

Outcomes of successful stakeholder engagement

Part 2 submission 2015/16

Ofgem Stakeholder Engagement
Incentive Scheme



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KEY OUTPUTS DELIVERED...

929

vulnerable customers added
to Supplier and Network
Priority Services register

79,000
homes supplied
with green gas

2,000

Winter Warm Packs issued

100% COMPLIANCE TO LICENCE OBLIGATIONS

Development
of a world's first
climate change
impact mapping
unique product

70%
OF COMPLAINTS
RESOLVED IN 24 HOURS

CO AWARENESS CHANGE
= INCREASE TO **49%**
97% SURVEYED
TO TAKE FURTHER
ACTION TO PROTECT
AGAINST CO

132 new apprentices – **22** in 2015

1,539

fuel poor vouchers issued

188 upskilled
colleagues

NERO
OMBUDSMAN
RULINGS

430km of iron
gas mains
replaced a year

5,262

CO ALARMS
DISTRIBUTED

85,000 emergency jobs
attended. **98.6%** within 1 hour

How we engage with our stakeholders

Wales & West Utilities always puts customers first. It's the core value of our company.

We encourage and welcome objective feedback from many sources because it helps us to keep improving the services we provide to our 7.5 million customers.

As we reach the mid-point of the current price control period, we're continuing to develop our stakeholder strategy, listening and responding to what people tell us. We are keen to learn from the views and information we receive from the growing network of people with whom we communicate and collaborate. Our strategy evolves and improves because of their input.

Part 1 of this report focuses on developments and changes in our stakeholder strategy this year. It highlights how we have been helped to deliver a range of excellent outcomes and also shape our future plans. Part 2 provides case studies showing how effective engagement and collaborative working have delivered positive results.

We have challenges ahead in the short and long terms and we approach them with the involvement of customers and a range of organisations. We've held several stakeholder events ahead of this year's budgeting cycle and, as a result of our discussions, we shall amend our provisional plans, particularly with regard to how best we can give support to fuel poor customers. Some comments have also highlighted concern about the dangers and potential costs

to customers of gas thefts. In response we'll be stepping up our activities to address this problem.

To help make our 2050 vision a reality, we want our stakeholders to be forthright and honest with us. We need them to engage with us fully, so we can be sure we are always doing the best we can for customers, society and the environment.

As we work towards a smarter, lower cost and more sustainable energy system there will be some significant impact on customers. This includes the mass rollout of smart meters, beginning this year. The view we have taken on board is that this major development needs a high level of public awareness. There should be plentiful support available to the public, in particular for the most vulnerable in our society. This will therefore be a high priority for us.

What we've done, how we did it, and our next steps are detailed on the following pages.



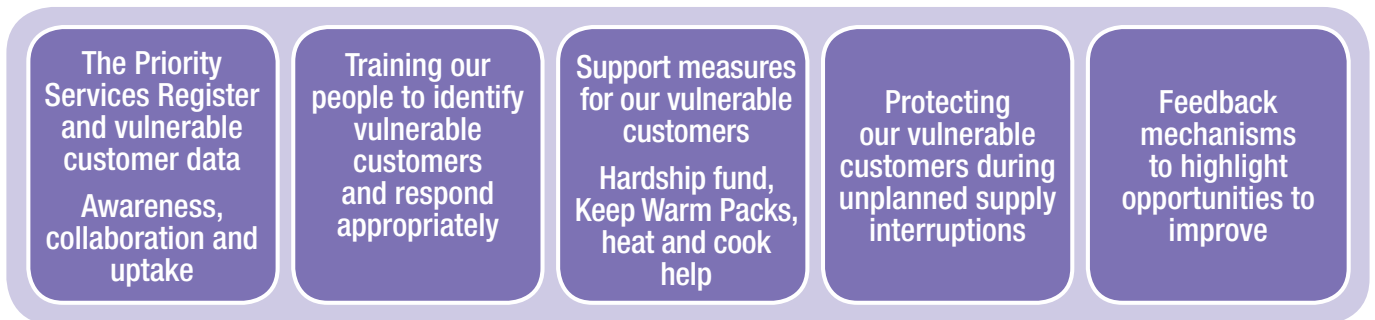
Graham Edwards,
Chief Executive





Focus on vulnerable customers

Our strategy is developed and shaped by our vulnerable customer panel. Our focus is on:



The goals of our strategy are:

Long term – Seek a more “joined-up” approach by utilities to deliver better support for the most vulnerable. Our aim is that every vulnerable customer receives the support they need during any contact with our company.

