does this differ across the population?	1,114	Cross section of customers and SMEs	Qual focus groups and qualitative and quantitative survey	To obtain robust insight into customer needs, priorities and perceptions while gathering in-depth insight from focus groups
Multiple	Political engagement AMs/MPs/councillors	Do you know what services we provide and what should we focus on in the future?	2,971 + 16 face-to-face meetings	Influencers/policy makers	Correspondence, meetings, events	The combination of correspondence, meetings and events provided an opportunity for elected representatives to have their say and provided information that they were able to share for constituents to have their say too
<b>Culture and wellbeing</b>						
Culture	Colleague roadshows	How can we incorporate colleagues views into our day to day work and other business activities?	375	Colleagues	Executive-led workshop	To bring colleagues together from across the region to participate in performance improvement planning
Culture/Reliability	South West Business Council	How can we make sure that we are able to recruit and retain an appropriate skilled and unskilled workforce?	60	Informal partner	Meeting	Through working with other businesses we understand the barriers to workforce resilience across the sector and are able to work collaboratively to tackle regional challenges
<b>Maintain a safe and reliable network</b>						
Reliability/Repex	Localised repex engagement	How can we work with the community to make sure that we minimise disruption and communicate effectively to meet people's needs during pipe replacement work?	19,899/30,144 indirect	Community	Drop in, home visits and leaflets	Effective for a targeted geographical area
Reliability/Customer service	Large customer engagement	How are your gas requirements likely to change over the short and medium term and what do you foresee to be the major influences on your business and associated energy needs going forward?	23	Major users	Proactive email/survey/face to face	Method appropriate to stakeholders with some knowledge of our activities
<b>Deliver an environmentally sustainable network</b>						
Environment	An Energy Revolution for the market town of Caldicot	What sorts of decarbonisation solutions is the local council considering and what impacts might they have on use of our network	10 and indirect 4,300 homes	Council, DNOs, R&D, consultants, civil engineers	Face-to-face meetings Workshops/steering groups Presentations Data provision and analysis	Blended approach to meet the different needs of the stakeholder group
Environment	Zero West, Bristol	What sorts of decarbonisation solutions is the community considering and what impacts might they have on use of the network?	4	Community group	Face-to-face meetings Presentations Workshops Steering groups	Range of methods used to suit knowledge levels and training

### Acting on feedback

Acting on feedback is a key priority and this year we have implemented new tools and processes to facilitate this, enabling us to focus on our communities' priorities.

#### Evidencing: Results and feedback from stakeholder engagement surveys

The actions identified as a result of stakeholder feedback are now recorded on the new feedback form and imported into the action tracker shown below. Actions will then be reviewed on a weekly basis and progress reported to our executive team and then fed back to source. In some cases, feedback from actions can be the source of further engagement.

#### Action and risk tracker

Action status		#	Risk summary		#	Import action									
Action ID	Date	Category	Related feedback	Action to be taken	Deadline for action	Action Owner	Department	RAG Status	Action status	Comments	Review date				
Total		1	Red												
Open			Amber												
Closed			Green												
No action															
Unique ID	Date added	Manual / Pro-forma	Feedback that has led to the action being recorded	Action based on the related feedback	Deadline for action	Responsible WWU employee	Responsible WWU team	See 'risk summary'	Open / Closed / No action	Update status at regulator review dates	Date updated (DD/MM/YYYY)				

**Example** Our super priority group was endorsed by our partners and broadened based on their suggestions and this was agreed live during training.

## 'You said, we did' summary

Source	Overview of what stakeholders told us (You said)	No. of actions	Overview of actions taken (We did)	Overview outcomes/benefits to customer	Investment identified
<b>Improved and inclusive customer service – 68 outcomes</b>					
7 workshops and research	Improve 9 business areas, including safeguarding	33	30+ actions taken, e.g. 'Hijinx' role play training	Better training and awareness of safeguarding services, 2,800 CO alarms provided	£138,788.58
Vulnerability research	Endorsement of safety and reliability importance. Recommend PSR promotion	13	Working Together training package; increase promotion of PSR (roll-out in 2019/2020); safeguarding training, including emotional intelligence. Introduced SROI tool for CO and fuel poverty	Improved safeguarding services and training. Wider social impact of CO/advice and awareness understood and also applied to fuel poverty network extension scheme	£18,050.00
Research	Low customer awareness of WWU and top priorities are: safety and reliability, environmental and social obligations	3	Involved educated customer panel to co-create research questions for quantitative survey. FRESH mapping rollout with community energy champion support	Improved confidence that the questions are relevant and robust. More households able to make savings and benefit from warm homes	£60,500.00
Let's Connect campaign	Relationship between demographics: perceptions	1	21,000 responses analysed and CHAID analysis	Increased customer opportunity to rate service importance to drive service improvements	£443,376.00
Critical Friends Panel	7 action areas including green gas support. Additional feedback – revise elements of engagement strategies	6	3 actioned, e.g working with social housing providers. Plus, Engagement Strategy objective and principle amended and changed process underpinning Consumer Vulnerability Strategy	Insight helped tailor our stakeholder and consumer vulnerability strategies, planning and processes	£12,133.00
Political programme	Off gas, PSR and CO focus	3	Quotes given for connections, work with APPCOG, held event at Senedd with Care & Repair Cymru on PSR etc. Engagement with 2,971 politicians	More communities have information on gas connections. Boat owners safeguarded from risks of CO. Key influencers informed of priority services and PSR	£426.60
Customer and Alva engagement	Communications, reinstatement, site tidiness could be improved	8	Colleague competition: 6 customer improvements trialled and then rolled out. New comms materials trialled in north Wales	8 customer service outcomes/benefits	£1,090.00
Customer and community events	Share best practice and listen to communities	8	BITC community conversations and sharing with Dŵr Cymru Welsh Water. Chair veterans group with BITC	Increased collaboration with other utilities, shared customer service best practice, closer community links. Better understanding of how to attract new recruits	–
<b>Culture and wellbeing – 32 outcomes</b>					
Colleague roadshow x 4/internal engagement	Colleagues want more information on future energy solutions	3	More information provided through colleague communication channels	Colleagues better informed on key business activities	£85,721.58
Internal colleague groups	More information/plans wanted on skills development, wellbeing and resilient workforce	7	Junior development plans, revamped exit process, tech buddies and visits, colleague survey, prototype app, new managers' induction	Colleagues better supported through work journey	£3,255.00
Workshop	Safety is a key priority	1	100 colleagues participated in gas safety and CO induction training	Colleagues better equipped to stay safe – CO awareness up 24%	£2,000.00
Colleague survey	Colleague wellbeing is important	12	Wide range of wellbeing activities and training. Chair Newport Business Cluster and share best practice	Increased colleague support on wellbeing, best practice shared externally	£19,707.68
External engagement	Seek support to better recruit in south west England	7	Worked with partner organisations and others on hard to reach recruitment areas	Ex-military recruitment programme developed and recruited 137 new colleagues in South West England	£700.00



Source	Overview of what stakeholders told us (You said)	No. of actions	Overview of actions taken (We did)	Overview outcomes/benefits to customer	Investment identified
<b>Maintaining a safe and reliable network – 29 outcomes</b>					
Community engagement	Use social media for repex comms and community issues and minimise disruption. Improve general comms	10	Social media used. Free shuttle bus for one scheme. New comms channels and materials. Pilot Cardiff Infrastructure Strategy group, sharing long-term plans	Impact of works mitigated, local people better informed. Infrastructure plans shared	–
Community/expert comments	Safety is a top priority	6	H&S accreditation to ISO 45001; 100% score on Achilles; IGEM company of the year. RoSPA gold standard	Award winning health and safety standards maintained. Assuring customers and colleagues of high safety standards	–
Workshops/Research	Safety and reliability are top priorities	3	Be Winter Safe colleague campaign promoted to 1,527 colleagues. Implementing large diameter live mains insertion. Mapped repex process	Colleagues are better informed of safety risks. Low level of lost time incidents maintained. Improved customer service from repex mapping	£7,500.00
Workshops/Research	Safety is a top priority	2	Road to Zero campaign championed by executive team to reduce cable strikes	Reduced cable strikes enabling safer working environments	–
Workshops	CO safety is a top priority	34	'Crack the COde' CO campaign; supported 2 safety centres; 30 gas safety sessions for 1,000 pupils; trialled online schools' gas safety resource – teacher supported	More customers aware of the risks of CO. 159 'cracked the COde'; CO awareness increased + 42%. Online resource roll out for 2019/2020	£12,650.00
Letter, survey, face to face	Major gas users say reliability of supply is important and named point of contact	4	Single point of contact introduced for major customers and face-to-face meetings offered and carried out	Major consumers have better access to appropriate colleagues	–
<b>Sustainability – 24 outcomes</b>					
Workshop	Power Generators want new developments update and another workshop	2	Regular comms and collaboration with other GDNs on follow up	Increased GDN collaboration and knowledge sharing improving power generator services	£5,763.00
Workshops, steering groups	Communities and others need more information on decarbonisation solutions. Consultation questions on whole system benefit	8	Presentations, data provision, modelling, design advice and options. Zero West licence for 'Pathfinder'. GEMA Board Members visit 'Freedom' home	Informed and evidenced decarbonisation plans including transport, distributed power and green gas energy: Green City Swindon, Zero West, Bristol, Caldicot and improved expertise	£182.49
Presentation/conference	Share learnings on heat decarbonisation	3	Presented at British Embassy in Berlin to guests. BEIS visit to Freedom Project	Knowledge sharing with expert global stakeholders and Government officers	–
Meetings, presentations	Share knowledge more widely including across networks, UKCCC and Welsh Government	5	Developed GDN single FES. Participated in advisory group meetings/workshops, facilitated meetings with manufacturers and information sharing around social housing heat options	More consistent/joined-up working. Expert stakeholders have more knowledge on smart hybrid systems and customer satisfaction. Developed a consistent GDN single future energy scenario	–
Conferences/workshops	Academics and students interested in decarbonisation	2	Presentations, discussions on various heat options and whole system optimisation	Improved awareness on decarbonisation projects and Pathfinder model	£7,051.79
Various	Consultation questions on whole system benefit	2	16 events attended, to hear alternative views, presented at 19 conferences	Increased research and development to gather evidence on alternative views. Increased knowledge sharing on whole system sustainable options with sector experts	£1,300.00
Workshops/Focus groups	How can we contribute to UN sustainability goals?	4	Colleague assessment of best fit goals, tested with customers and linking to Wellbeing of Future Generations (Wales) Act. Supported ultra low emission vehicle order	More clarity on our sustainability goals and validated approach to sustainability. Reduced emissions from ultra-low-emission vehicles	£14,300.00
<b>Totals</b>		<b>190</b>			<b>£834,496</b>