Medium term – Develop a directory of organisations which can provide support, beyond our remit as a gas network. We’ll play our part in improving vulnerable customer data and how it’s used.

Short term – Development and training of customer-facing colleagues to give them confidence in being able to offer appropriate support, in particular to vulnerable customers.

What we have done

Following stakeholder feedback and to ensure the best possible service to our vulnerable customers, we decided to give relevant customer-facing colleagues additional training to help them identify customer vulnerability. Working with experts, we developed a bespoke training programme that is being rolled out to our more than 1,500 customer-facing colleagues.

To establish a Customer Hardship Fund to best serve those in need, we benefited from the expertise of people in the vulnerable customer forum in setting eligibility criteria. The Fund is now established and set at £20K a year, with customer-facing colleagues made aware of how it operates.

CASE STUDY

Improving the Priority Services Register (PSR)

Our aim

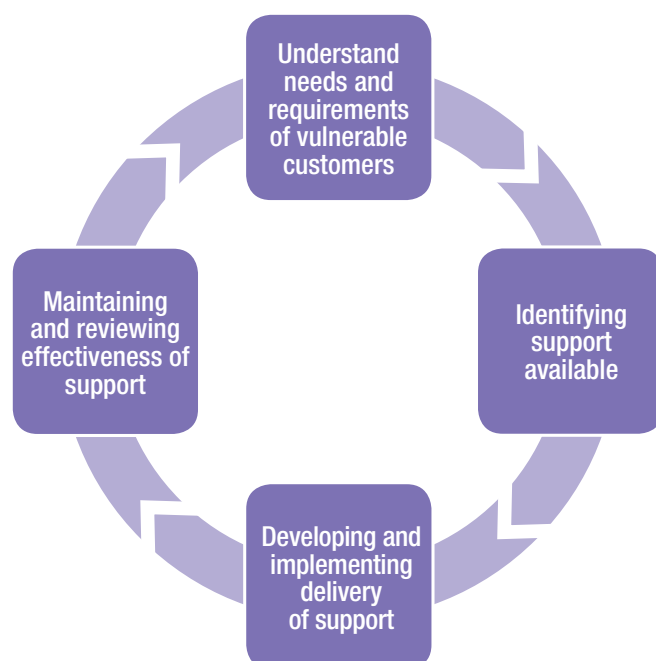
We wanted to increase public awareness of the PSR and increase the number of people who sign up. Additionally, we wished to make information we collect available to other utility companies. Therefore, a single customer contact could benefit individuals and the several companies that serve them.

The challenge

Research by Ofgem showed that public awareness of the PSR is low, with less than a quarter being aware of it. Most vulnerable customers are therefore unlikely to seek support on their own. Confusion over energy supply and distribution means that many are unlikely to contact their Electricity Distribution Network Operator (DNO) or GDN to request assistance.

How we planned to overcome it

We agreed to work collaboratively with other gas and electricity companies and participate in an information collection trial in 2015/16 – and we also decided to



maximise how that information could be shared. We wanted to use our existing customer satisfaction smart phone app, used by our emergency and repair workforce, to collect contact information and record customers' consent to data sharing.

What stakeholders told us

Reports by Ofgem and DECC following winter storms highlight the lack of sufficient access to accurate customer information, such as telephone contact details. DECC has called for industry action and stakeholders say they considered industry obligations for the PSR were confusing.

Working with others

We engaged with Ofgem, the Safeguarding Customers Working Group, other utility companies, and our Vulnerable Customer Panel.