## MEASURING OUR IMPACT

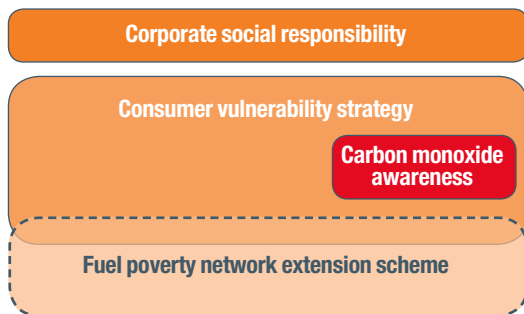
During 2018/19, we reviewed how we measure the impact of our activities to make sure that we deliver value for money outcomes for our stakeholders. Traditionally, standard Cost Benefit Analysis (CBA) has been used; weighing expected quantitative costs against expected quantitative benefits over a project's lifetime. However, the value of additional qualitative benefits is difficult to measure using CBA and so we have introduced a Social Return on Investment (SROI) tool. This builds on CBA by also measuring qualitative social impacts of a project, using financial proxies to quantify social benefits that are not generally monetised. Our new tool and its components are designed in line with the guidelines set by the HM Treasury Green Book, compiled to help organisations standardise appraisal methods to justify public spending. Further information and an example can be found in Part two.

## OUR CONSUMER VULNERABILITY STRATEGY

A new consumer vulnerability strategy has been developed to reflect our focus on continuous improvement. This strategy was developed following a gap analysis which included reviewing best practice across the sector and incorporating lessons learned. The strategy was then reviewed by internal and external stakeholders and modified based on feedback. It complements the stakeholder engagement strategy which **is key to identifying the wants and needs of vulnerable customers, while the Vulnerability Strategy sets out how these will be serviced and delivered to those who need it the most.** The engagement strategy therefore serves to inform the vulnerability strategy. The two strategies have been developed in parallel to deliver the outputs and outcomes vulnerable customers really need in a cost-efficient manner.

The consumer vulnerability strategy brings together a number of elements and interacts with our wider corporate social responsibility.

The draft Consumer Vulnerability Strategy was tested with our executive team and members of the Critical Friends Panel who scrutinised the approach and provided valuable comments on application. Overall, 100% of respondents agreed that the proposed objective was appropriate and 100% agreed that the capabilities will allow us to achieve our Consumer Vulnerability objective, with a slight re-ordering which has been implemented.



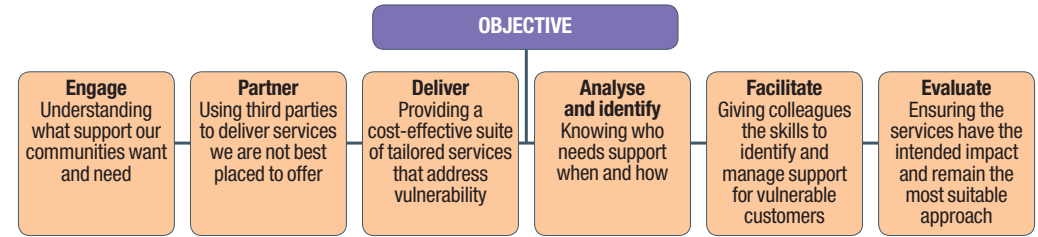
*Recognition of partnership working is important to us and should be to WWU too. I think the objective statement reflects this and ultimately recognises the needs of the vulnerable and the role that WWU can play in achieving safeguards where possible.*  
**Critical Friends Panel member**

## OUR CONSUMER VULNERABILITY OBJECTIVE

*“Safeguard all vulnerable customers by proactively identifying stakeholders’ needs to deliver innovative and tailored support that goes above and beyond our obligations. Working with diverse partners, we will continually monitor and annually review the success of our safeguards to make sure they regularly evolve to deliver ongoing value.”*

## Our capabilities

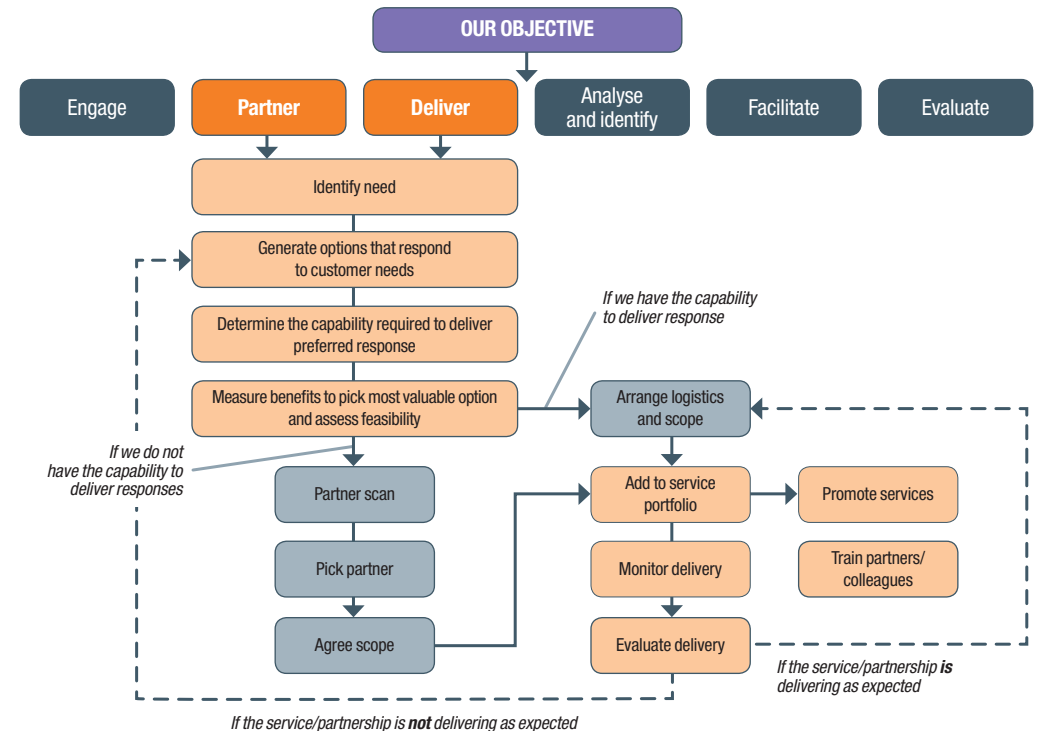
The objective is underpinned by our capabilities. These are the areas that we focus on to deliver the objective:



The six capabilities outlined above translate into day-to-day actions which are supported by tools and processes to make sure that our customers’ needs and wants are met cost effectively.

## DELIVERING FOR CUSTOMERS

We developed a new Service and Partnership Strategy formalising previous arrangements to incorporate more checks and balances, to deliver consistent quality for stakeholders. The Service Strategy explains how we serve the wants and needs of our stakeholders, including customers through careful selection, building, promotion and review of the services we offer, to make sure that they provide the best possible responses to customer needs. The Partnership Strategy demonstrates how we partner with third parties to identify and serve the wants and needs of vulnerable customers. The Service Strategy links with the Partnership Strategy to make sure that services are delivered to those most in need by those with the most appropriate expertise, providing comprehensive and cost-effective support to vulnerable customers. These procedures are followed with the end results agreed by the Social Obligations Steering Group.



## Examples of support provided

Support measure	Outputs	Delivery/outcomes
<b>Priority Services Register (PSR)</b>	<ul style="list-style-type: none"> <li>Customers can receive additional support tailored to their needs. They are also prioritised during emergencies and receive additional support during this time</li> <li>We've referred 4,227 customers in 2018/19 who are now receiving this support</li> </ul>	<ul style="list-style-type: none"> <li>Colleagues can register customers through an app</li> <li>Customers can register themselves online or using our forms</li> <li>Our partners such as the fire and rescue services and Care &amp; Repair refer their customers to us for registration</li> <li>More people are aware of the benefits of the PSR and are prioritised during emergencies. 18% increase in sign-ups</li> </ul>
<b>Warm Home Assistance Scheme</b>	<ul style="list-style-type: none"> <li>Qualifying customers can benefit from a free gas connection and additional funding for their appliances – they can save hundreds of pounds on energy bills and have a reliable source of heating</li> <li>We've provided more than 994 funded connections in 2018/19</li> </ul>	<ul style="list-style-type: none"> <li>We work with Warm Wales to provide these connections through the Warm Home Assistance Fund. Applications are also sent out with every new domestic quotation</li> <li>Qualifying customers benefit from a reliable source of heating and reduced energy bills</li> </ul>
<b>Carbon monoxide (CO) alarms</b>	<ul style="list-style-type: none"> <li>Customers are safer in their homes from the dangers of CO and are more aware of the risks of CO poisoning from our information</li> <li>We've provided more than 4,837 CO alarms to customers in the most vulnerable situations</li> </ul>	<ul style="list-style-type: none"> <li>Colleagues can refer customers for a CO alarm</li> <li>Our partners such as the fire and rescue services and Care &amp; Repair install CO alarms and educate customers on the risks of CO poisoning</li> <li>More people are aware of the dangers of CO and how to prevent it. For every pound spent there is £4.84 wider social benefit (see page two, Part two)</li> </ul>
<b>Locking cooker valve (LCV)</b>	<ul style="list-style-type: none"> <li>Customers are able to operate their cooker under supervision and remain safe in their homes – customers can also opt to have a microwave free of charge to heat food safely</li> <li>We've installed 44 locking cooker valves to date</li> </ul>	<ul style="list-style-type: none"> <li>Our partners such as the fire and rescue services and Care &amp; Repair refer customers for locking cooker valves and our engineers install them if they are able to do so</li> <li>We also raise awareness of LCVs at occupational therapist conferences for anyone being discharged from hospital or care settings</li> <li>More customers experiencing memory loss can remain safe in their homes</li> </ul>
<b>Alternative cooking and heating</b>	<ul style="list-style-type: none"> <li>Customers are able to cook and have access to heat during the time they are off gas – they are able to keep these items for reuse. Customers can also opt to have a microwave free of charge to heat food safely</li> </ul>	<ul style="list-style-type: none"> <li>Our colleagues provide these during emergencies to those on the PSR or anyone who they feel would benefit</li> <li>More customers can benefit from alternative heating and cooking during emergencies</li> </ul>
<b>Keep Warm Packs</b>	<ul style="list-style-type: none"> <li>Customers are able to keep warm using the items in the pack such as gloves, hat and thermos mug</li> </ul>	<ul style="list-style-type: none"> <li>Our colleagues provide these during emergencies to anyone who they feel would benefit</li> <li>More customers can remain warm during emergencies</li> </ul>
<b>Waterless bathing</b>	<ul style="list-style-type: none"> <li>Customers are able to wash without the need for hot water</li> </ul>	<ul style="list-style-type: none"> <li>Our colleagues provide these during emergencies to anyone who they feel would benefit</li> <li>More customers are given access to essential hygiene products during emergencies</li> </ul>
<b>Heated seat covers</b>	<ul style="list-style-type: none"> <li>Customers with limited mobility are able to keep warm in their chair</li> </ul>	<ul style="list-style-type: none"> <li>Our colleagues provide these during emergencies to anyone who they feel would benefit</li> <li>More customers can remain warm during emergencies</li> </ul>
<b>Hardship fund</b>	<ul style="list-style-type: none"> <li>Customers can receive tailored support outside of our standard measures depending on their circumstances</li> <li>We've utilised more than £4,800 of our hardship fund on more than 20 cases</li> </ul>	<ul style="list-style-type: none"> <li>Our colleagues can refer customers to our priority customer team to access this fund</li> <li>More customers are supported financially, depending on their circumstances</li> </ul>

## USING INSIGHT

Gathering insight is an important part of our business – desk and market research and our dashboards bring together key data-sets to inform decision-making. Data allows us to pinpoint specific needs across our network and train our colleagues and partners appropriately, while promotion aims to raise customer awareness in those areas of the support we can offer. To assist, we have developed our customer service and social obligations dashboards. These were borne out of both internal need and stakeholder challenge at the Discretionary Reward Scheme panel and from our Customer Engagement Group about how we set targets for our measures, track performance and monitor our partners' performance. On the right is an example of the Social Obligations dashboard front page.



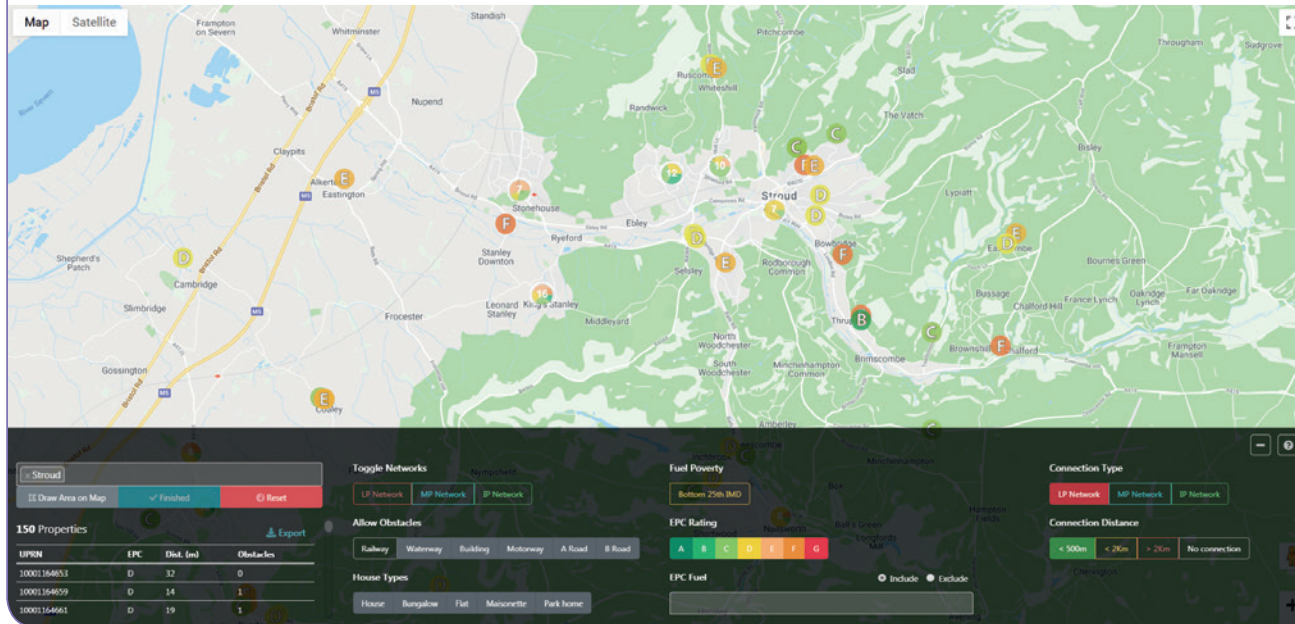
## Data

Data gathering is important to allow us to understand both the impact of our service delivery (direct and indirectly through partners) and where there is room for improvement.

## Training

Effective and appropriate training underpins our service delivery and how we meet the needs of our stakeholders; this includes both colleague and partner training. It starts with our comprehensive induction training, through to regular updates and specialist training such as dementia friends, gas ambassadors, mental health first aid and, being a safety critical business, our comprehensive and ongoing safety training.

We have built on the FRESH mapping tool to more accurately target fuel poor homes. Datasets of properties not on gas, energy performance certificates (EPCs) and Experian data were brought together to identify households most in need and eligible for a funded gas connection and boiler. This tool was co-created with Egnida as the innovation partner and Severn Wye Energy Agency who provided feedback and are using the data to meet their programme needs.



## Promotion

We designed a social media promotional campaign to help us meet the challenge of recruiting team members that are reflective of the communities we serve. We changed the tone of our communications to be more inclusive and updated our promotional photography for broader appeal. We wanted to increase the number of females and members of BAME communities submitting successful applications. This is because we have an inherent low number of female and BAME apprentices. The result was 119 female applications and 30 from those who told us they were from a BAME background.

Community representatives at our regional workshops, along with our Critical Friends Panel, have told us that social obligations are important and retaining BS 18477 certification demonstrates our commitment to supporting customers in vulnerable situations.

Ensuring that our colleagues are fully equipped to meet the needs of our priority customers is embedded in our business. Our BS 18477 certification also recognises the importance attached to this with one of the requirements being the provision of 'consumer-facing staff with training to recognise signs of vulnerability and deal with them appropriately'.

Our focus on continuous improvement means that we are always looking for ways to improve and, during an Arts and Business Award ceremony, we heard about the work that Western Power Distribution had carried out with Hijinx Theatre. Keen to learn more about best practice, we made contact to discuss our needs, what had worked well and how this could be applied to our business. We could see that Hijinx training would definitely be of value to our colleagues and set about trying it out.

The Hijinx training provides a safe environment for colleagues to practice interacting with actors who

have Down's syndrome, autism and a range of other learning disabilities. Training takes the form of role play using real life workplace scenarios, where participants pause and analyse what works/doesn't work and how interaction can be improved. The training also explored the use and style of appropriate language. The training was evaluated and, to improve its effectiveness, the scenarios were tailored to different colleague roles to make sure they were appropriate. While the training works well for our back-office colleagues where we can easily bring groups together, it was more difficult for our operational colleagues, located across a large

area and needing to maintain cover. Hijinx suggested creating a 'choose your own adventure style' digital solution – these have been created and are being trialled this year. And the training facilitators gained some valuable gas safety information from us during the training sessions, including why it's not a good idea to ring a doorbell at a property where a gas escape has been reported – in case it causes the gas to ignite.

After their training, colleagues report feeling more confident when engaging with different priority customers and our engagement style with priority customers is more appropriate.

Our priority customer training for colleagues is evaluated to appraise its effectiveness and to provide feedback to allow continuous improvement, e.g. the evaluation results following colleague training in Cornwall show an overall marked improvement in awareness of our support measures and services before and after training as demonstrated by the colleague comment below:

***"Was aware of some of the things, but didn't realise how much was available."***  
Colleague comment

## NEXT STEPS: CHALLENGING TARGETS FOR 2019/20

- Focus on business-wide engagement training, seeking innovative methods to engage a diverse team
- Build our work on measuring wider impact including use of our SROI tool
- Build on our community engagement, specifically on future energy solutions and social responsibility
- Reach out to more colleagues with executive support in building a culture of engagement through our 'Engagement Champions'
- Customer Service Strategy review and refresh

# PART TWO CONTENTS

Welcome to Wales & West Utilities Stakeholder Engagement Incentive Submission for 2018/19

Introduction to Part two	01
Our Stakeholder Engagement Strategy	01
Evaluating and measuring benefits to ensure value for money	02
How we monitor insight and data	03
The 'How and Why' of engagement	04
Engagement themes	05 – 10
– Maintaining a safe and reliable network	05 – 06
– Sustainability	06 – 08
– Improved and inclusive customer service	08 – 10
– Culture and wellbeing	10

## INTRODUCTION TO PART TWO

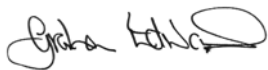
In Part one, we presented the evolved strategies, tools and processes we employ to effectively engage and deliver the support that our customers, including those in vulnerable situations, want and need. In Part two, we now focus on the outcomes we have delivered for stakeholders over the past year, including examples of best practice.

We have focused our engagement on safety, reliability, environmental sustainability and improved and inclusive customer experience, as these were identified as being key stakeholder priorities through our engagement activities. Our engagement activities included both qualitative and quantitative research which incorporated the perceived value of services.

In early 2019, we started to apply triangulation to our customer evidence to build in greater confidence by using multiple perspectives to minimise bias and maximise validity. We will build on this in the forthcoming year as research continues to feed into our business planning, strategies and processes.