What we did

While other gas and electricity networks agreed to use their frequent face-to-face contact with customers to increase PSR registration, we decided to use our smartphone app to capture this data. A three-month trial in Torquay/Plymouth, Gloucester and Cardiff/Newport of capturing information via our app took place in 2015/16.

We made the decision to extend the scope of our trial to share the information we collected with all gas suppliers, so PSR customers could be added to all energy company PSRs following a single contact. This saves time, duplication of effort and, above all, helps to deliver an outstanding service to the customer. When dealing with people in certain categories (eg pensionable age, chronically sick, registered disabled), our colleagues were trained to explain sensitively the PSR and its benefits.

The outcome

Since May 2015 we have received more than 929 customer contacts through our app and 869 customers have been referred to their DNO to be added to their PSRs, and 871 to their energy supplier. The average consent rate for data sharing was 96.90%.

Within the gas network group, our smartphone app provided better results than paper forms or telephone calls. We've since shared details of our app with other networks.

Customer feedback has been excellent.

“ A young engineer arrived... he delicately enquired about my mother's disabled status and with her consent added her details to a priority action list ”

Next steps

We will extend the trial across our network, increasing the number of customers we can help, during 2016/17. We anticipate signing up as many as 150 each week.

We are extending our initiative to share data with the water sector. Dŵr Cymru Welsh Water is interested in an initial trial to extend the service to its customers.

Help for our
vulnerable
customers

Vulnerable
customer
training

Keep
Warm
Packs

HARDSHIP
FUND

Heat
and cooking
support

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CASESTUDY

Improving our Keep Warm Packs

Our aim

Our Keep Warm Packs for customers during emergencies contain various essentials. They are distributed during incidents, as well as alternative heating and cooking facilities for those who need them.

The challenge

We must make sure that we include the things that customers most value in a gas incident while representing value for money, revise the packs accordingly, and keep a substantial stock in stores.

What stakeholders told us

Research revealed a customer satisfaction rate of 9.8 out of 10. Having read the information booklet in the pack, 91% of eligible customers not already on the PSR said they would sign up.

Our engineers are pleased to have something to offer vulnerable customers – not only as a support measure, but also as a goodwill gesture.

What we did

Based on feedback received, we amended the pack contents. These have been positively received. Six hundred packs are kept in our stores for rapid use during gas incidents.

Next steps

We will continue to monitor what customers and colleagues tell us, making further changes to the packs according to the feedback we receive.



CASESTUDY

Minimising risk for temporary heating and cooking

Our aim

We supply temporary heating and cooking appliances to customers during gas incidents. We wanted to minimise any risk from their use.

The challenge

Some colleagues were concerned about leaving electrical fan heaters and hotplates with some vulnerable customers. There were potential safety issues, so we needed to seek alternatives.

What stakeholders told us

An occupational therapist from the charity Dying to Keep

Warm advised us to provide some customers with oil-filled radiators for heating, to prevent the risk of burns, and microwaves as a safer alternative to hotplates.

What we did

We now offer oil-filled radiators and microwaves to customers who may not feel confident about using fan heaters and hot plates. This is at present on a trial basis. Feedback from engineers and customers has been positive.

Next steps

We are monitoring the situation for review. Our engineers are now trained to provide appliances, as appropriate, to individual customers.



Focus on fuel poverty

Working to eliminate fuel poverty

We are committed to doing all we can to tackle the problem of fuel poverty. In Wales, 30% of the population is fuel poor. In the south west, 11.7% of households are in fuel poverty.

Fuel poverty is a problem in urban areas, but particularly so in some very rural localities not connected to the gas grid. We are aware that the consequences of being fuel poor aren't just financial; inadequately heated homes contribute to poor health.

We want to provide practical help to people who are fuel

- poor. We therefore work with a range of other organisations.
- Our strategy to achieve this has therefore been to:
 - collaborate across the sector
 - identify fuel poor consumers
 - provide clear advice on the help available
 - seek opportunities for projects and funding to deliver solutions
 - look for partners in fuel poor schemes
 - give advice to local authorities and others developing fuel poverty schemes.
- How we do it can be seen below.