At Wales & West Utilities we exist to deliver a vital service to more than 7.5 million people across our communities; the examples contained in Part two demonstrate how we are evolving our business in their best interests.

To provide the best possible value for money for our wider customer base, we introduced a radically new way to forecast and measure the benefits we deliver. In addition, our day-to-day delivery of outputs is closely monitored and our customer service and priority customer dashboards provide examples of this. We continue to provide 100% transparency for all the outputs introduced in this submission – we are proud of this achievement.



**Graham Edwards**, Chief Executive



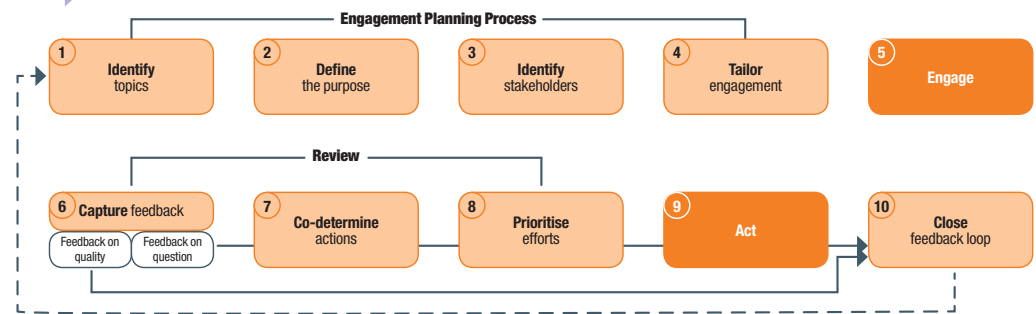
## OUR STAKEHOLDER ENGAGEMENT STRATEGY

**Our objective:** *'We are a responsible business, putting people and communities at the heart of what we do. By engaging in tailored ways, we identify our stakeholders' wants and needs while maximising the value we add for our customers. The informed feedback we gather will result in clear and measurable actions that deliver the outcomes our stakeholders want and ultimately shape the way our business operates.'*

### Guiding principles

Our objective is supported by three high-level principles of inclusivity, transparency and continuous improvement that inform how we approach our engagement.

**100 per cent of respondents agreed that the proposed approach can enable us to fulfil the objective of our Stakeholder Engagement Strategy – Survey of Critical Friends Panel**



Our new toolkit incorporates an updated day after report format which now feeds into an action tracker as described in Part one. Day After Reports (DARs) enable us to capture feedback across the business following engagement activities such as meetings, conferences, workshops and exhibitions. In 2018/19, more than 229 DARs were completed and shared across the business. Our extensive research findings are disseminated both electronically and through presentations to representatives across the business; this format allows colleagues to explore and discuss the outputs, including how resulting recommendations can be actioned to enable outcomes and associated benefits to be realised. Where appropriate, colleagues also attend focus groups as observers to hear stakeholders' thoughts and observations first hand.

**Our new Engagement Champions** – Over the past year, we recruited colleagues from across the business to take a lead role in supporting their peers in their stakeholder engagement. They have also been proactive in gathering feedback and testing the new processes, resulting in several iterations of the electronic forms to make sure they were fit for purpose. The new action tracker is centrally located and training on the updated procedures will be rolled out with the support of the Engagement Champions in 2019/20.

### Governance and culture

Our engagement strategy and planning is supported by a robust governance structure involving reporting lines directly through the business to our Board. Feedback from engagement supports the actions driven by director-led steering groups, which are further scrutinised and agreed through Board committees and our Board itself.

**235**  
engagement  
activities

**153**  
Number of  
outcomes

**9.18**  
Customer  
satisfaction  
overall  
score

**£9.7 million**  
saved through innovation  
April 2013 to March 2019  
at 2018/19 prices

**More than 26,000** stakeholders  
engaged – excluding more than  
**19,000** conversations  
held on the doorstep with  
customer service officers

**190**  
actions  
completed  
following  
feedback

**93.6**  
IGS UKCSI  
Business  
Benchmarking  
(best ever score)

# EVALUATING AND MEASURING BENEFITS TO ENSURE VALUE FOR MONEY

## A NEW INNOVATIVE APPROACH

We introduced our new approach to measuring benefits in Part one; our Social Return on Investment (SROI) tool builds on standard Cost Benefit Analysis by also measuring social impacts of an initiative or project, using financial proxies to quantify social benefits that are not generally monetised. This is an evolution of our previous approaches which largely focused on qualitative measures. The diagram below shows how the outputs are derived.

We have started to apply the SROI tool to the provision of certain goods and services to make sure we are able to provide value for money. In the first instance, we focused on carbon monoxide (CO) alarms and CO awareness along with the fuel poor network extension scheme. We will expand on this in the future to include pre-evaluation of potential activities.

### Our approach to measuring benefits

#### INPUTS

- Projected cost of initiatives being assessed
- Direct financial benefits provided to customers as a result of an initiative
- Financial proxies and detailed probability assumptions for social benefits delivered by initiatives, supported by extensive literature review of respected governmental and institutional sources

#### PROCESS

- Cost benefit analysis based on the *Social Return on Investment* methodology backed by the UK Cabinet Office

#### OUTPUTS

- A Net Present Value of any initiative and its comparable options which takes into account financial and quantified social benefits to customers, stakeholders and society
- A clear comparison of the benefits offered by comparable options across key metrics – **this allows us to always pick the option that maximises value to society**

## SROI: carbon monoxide alarms and awareness

### Our findings

Background – we supply carbon monoxide monitors to identified priority customers. We also communicate the risks of CO to the general public through promotional activity as part of our awareness campaign. We recognise that there are indirect beneficiaries including emergency response and public health services and our own colleagues.

We separately modelled CO alarm provision and CO awareness because the social benefits are different – priority customers receiving a CO alarm and advice are more likely to benefit than those only being made aware.

To effectively calculate the social benefits associated with CO alarm provision and awareness, financial proxies are used (typically based on Government and industry sources) and these relate to: ambulance call; fatal injury; non-elective inpatient stays (long stays) and non-fatal injury.

Typically, the SROI tool is used to look at future benefits, but in this case we applied the SROI tool to the provision of carbon monoxide monitors and advice in 2018/19; this resulted in a net benefit of £0.48 for each pound spent over a single year. To understand the benefit of providing CO monitors over the GD1 period, we calculated the benefits over a six-year period to date. While there is no direct financial net benefit in provision of CO monitors, there is a wider social net benefit of £4.67 for every pound spent.

We also calculated the wider benefits of our CO awareness campaign for the same period and, based on the assumption that we reached on average 75,000 people each year, this generated a net benefit of £0.17 per pound spent. This insight means we will focus on CO monitors/advice provision to the most vulnerable customers, where it will have the largest impact. We will use this tool in subsequent years to help us evaluate the best value for money ways to raise awareness on CO risks and carry out further work to test our assumptions.

Number of years				Net present value			Net benefits per £ spend		
	Name	Duration	Payback	Financial benefit	Social benefit	Overall benefit	Financial	Social	Overall
Project 1	Provision of CO monitor	6	0	£349,949	£1,632,885	£1,579,133	£1.00	£4.67	£4.67
Project 2	CO awareness option	6	3	£855,973	£147,740	£147,740	£1.00	£0.17	£0.17

We send free CO alarms to people who sign up to the Priority Services Register (PSR); have free-of-charge gas meter moves to aid accessibility and; Warm Home Assistance gas recipients. Early reports resulting from a new in-pack customer feedback request show that the majority have had their gas appliances serviced, with more than 60% discussing risks with family and friends and 87% said their alarm makes them feel safer.

Our safety centre partner DangerPoint in north Wales has started to go into schools who came to the safety centre some months after their safety centre visit, to understand how well they remember the safety messages they received at the centre and what they have done as a result. Feedback at the first school they visited showed a good knowledge of the safety messages had been retained five months after the school came to the safety centre. Specific messaging on CO alarms and awareness will be tested at future visits, to see how well safety messaging is being translated into actions in the home and we will report on this next year.

## SROI: Fuel Poverty Network Extension Scheme (FPNES)

We examined the SROI benefits of the FPNES over the GD1 period to date. In this case, we can provide funding for the connection of gas to the property as long as we can work with a party who can fund the new heating system and there is a direct financial benefit to the customer of moving to a cheaper fuel for heating the home.

Number of years				Net present value			Net benefits per £ spend		
	Name	Duration	Payback	Financial benefit	Social benefit	Overall benefit	Financial	Social	Overall
Project 1	FPNES	6	1	£5,997,047	£191,898	£21,954,015	£0.37	£0.01	£1.36

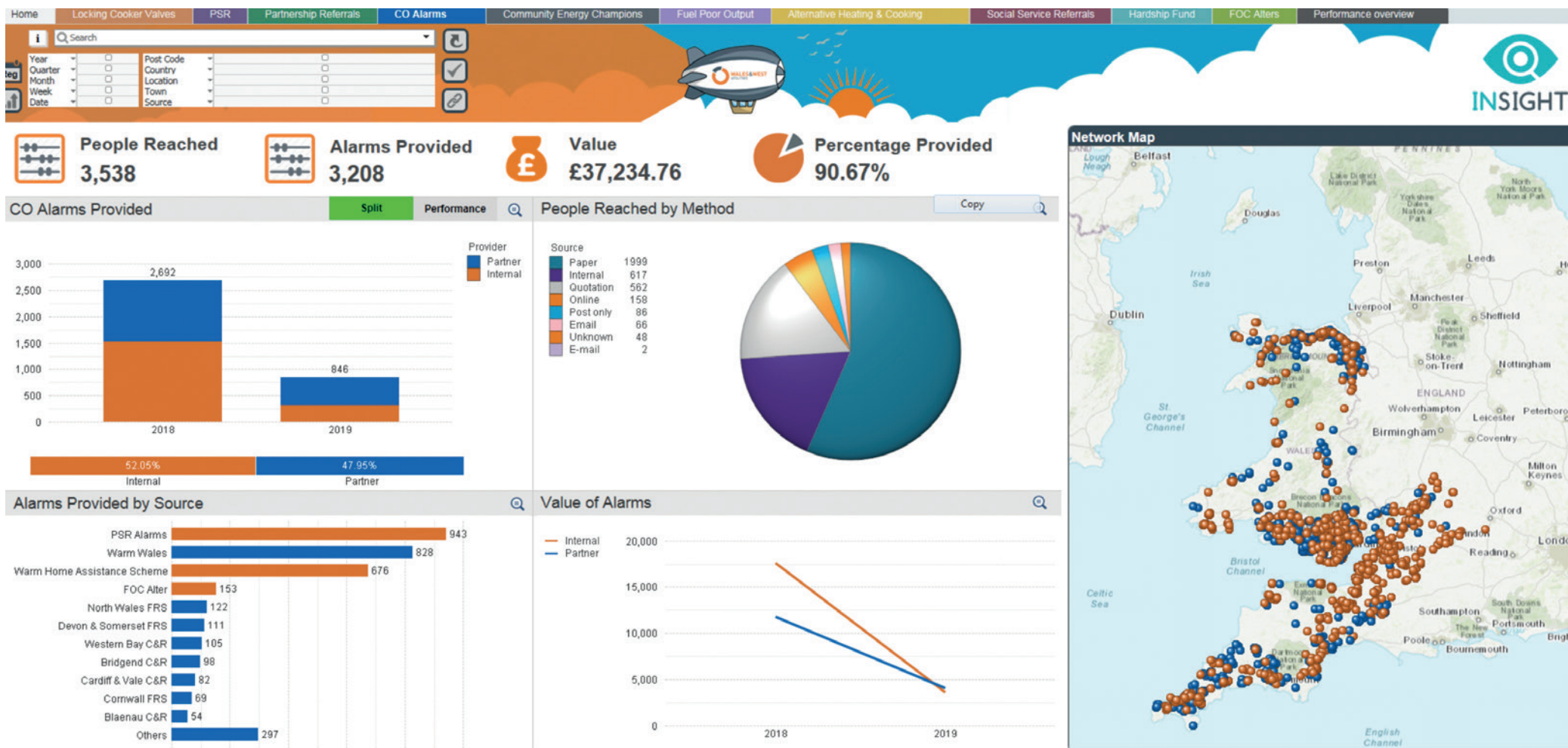
We can also measure the social benefits of the connection due to the warmer home and reduced damp leading to better health. The social savings are measured in terms of cost savings to the NHS (doctors' visits, hospitalisations, deaths) and reduced demand on housing services, as well as the improvement in overall wellbeing. In this case, the wider social net benefits are more limited historically, as seen in the charts above, while the overall net benefit is £1.36 for every pound spent.

## Other methods of measurement

The SROI tool is valuable in that it enables us to understand the value of the wider social benefits of our investment, but we also use other tools such as the research work incorporating perceived values described on page four of Part one. This provides insight into the price elasticity of demand and associated value of a range of investment options.

## HOW WE MONITOR INSIGHT AND DATA TO IMPROVE OUR TARGETING, MEASUREMENT AND VALUE FOR MONEY

Using insight and data for monitoring and to improve targeting and measurement of key services is important to make sure we deliver value for money. In Part one, we referred to our Social Obligations and Customer Service dashboards providing daily updates and analysis to enable us to track, identify areas of limited impact and better understand areas of need and the best methods of promotion. Below is an example of one of the screens available.



## MEASURING INNOVATION BENEFITS

During GD1 we developed, implemented and shared our three-step benefit measurement process for innovation comprising:

**STEP 1:** a pro-forma to capture and evaluate project benefits as a direct comparison to the old method

**STEP 2:** measurement of usage levels across the business

**STEP 3:** displaying results in a dashboard

This provides improved visibility of our embedded portfolio and allows colleagues to use these best practice techniques fully to maximise the benefits for our customers of today and tomorrow.



## THE 'HOW AND WHY' OF ENGAGEMENT

Stakeholder engagement is at the heart of our work and embedded across the business. We start with insight, e.g. from feedback, Alva Insights, colleagues or research to identify the topic and the purpose of the engagement. We then determine the appropriate stakeholder group and communication channel based on stakeholder knowledge and interest. A localised approach is supported by a suite of engagement which covers several topics.

### CRITICAL FRIENDS PANEL

#### Background

Our Critical Friends Panel started in 2013 and comprises circa 20+ stakeholders with expert knowledge in specific areas of our business and advanced interest. During 2018/19, members met in a face-to-face workshop environment on two occasions and further engagement took place through correspondence and surveys. The Critical Friends Panel is chaired by our Chief Executive.



#### Engagement Themes

During 2018/19, our engagement activity focused on the following:

- 1 Consideration of six investment priority areas:** Responding to gas emergencies; repairing and

maintaining assets; replacing our gas pipes; investing for a greener future; supporting customers in vulnerable situations; raising awareness of carbon monoxide. Workshop techniques included voting and monetising different service levels.

**Outputs:** Responding to gas emergencies was the only area where some Panel members wanted to see service levels reduced. Investing in a greener future received the most support and was assigned the most money, while maintenance of service levels was preferred for other areas, with some members questioning if raising CO awareness was really the responsibility of gas networks.

- 2 Six key business activities covered:** Business performance; Let's Connect consultation campaign and associated research; stakeholder priorities; fuel of choice; service improvements; and the 2021 Business Plan.

**Outputs:** 20 responses generated across all topics which led to implementation or further investigation. Examples included: Positive feedback for the Let's Connect campaign – this then fed into further research work (see below). Engage with future bill payers and ethnic minorities – see examples on Part one, page four and Part two, page seven.

- 3 Our updated stakeholder engagement and consumer vulnerability strategies and processes.** The Critical Friends Panel scrutinised our updated strategies and processes.

**Outputs:** Endorsed updated stakeholder engagement strategy, consumer vulnerability strategy and stakeholder engagement plan with some suggestions for improvement which were incorporated into refined strategies (See Part one, pages two and nine).

### REGIONAL COMMUNITY EVENTS

#### Background

We continued our successful regional community events formula which started in 2016/17, holding seven events across our region (Plymouth, Swansea, Cheltenham, Llandudno, Cardiff, Bristol and Swindon), each attended by executive team members. The events included

short presentations by management, scene setting and contextualising information. The main focus of the day comprised round table facilitated discussions, providing opportunities for all stakeholders to have their say and get involved in shaping priorities and services. We made use of tablets



for electronic voting purposes and qualitative feedback was captured by independent 'scribes'.

Eighty-one attendees representing a broad range of sectors participated, all with advanced levels of interest and varying degrees of knowledge across a range of topics.

#### Engagement themes

Feedback was reported under the headings: social obligations; customer service; emergency response; community and partnerships; investment; and future of energy, with each piece of feedback being carefully considered to make sure we act appropriately.

**Outputs:** During 2018/19, we acted on 33 pieces of feedback resulting in 33 outcomes.

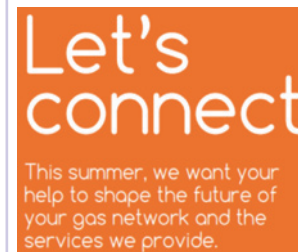
**The priority rankings for 2018/19 were** (compared to previous year):

- 1 CO awareness and prevention =
- 2 Customers in vulnerable situations =
- 3 Supporting those in fuel poverty +1
- 4 Lower carbon future -1
- 5 Meeting future demand =
- 6 Innovation =
- 6 Customer service +1
- 8 Connections =
- 8 Protecting the environment +2
- 10 Major incident planning =
- 11 Theft of gas -2
- 12 Smart metering =

**Example feedback:** Continue to raise awareness of the risk of carbon monoxide poisoning. This has been a key focus of our activity, building awareness through our partnership working, directly with communities and in schools (See Part two, pages five and six).

### LET'S CONNECT CUSTOMER CAMPAIGN AND RESEARCH

Our Let's Connect campaign was designed to help us better understand what matters to customers, the key drivers of satisfaction and how they can get involved in shaping our business going forward. Campaign channels directed customers and stakeholders to a survey to 'have their say'.



Our challenges were low brand awareness among the general public, lack of understanding of our role today and the role of gas in future energy solutions, and no customer database. We wanted to demonstrate our commitment to engaging and listening – and acting on feedback. We used audience insight, Experian Mosaic and wider demographics to determine appropriate channels to target our segmented audience. A multi-layered approach across media channels included TV, bus sides and rears, along with press (Metro) advertising to target commuters and digital (Facebook, YouTube and display advertising) to drive customers to a feedback portal and 'chatbot'. We also attended summer shows across the region.

This was all supported by a bespoke PR campaign. We received more than 21,000 responses to the survey with the majority of responses coming from the shows and portal.

**Outputs: More than 21,000 responses received**

**Research Analysis** (see also Part one, page four).

The responses were then analysed and brought together by external experts using CHAID statistical analysis to identify preferred communication channels by audience type and the combination of events or attributes that increase the likelihood of satisfaction being high.

The next stage was to explore the CHAID findings in more depth to feed into data interpretation and future triangulation. The research was cross-referenced with other research and a literature review of 12 pieces of existing research, engagement and customer data was carried out. Focus groups then helped to inform the design of a quantitative study incorporating perceived value of attributes to 1,000 customers with quotas incorporated for analysis.

The **outputs** provided detailed information on perceived value of services and associated price elasticity and the importance of different services. These were segmented according to customer types with persona's applied based on the groups' lifestyle and attitudinal statements (environmentally considerate, apathetic and unengaged, live for today, environmentally engaged). This will be used to help us tailor services and communications going forward. In addition, the outputs incorporated information on when and how resources should be focused in the form of: Focus Now; Consider Later; Maintain; and Over-Delivering. This will again feed into our decision-making.

**Outcomes:** Better understanding of what drives customer satisfaction and how we can effectively communicate with customers to support the delivery of improved customer service.