CASESTUDY

Fuel poor hubs (Wales Fuel Poverty Reduction Partnership Hubs)

The aim

We are committed to co-ordinating the National Energy Action (NEA) Warm and Healthy Homes Fund (WHHF) and the House Doctor and One-Stop Care & Repair services. The purpose is to make sure that people with health problems aggravated by cold and damp dwellings are identified and offered support.

The challenge

The UK Warm Homes strategy applies National Institute for Health and Care Excellence guidelines which link certain health issues to cold and damp homes. The NEA has received funding and is supporting 10 UK projects.

The WHHF focuses on supporting projects which give assistance to vulnerable consumers experiencing cold and unhealthy conditions. The need was to show how local agencies can work together to target resources effectively – enabling vulnerable individuals to stay healthy in warm, dry, well ventilated homes.

How we planned to overcome it

We approached the NEA, along with our partner Warm

- Wales, to find out how we could best help. We engaged with Cardiff and Flintshire councils, who wished to bid for funding from this project to run trial projects. We also approached the Care and Repair agency, which provides services to carry out assessments of individuals and their homes.

What we did

- In addition to the engagement listed above, we provided Warm Wales with funding to support partners delivering the project. Alongside Warm Wales, we assisted in the successful bid for the WHHF project and the creation of the House Doctor – a one-stop service for vulnerable residents, in partnership with Care & Repair.

The outcome

- We provided in-depth support to Flintshire and Cardiff councils in the successful bid to NEA, resulting in an award of £325,000. The funding is tackling fuel poverty in a number of ways.

Next steps

- We will continue to support the fuel poor hubs by delivering funding for new gas connections, where appropriate. We'll ensure that the learning is shared with DECC and third parties.

CASESTUDY

DECC Central Heating Fund (CHF) bid

Our aim

We wished to ensure that funding is available for gas services and central heating systems for eligible households.

The challenge

DECC announced a one-off £25m fund for new central heating systems in 2014. We wished to help local authorities in our operating area to bid successfully.

How we planned to overcome it

We decided that we would raise awareness with a programme of communication with local authorities in our area – working with our partners in Warm Wales, who cover both Wales and the south west of England.

What stakeholders told us

We discussed the opportunity with local authorities and several asked for our support.

- **What we did**
 - We supported the bids by providing data and giving advice on the bid process. Three local authorities were successful (Devon, Gloucester and Cornwall), winning 24% of the funding.
 - We are in partnership with three CHF projects in the south west to identify eligible households and make sure gas supplies are in place.
- **The outcome**
 - There is now much improved awareness among local authorities of how community-based gas connection schemes need to be managed. There have been 150 connections to date under the CHF, with another 500 forecast.
- **Next steps**
 - We are working with other GDNs who are assisting local authorities in their own areas to deliver CHF connections.



Focus on delivery

We put customers first, that is our core principle. We use stakeholder engagement to inform and enhance our customer service. Our stakeholder engagement is broad and inclusive but always with a clear focus on action to improve the services we deliver.

We receive feedback from more than 120,105 customers every year and people told us that reinstatement and communication with us while we are working in the community are some of their key concerns. Stakeholders also told us that money lost through the theft of gas was also a concern.

The following case studies show how we have listened to our stakeholders and taken action to improve the delivery of our services.

Recovering money lost through the theft of gas was a stakeholder priority, so we increased our investigation in this area. We launched investigations into the top 100 live gas services, but where there were no registered customer. This has led to the recovery of £497K from 12 customers for gas theft in 2015. This helps us to reduce our transportation charges that form part of customers' gas bills.

CASESTUDY

Major incident response: teamwork resolves gas emergencies

Our aim

In every case of third party damage to our network, we have to make decisions on what's best for our customers.

The challenge

In March 2016 there was accidental damage to a gas main on the outskirts of Bridgwater. The supply was lost to 550 homes in the village of Nether Stowey, and reduced pressure threatened a further 700 homes in the neighbouring village of Cannington. The decision was whether to keep Cannington on supply while repairing the main, even though this would delay the repair.