## KEY ENGAGEMENT THEMES FOR 2018 TO 2019

During the year, we built on our research and general engagement, bringing in multiple perspectives to better understand our stakeholder priorities. These priorities form the basis of our engagement topics and are safety, reliability, environment and social obligations. These have been translated into

- ✓ Maintaining a safe and reliable service
- ✓ Improved and inclusive customer service
- ✓ Sustainability
- ✓ Culture and wellbeing

This section (pages five to 10) is structured in line with our strategy. Once topics (indicated in the headers) were determined, we identified the question that we wanted each engagement activity to answer – indicated as **Purpose**. Each question was designed to make sure that feedback is both insightful and actionable. Having identified the questions, appropriate stakeholders were engaged based on knowledge and interest through suitable channels. Feedback was then gathered – indicated as **You said**, reviewed and acted upon – indicated as **We did** with the resulting difference made identified under – **Outcomes, impacts and benefits**. Our culture and wellbeing of our colleagues underpins all of our work and is included as an additional theme.

## MAINTAINING A SAFE AND RELIABLE NETWORK

Our research and engagement shows maintaining a safe and reliable network are key priorities for our stakeholders and customers, and we work with our stakeholders to bring about improvements consistent with their needs and wants. Our safety record is second to none, consistently recognised in accreditations and awards.



### KEY TO ICONS

- ✓ Best practice/innovative
- 👥 Collaborative working
- ✓ Outcome/impact

### Implementing stakeholder ideas – large diameter live mains insertion

#### Purpose

How can we effectively improve our network while maintaining reliability?

#### You said:

- In 2018/19, a total of 211 innovative ideas were received by our innovation team. One example taken through to implementation in our business is large diameter live mains insertion, a new technique reducing cost and disruption to customers from our essential works

We worked with partner Steve Vick International to design and manufacture our own 'live head fitting' allowing live mains insertion up to 450mm diameter. Live main insertion inserts new plastic pipe into old pipe to make gas supplies safer and more resilient. This follows our previous smaller diameter live mains insertion innovation. **This project is shortlisted for the IGEN Gas Industry Awards 2019.**

#### We did:

- Using our three-stage innovation assessment process, we evaluated large diameter live mains insertion presenting the project to our Innovation Committee for approval to trial. The trials were successful and the results were approved for implementation. New work procedures now documented through existing Non-Routine Operations procedure, making sure of safety at all times

### Outcomes, impacts and benefits

- ✓ **NEW WIDER IMPACT** A safer, quicker way to replace large diameter pipe causes less customer disruption (100 metres per week of open cut takes an average 40 weeks, compared to average of 11 weeks for live mains insertion)
- ✓ **NEW** Live insertion of large diameter pipe reduces holes and associated spoil going to landfill
- ✓ Cost reductions – estimated £500,000 and 29 weeks work saved on the first project

### Safety for all

#### Purpose

How can we maintain and improve on our safety procedures to meet customer needs?

#### You said:

- Safety is a key priority (combined research and engagement)
- Very good all-round submission, some very strong evidence for some sections including planning, competency and driving. May have benefitted from more worked examples relating to employee engagement and occupational health. (2018 RoSPA Feedback Report)
- "... exemplar" Health and Safety Executive on our health and safety leadership

- 👍 RoSPA (Royal Society for the Prevention of Accidents) Gold Medal status (six years in a row at Gold level) – **Oil & Gas Sector WINNER** and Shortlisted (top three ) for the Sir George Earle Trophy (the top RoSPA award in the scheme)
- 👍 100% in our Achilles audit (sixth consecutive year) in recognition of our strong management systems
- 👍 ISO 55001 Asset Management and ISO 45001 Health and Safety Management

#### We did:

- 👍 ● Our Road to Zero campaign to reduce cable strikes continued. Operations senior management signed an annual Commitment Pledge to reinvigorate support for the campaign and we led a discussion on cable strike reduction at an international H & S Conference. Campaign performance is reported and renewed at executive level
- 👍 ● **NEW** Successfully transitioned from OHSAS 18001 for health and safety management systems to globally recognised ISO 45001
- £1.7m invested in training and upskilling colleagues in 2018 complemented by our updated colleague Be Winter Safe Campaign involving animations
- 👍 ● Focus on supporting colleagues' wellbeing (looking after the whole person) (See section on Culture)

### Outcomes, impacts and benefits

- ✓ **WIDER IMPACT** Higher recognition for safety performance means customers can be assured of high safety standards (RoSPA oil and gas sector winner)
- ✓ **WIDER IMPACT** Reduced cable strikes means reduced emissions and improved safety for colleagues (56 strikes p.a. in 2013 reduced to 15 in 2018)
- ✓ Maintain low level of lost time incidents (two incidents during the winter campaign Oct 18 to Mar 19)
- ✓ Continuing consumer winter safety campaign supports consumer gas safety and reliability – 2019/20 will include renewed multi-utility focus

## Carbon Monoxide (CO) awareness and safety

### Purpose

How can we increase awareness of the risks of CO poisoning and what to do if CO is suspected?

### You said:

- CO awareness is a top priority. Continue to raise awareness of CO poisoning (regional workshops)
- Safety is a top priority (combined research and engagement)

School pupils from Flintshire cited 'feeling safer at home', 'increased confidence' and 'better able to identify risks' following a visit to DangerPoint.

### We did:

- 👍 ● 30 gas safety sessions for 1,000 pupils
- 👍 ● **NEW** Online downloadable CO school lesson created, honed with education practitioner
- 👍 ● 4,837 CO alarms distributed, 2,800 distributed by trusted partners
- 👍 ● Supported participation in CO awareness activities – 159 people 'cracked the COde', 8,378 visitors to Danger Point, North Wales and 12,765 visitors to LifeSkills from the greater Bristol area – both safety centres
- 👍 ● Trained all new starter colleagues about the dangers of CO
- 👍 ● Delivered CO awareness sessions to carers
- 👍 ● **NEW** Introduced new tool to measure wider social return on investment and applied to CO alarm provision and advice and awareness provision

### Outcomes, impacts and benefits

- ✔ Safety lesson will be aligned with curriculum in 2019 to encourage wider dissemination by teachers in lesson plans
- ✔ **WIDER IMPACT** Potential reach of safety messages increased for key CO vulnerable group
- ✔ More customers aware of the risks of CO. Overall 39.6% increase in awareness (2,018 surveys)
- ✔ More customers are taking further action to stay safe from CO poisoning. Overall 84% (2018 surveys)
- ✔ **WIDER IMPACT** Wider social impact of CO provision/advice and awareness raising understood (see page two). For every pound spent, social return on investment of £4.84
- ✔ Visitors to safety centres are better able to identify safety risks

## A reliable service with minimal disruption

### Purpose

How can we deliver a reliable service taking account of local needs and minimising disruption?

### You said:

- Complaints, communications and time off gas are key improvement areas for customers (following review of complaints and Alva Insight)
- Our gas pipe replacement can be challenging for small businesses (Critical Friends Panel, regional workshop)
- Improve communication between utilities involved in infrastructure planning to minimise disruption to customers (identified through mapping exercise)

"... when they [WWU] replaced the gas pipes in Usk it was a massive task... However, ... the job was well organised and efficient – communication really clear. ... My little boy loves mud, holes and diggers and the team answered all his questions... one remembered his name and used it when we saw him – it made him feel special ... Thank you!"

**Usk local resident**

### We did:

- 👍 ● Mapped the entire gas replacement process from planning to completion involving colleagues across the business to assess where we could improve
- 👍 ● Enhanced engagement with local communities (drop ins, home/business visits, leaflets) so customers can ask questions and feedback local considerations, e.g. in Dinas Powys and Rhiwbina local community Facebook pages helped us communicate – this was based on local suggestions
- 👍 ● Customer Support Officers introduced in 2016/17, increased number of roles, and continued very local customer support before, during and after works, acting on feedback to address needs, e.g. altering diversion route around the town of Usk to improve traffic flow
- 👍 👤 ● **NEW** We set up a new pilot Strategic Infrastructure Planning Group for Cardiff bringing together key utilities, including water, transport and local authority, to share medium and long-term infrastructure plans, e.g. Cardiff metro, hydrogen-powered city of the future; to reduce customer disruption and offer a better customer experience. The groups' terms of reference have been circulated and future meeting dates set
- 👍 ● Trialled appointment texting service for new connections. Positive customer feedback, planned new IT integration

### Outcomes, impacts and benefits

- ✔ Infrastructure planning more joined-up, improving customer communications
- ✔ More people have easy access to up to date replacement work information work
- ✔ Minimised replacement disruption resulting in improved customer satisfaction
- ✔ **NEW WIDER IMPACT** Collaborative working at a local strategic level in Cardiff to deliver key infrastructure projects with reduced disruption to customers. Note: If successful, this will be used to set up similar groups in other areas
- ✔ Improved repx planning means improved customer service

## SUSTAINABILITY

Environmental safeguarding is a key stakeholder priority, highlighted in perceived value of services research. Replacing old leaky pipes (account for over 90% of our carbon emissions) is a top consumer priority. We remain committed to providing a reliable gas supply, while protecting the environment for today's and future generations. Our Future of Energy Steering Group, chaired by our Energy Strategy Director, is central to this commitment, responding to feedback and providing strategic guidance to meet our stakeholders' needs.

### KEY TO ICONS

- 👍 Best practice/innovative
- 👤 Collaborative working
- ✔ Outcome/impact

## Pathfinder – bringing decarbonisation solutions to communities

### Purpose

What sorts of decarbonisation solutions are local communities looking for and how can we best support them and understand the impact on our network?

### You said:











- Develop relationships with community energy projects and local authority energy managers to support on future energy needs (regional workshop)
- Environmental sustainability is a key priority (combined research and engagement)
- Consultation questions on whole system benefits

Our innovative 2050 Energy Pathfinder Model assesses how different energy mixes could resolve the energy trilemma. Any energy scenario can be modelled, and results show the costs, carbon impact and any shortfall/surplus in heat and power supply. The model was refined, honed and peer reviewed in 2017/18.





"The model is superb. I feel like I'm really beginning to see how useful it is."

**Zero West community member**

**We did:**

- 

 ● Worked with community energy group Zero West, Bristol to explore decarbonisation solutions, using our tried and tested Pathfinder model
- 

 ● Provided a licence to Zero West, Bristol to use the model, with ongoing support on use and results interpretation
- 

 ● Provided data, modelling and analysis advice and support to Caldicot community and statutory stakeholders to deliver a decarbonisation strategy for Caldicot
- 

 ● Worked with SSEN, UKPN, local authority and customers on 'Green City Swindon' project using Pathfinder model and taking account of our Freedom hybrid heating project outputs
- 

 ● **NEW** In Swindon, we are investigating the impacts within the home, e.g. on internal heating temperatures, the impacts on networks, carbon emissions and costs of different scenarios

**Outcomes, impacts and benefits**

- 
**NEW WIDER IMPACT** Zero West is in the process of generating potential future low carbon scenarios for the west of England – to be shared in 2019
- 
 Improved community expertise to assess different energy solutions through collaboration and knowledge sharing
- 
**NEW WIDER IMPACT** Delivering an informed and evidenced decarbonisation strategy for Caldicot
- 
**WIDER IMPACT** Pathfinder model rolled out with our support for wider community benefit in 2018/19






**Focus on sustainability****Purpose**

How can we incorporate best practice into our sustainability plans?

**You said:**

- Environmental sustainability is a key priority (combined research and engagement)
- Consider additional UN goals – Life on Land and Life below Water (customer deep dive focus groups)
- Include targets to support goals

**We did:**

- 
 ● **NEW** Hosted colleague workshops on the UN sustainable development goals to assess internal 'best-fit' goals. Identified six goals
- 
 ● Through educated consumer focus groups, explored and sought feedback on appropriateness of goals
- 
 ● Mapped identified UN goals and our environmental priorities to the goals and principles of Wellbeing of Future Generations (Wales) Act
- 
 ● Supported orders of ultra-low-emission vehicles (plug ins – hybrid or pure) on the company car fleet
- 
 ● Data gathered to explore using V2G to power electric equipment

**Outcomes, impacts and benefits**

- 
 Colleagues and stakeholders have more confidence in a consistent and validated approach to sustainability
- 
 Colleague and stakeholder confidence that our sustainability goals are appropriate (six goals agreed and further testing of one additional goal)
- 
 Further engagement in 2019 to test potential additional goals and triangulate results of focus groups
- 
 Increased orders of ultra-low-emission vehicles as part of the company car fleet. Increase from ~1.5% to 13% (does not include regenerative hybrids) in 2018/19

The 17 United Nations Sustainable Development Goals for 2030 were set to promote prosperity while protecting the planet.










**Freedom, Smart Hybrid and Green Gas Solutions****Purpose**

- 1 Following our successful Freedom trial, how can we share the technology and support the roll out of smart hybrid heating systems and green gas solutions?
- 2 How can we effectively consider alternative views on decarbonisation?

**You said:**

- Provide further explanation and information (BEIS – following presentation at British Embassy in Berlin, GEMA Board, Welsh Government, UK Climate Change Committee, colleagues)
- Increase proportion of renewable generation

**We did:**

- 
 ● Arranged visits to Freedom Project in Bridgend. Follow up meetings with analysts and on trial report
- 
 ● Facilitated three meetings between Welsh Government, Worcester Bosch and PassivSystems on Freedom Project
- 
 ● 16 events attended to hear alternative views on how to decarbonise energy and share knowledge
- 
 ● Presented at 19 energy sector conferences on future of energy options (including green gas, Freedom smart hybrid systems)
- 
 ● Future of energy area on website updated with reports and short papers on future of energy projects and research
- 
 ● Participated in expert stakeholder future energy scenario workshop and focus groups
- 
 ● Colleague engagement on future energy scenarios at roadshows, incorporating Q&A sessions
- 
 ● Increased biomethane plants connected to 19
- 
 ● Shared learning on decarbonisation with academia

**Outcomes, impacts and benefits**

- 
 Increased awareness to aid decision making of Freedom Project and smart hybrid systems and associated customer satisfaction, to broader global audience, UK Government and colleagues
- 
 Hybrid systems offer minimal consumer disruption route to heat decarbonisation
- 
 Improved knowledge of how we can best meet future energy needs through listening to alternative views and sharing learning with expert stakeholders and other GDNs
- 
**NEW WIDER IMPACT** First Long-Term Development Statement published featuring decarbonisation impacts

**Future Bill Payers****Purpose**

Faced with the energy trilemma (sustainability, reliability and affordability), what are the priorities for future bill payers?


**You said:**

- Engage more with future bill payers (Critical Friends Panel)
- Use methods other than social media to engage younger people (Critical Friends Panel)
- Post-exercise and discussion, sustainability was considered by the group to be the most important of the three trilemma factors by a small margin

*"I've moved from reliability more to sustainability as this is a serious issue for people, especially those with health problems."*

**Future Bill Payer workshop participant**

**We did:**

- 
 ● Held a workshop with Cardiff University students, to explain and discuss trilemma, presented with options with associated costs and exercise to understand sentiment before and after the session

**Outcomes, impacts and benefits**

- 
 Improved knowledge on future energy scenarios enables future bill payers to make informed choices to feed into future planning


 Winner of Networks Awards Gold Gamechanger Award for Freedom Project – a collaboration with WPD and PassivSystems which successfully demonstrated the concept of decarbonising heat with smart hybrid heating and is shortlisted for the IGEM Gas Industry Awards 2019.

## Power Generators – sharing and collaboration to support developers

### Purpose

- 1 How do we support and adapt to the changing face of energy generation and provide a consistent approach?
- 2 How can we effectively share knowledge and learning to facilitate innovation that will improve efficiency and sustainability?

- 37 gas-fired power stations connected to our network, including 30 new generation peaking plants which generate power intermittently at peak demand periods in support of renewable generation
- 31 participants at workshop
- Workshop stakeholder participants included developers, other GDNs and consultants

### You said:

- Developers want to connect new generation peaking plants to our network to supply power intermittently at peak demand in support of renewable generation
- Developers raised issues around inconsistency on GDN processes and expressed need for further collaboration on peaking plant connections

### We did:

- To fully understand the impact of these fast ramp-up loads and to support this significant growth area, we have had regular engagement with power developers, leading to new templates and processes to make sure successful connection and supply of gas to these sites
- Held a 'Distributed Generation – Working with you' workshop, showcasing our updated connections, commercial documentation and processes, to share best practice and encourage further collaboration. These processes and documentation have been honed with input from developers
- Shared feedback with the other networks and committing to engaging further. Led a post-event teleconference to agree next steps with other gas networks. A second workshop in 2019 will be supported by all four GDNs

### Outcomes, impacts and benefits

- **NEW** Refined processes and documentation make the connections process easier for developers and networks
- **NEW** Increased collaborative working with other networks to share best practice in working with new generation peaking plants
- Standardised approach enables easier developer connections and supports increased renewable generation

## IMPROVED AND INCLUSIVE CUSTOMER SERVICE

Our Customer Service Steering Group drives improved customer service. Director-led depot meetings are held to discuss performance, customer challenges and share best practice to improve services and embed cultural change.

Our focus on supporting and engaging hard to reach priority customers is driven by our director-led Social Obligations Steering Group. The first gas network to be recognised for meeting the requirements of BS 18477, we continue to maintain this standard.



### KEY TO ICONS

- Best practice/innovative
- Collaborative working
- Outcome/impact

## Our priority customers – customers living in vulnerable situations

### Purpose

How can we deliver appropriate services to our priority customers?

### You said:

- Social obligations remain a key priority (combined research and engagement)
- Vulnerable customers can be anxious about our work and emotional vulnerability is worse for those living alone, remotely and with no family support (vulnerability research)
- Where multiple languages are spoken, local interpreters and demonstrations and visual communications are more suitable than written publications (BAME awareness session)

### We did:

- Maintain BS 18477 standard accreditation
- Priority customer training for operational colleagues extended to incorporate emotional intelligence and this is also now included in our colleague induction. **NEW** 4-module customer training programme in 2019
- **NEW** Hijinx training (see Part one, page 10) and continued dementia awareness training incorporates emotional vulnerability
- Ran priority service and CO awareness session with BAME women community group and gathered feedback

### Outcomes, impacts and benefits

- Customers can be confident priority services are delivered to a high standard
- Operational colleagues better understand how to support vulnerable customers
- We are able to more effectively communicate where multiple languages are spoken

## Working together

### Purpose

- 1 How can we work collaboratively to meet customer needs and improve service to priority customers?
- 2 How can we work with other networks and improve innovation and benefit customers?

*"By working together, we are helping people across the country to see if they are entitled to additional support regarding gas and home safety, energy efficiency home upgrades, tariff switching, income maximisation and debt advice. We want to enable older people to live independently at home for longer and this partnership is helping us to make sure our clients are kept safe."*

**Chris Jones, Care & Repair Cymru CEO.**

### You said:

- Cross-partner training sessions in similar geographies (Care & Repair)
- Critical Friends Panel positively fed back on Consumer Vulnerability Strategy which incorporates the co-design of actions
- Extend identified priority groups to incorporate a wider group of people living in poverty (evaluation feedback). Relatively high proportion of people in Wales living in poverty (including working households) and 39% of disabled people in Wales are in poverty – highest in the UK (Joseph Rowntree Foundation UK Poverty 2018). Wales poorest region of UK – December 2018 UK GVA report

### We did:

- Ran four regional shared partner training workshops to share learning and insight
- Partners Care & Repair, Fire and Rescue Service and Warm Wales came together to review the Partners' Pack and agree improvements, e.g. more service information on WWU, gas connections process and key WWU contact list
- Broadened definition of priority customers to include people living in poverty
- Built on collaboration with Dŵr Cymru Welsh Water since 2016 (joint vulnerability conference) to work together on a further safeguarding conference and planning of joint winter safety, CO and water efficiency campaigns
- Network Innovation Competition – worked with GDNs and DNOs to identify common innovation themes, then put out joint call for ideas on six focus areas. 58 project ideas (one gas, 45 electric and 12 combined) received

## Outcomes, impacts and benefits

- ✓ Better collaboration to support needs and priority customers
- ✓ Increased awareness of the appropriate services following training (93% of partners said training was very beneficial, referral form completion increased by 437%)
- ✓ A wider group of people living in poverty are able to benefit from our priority services
- ✓ Reach of CO safety and water efficiency campaigns extended to enable improved wellbeing
- ✓ More joined-up gas/electricity approach supporting innovation (four companies presented to us – resulting in a trial – studying the potential for flexibility behind the meter)

## Using insight from Community Energy Champions (CECs) and mapping to support fuel poor customers

### Purpose

How can we best target our resources to support hard to reach customers in fuel poverty, including those off gas?

Co-designed with Warm Wales – the CEC Service aids people living in fuel poverty. The FRESH vulnerability mapping service, developed by Cardiff University with our financial support, identifies 'street clusters' of fuel poor, energy inefficient homes using mass energy performance certificate analysis. The resulting maps, show levels of vulnerability to help prioritise resources.

### You said:

- Social obligations are a key priority (CO awareness, fuel poverty, supporting vulnerable customers, PSR) – (combined research and engagement)

### We did:

- Used CECs' local knowledge combined with FRESH maps to take account of localised and rural issues when identifying geographical focus areas to pinpoint 'hard to reach' households. Started in August 2017 in Cardiff, the service was refined following trial and evaluation, and rolled out more widely to Flintshire and then other areas of north Wales, Cornwall and other south Wales areas
- CECs used door-to-door knocking (following mail drop to avoid cold calling), pre-booked appointments and community events to engage with those most in need to provide support and 'whole house and person' surveys
- Monitored and further analysed results by service delivered, channel, e.g. PSR, GP referral and household type, e.g. children under 5, over 60's household, which show most people are over 60 and are not already signed to the PSR

## Outcomes, impacts and benefits

- ✓ More households able to make savings and benefit from warm homes – Mrs D, Cardiff saved at least £7,000 a year
- ✓ **NEW WIDER IMPACT** The wider benefits will be calculated using our new SROI measuring tool, to better understand full social impact of investment. See Part two, page 2-3 for example of model
- ✓ More holistic service to support priority customers as relationships built with local authorities and health bodies

### Warm and Safe Homes savings 1 Apr 2018-31 Mar 2019

Area	Investment	Savings	Total no. households assisted	Average saving per household
Cornwall		£224,826	277	£812
North Wales		£356,732	321	£2,032
Severn Wye		£279	4	£70
South Wales		£284,540	546	£520
<b>Total</b>	<b>£220,000</b>	<b>£866,377</b>	<b>1,148</b>	<b>£755</b>

## Supporting communities

**Purpose** How can we better support local communities?

### You said:

- Raise awareness of social obligations – specifically raising awareness of CO (Critical Friends Panel and regional workshops)

## We did:

- Increased schools' reach by extending Gas Safety Ambassadors (GSAs) across our area. Adapted Cadent's Safety Seymour initiative to reach more pupils – used for 30 gas safety sessions
- **NEW** New framework for our GSAs, including refresher training, an award scheme and appointment of lead ambassadors
- CO safety awareness sessions piloted with BAME and older groups. To be reviewed during 2019
- Worked with other networks to promote the CO safety competition
- **NEW** Engaged with teachers to co-design CO safety online schools resource. New resource tested with 37 pupils, years 3, 4, 5 and 6, to be rolled out in 2019/20
- Involved in five 'Community Conversations' facilitated by BITC to discuss community issues

## Outcomes, impacts and benefits

- ✓ More children are CO safe (30 sessions with 1,041 pupils; 159 'cracked the COde'; national GDN CO safety competition winner). CO awareness promoted to wider priority customer audience
- ✓ **NEW WIDER IMPACT** Greater access to CO safety resources through new online resource
- ✓ Better business understanding of community need (between 73% and 84% increase). Between 83% and 100% of attendees reported increased confidence to mutually approach businesses/community organisations

## Supporting large industrial customers

### Purpose

How are major user gas requirements changing?

Desk research supports planning, e.g. large customer expansion may require new homes and gas connections; site closures may cause increased poverty, e.g. closure of the Swindon Honda site.

### You said:

- "We always welcome dialogue with our suppliers and we already have a good working relationship with... and WWU." Major customer

### We did:

- Annual survey and letter to major users, offering expert energy support to understand their needs and future plans
- **NEW** Key Account Managers can better understand and act on customer needs, e.g. one customer wondered if occasional pressure changes were planned or unplanned. We have now agreed to give advance warning of planned pressure changes
- **NEW** Desk research to understand the external operating environment

## Outcomes, impacts and benefits

- ✓ Better understanding of our major gas users future gas demand, helps us to better plan reliability of supply
- ✓ Better able to contextualise the needs of major businesses and the potential impact on local businesses

## Customer Service Championship Cup – Innovative solutions to improve customer experience

### Purpose

How can we improve services to meet customer needs?

The Customer Service Championship Cup, established in 2015, engages colleagues to create innovative ideas to improve customer service experiences.

### You said:

- Key areas of customer concern: communications, reinstatement and time off gas during planned work. Customer satisfaction rating increases with knowledge of WWU (analysis of complaints data, Alva, CHAID analysis of research data)

**We did:**

- Analysed customer complaints 'insight' dashboards, Alva data (Part one, page three) and CHAID analysis of customer survey responses, to look for drivers of satisfaction
- Continuously reviewed performance, shared best practice and sought innovation through monthly meetings of the Customer Service Steering Group, which drives colleague participation and innovation through the Customer Service Challenge Cup. Actions included: **NEW** Cold lay tarmac trialled in north Wales to expedite backfill in rural areas. Rolled out in north and mid Wales in 2018. **NEW** Customer communications pack explains work, on-site communications plan, links with school presentations and CO competition. **NEW** Installed noticeboards on planned work sites introducing team, photos, project information and comments area. **NEW** Reviewed on-site survey process to improve geographical coverage so same team survey and do the work. Rolled out in 2018/19. **NEW** Shared teams across geographical patches. Implemented in 2018

**Outcomes, impacts and benefits**

- ✓ **NEW** Cold lay tarmac brings less disruption, lower costs and reduced impact on the environment
- ✓ **NEW** Enhanced communication in communities to improve customer service
- ✓ **NEW** On-site survey review means better geographic coverage, quicker appointments, quicker connection quotes
- ✓ **NEW** Reduced new connection lead times for customers through sharing teams

**CULTURE AND WELLBEING**

Our values are at the heart of our business:

**We put customers first** – We build trust by giving excellent service. Listening and taking action on what our customers tell us

**We take pride** – We take ownership and are accountable for our work, going above and beyond to get great results

**We work as a team** – We build relationships with colleagues and partners, share best practice and encourage honest, open conversations

**We bring energy** – We approach all our work with enthusiasm, always challenging ourselves to do better by embracing new ideas and innovative solutions

**KEY TO ICONS**

- 👍 Best practice/innovative
- 👥 Collaborative working
- 🏆 Outcome/impact

**Skilled workforce to deliver a safe and reliable network****Purpose**

- 1 How can we make sure we can recruit and retain an appropriately skilled workforce to maintain a safe and reliable network?
- 2 How can we promote and support networking, collaboration and professional development among our young people for the long-term benefit of our business?

*"Some of the skills from my army days cross over to my job, like the logical process of locating a gas escape which is the same as fault-finding to deal with a loss of communications in the field."*

**Dan Brooks, WWU colleague**

**You said:**

- A safe and reliable network is a key priority (combined research and engagement)
- A resilient workforce is important (collaborative national stakeholder workshop)
- Ex-forces personnel have many skills, but the recruitment process can be difficult (desk research – The Poppy Factory)
- Six shortlisted innovative business ideas or process improvements submitted on 'beer mats' by Young People's Network (YPN) Members, e.g. engineers able to locate vulnerable customers on a map accessed by an app and in-source project work drawings

**We did:**

- 👍 👥 ● **NEW** Through advice from networks (South West Business Council and FSB) we re-structured our recruitment campaign to effectively target potential recruits in Cornwall where we previously struggled to attract candidates
- 👍 ● We encouraged ex-military colleagues to provide insight on how to represent ourselves at careers fairs and appeal to ex-forces. They suggested ex-forces colleagues attend the fairs – this has been taken forward for 2019/20
- 👍 ● **NEW** Workforce resilience strategy developed for 2019 to 2032
- 👍 ● **NEW** Ongoing membership of EU Skills group (Sector Skills Council) on diversity and inclusion
- 👍 👥 ● **NEW** Jointly established a gas networks HR Director Forum to share plans and challenges
- 👍 👥 ● Chair a veteran group in association with BITC Cymru
- 👍 👥 ● **NEW** Hosted 'Military is good for Business' training with the Officers Association. 17 organisations attended
- 👍 ● Continued support of YPN to promote networking and professional development. **NEW** 'Beer Mat' challenge competition held and as a result update enrolled to all customer facing app users, in-source project map drawings implemented and four suggestions in data gathering stage

**Outcomes, impacts and benefits**

- ✓ 137 new colleague starters in the south west
- ✓ Retention of key skills and upskilling of existing colleagues
- ✓ **NEW** Improved understanding of how to attract new colleagues with transferable skills
- ✓ **NEW** Improved speed and quality of our service to reach and support vulnerable customers
- ✓ **NEW** In-source map drawings means more colleagues are developed, reduced costs and site knowledge is embedded in the business (Year 1 saving of £3,360 for 150 drawings)

**Colleague wellbeing****Purpose**

How can we best support and improve the wellbeing of our colleagues?

**You said:**

- Raise awareness about mental health (Time to Change)

**We did:**

- 👍 ● **NEW** First colleague Wellbeing Conference – 60 participated, our CEO signed the 'Time to Change' pledge and we developed a detailed action plan
- We recruited and trained 15 colleague Wellbeing Champions supported by 33 colleague mental health first aiders
- 👍 ● **NEW** Colleague wellbeing e-learning programme, supported with management briefings and a reminder booklet
- Continued access to a 24-hour employee assistance programme for colleagues and families
- Shared our strategy and action plan with the Occupational Health Gas Industry Group to benchmark and improve
- 👍 👥 ● **NEW** Learning best practice from others, e.g. a cognitive behavioural therapist and an NHS psychologist
- Ongoing analysis of colleague occupational health screening data (2011 onwards)

**Outcomes, impacts and benefits**

- ✓ More colleagues improved their awareness of wellbeing and mental health
- ✓ More wellbeing and mental health support is available to colleagues – 2018/19: 168 mental health appointments attended (2014/2015: 79)



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