What stakeholders told us

We know that our customers expect us to fix problems quickly, subject to ensuring maximum safety, this is always our goal. We also know that keeping customers well informed is very important.

How we overcame the problem

We decided the best option for all would be to isolate the supply to Cannington. This enabled us to turn off the gas in the vicinity of the damage, making it a much easier repair job. But it meant that we had a loss of supply to 1,250 homes and we had to restore it quickly.

Our various teams set to resolving the multiple issues that the damage had caused.

- We kept the media regularly informed of progress and also
- used our website and social media for updates. We visited
- customers, providing those in need with alternative cooking and
- heating appliances.

The outcome

- We recommissioned and purged our low pressure mains in both
- villages and then visited customers to turn their gas supplies and
- appliances back on.

- We visited vulnerable people on the Priority Service Register
- (PSR). Within 24 hours all properties were on supply.

- Our Director of Operations Andrew Hopkins said: "The way
- we respond to emergencies, making sure that our customers
- – especially those most in need – are safe, makes me proud
- to be part of our company, and proud to lead our Operations
- Directorate. All colleagues involved did a fantastic job."

Next steps

- We learn from all such incidents. This has highlighted the
- importance of timely communication for communities, through
- many channels. We are reviewing how we can align our
- operational activities to community communications through
- all the activities we carry out, making sure we keep people
- informed and up to date. This also underlines the importance
- of our spreading the message: "Dial before you dig" so people
- don't damage our equipment.

Responses from residents involved in the Cannington and Nether Stowey incident...

“ I thought the way your teams dealt with the gas cut to Cannington was exceptional. The professional and courteous approach of your staff in isolating, safety labelling, reconnecting and testing was excellent. The help you provided to local people by way of distributing microwave ovens, portable fan heaters and packs containing blankets, gloves, hats, hot water bottles and microwavable hand warmers was superb. Please pass my thanks on to all the people within your organisation who worked so hard to make a difficult situation bearable. ”

“ I was concerned about my parents who are both 90-plus, but your swift service with the means for them to keep warm and constant communication was excellent ”

“ The service has been incredible considering this was a situation WWU was not anticipating. My daughter has a young baby and the relevant cooking and heating facilities were provided almost instantly. ”

FACEBOOK COMMENTS



The Incident Room in Nether Stowey. In the foreground, Clive Book, our Head of Emergency, oversees the restoration of gas supplies and the distribution of alternative heating and cooking facilities



CASESTUDY

A walk in our customers' shoes

Our aim

We want to understand fully how our work impacts on customers. The best way of doing that is to put ourselves in their shoes. When we fully understand what they expect from us, we can make sure that we deliver excellent service.

The challenge

Each year our £70m gas mains replacement programme directly affects more than 2,400 roads and around 35,000 customers. We also deliver more than 10,000 new gas connections. Ensuring our customers have a consistently good experience is mutually beneficial.

How we planned to overcome it

We receive customer feedback from our customer apps, "Insight" management information system, and a survey. We learned that while we performed well, there was scope for potential improvements.

We took this feedback on board and working with other gas networks we used "Hivemind", to help us take a walk in our customers' shoes.

What stakeholders told us

- We continually review customer survey scores and comments fed back to us. Where we spot trends and themes, we act. Customers said they wanted site tidiness, simple communication with the company and speedy restoration of supply.

What we did

- Using Hivemind's structured approach to examine our processes and customer feedback, we mapped the customer experience and our impact points.

The outcome

- As a result of this work we've set short, medium and long term goals to help us improve the customer experience.
- We've already implemented some "quick wins" and are now working through the remaining challenges. Our customer focus group is working to deliver these outcomes.

Next steps

- We will assess the impact through our daily "Insight" management information and also through the customer feedback survey scores.

SHORT, MEDIUM AND LONG TERM GOALS:

SHORT (< 3 MONTHS)

- Remind customers two weeks before work starts and give an exact date for work on their gas service pipe
- Offer updates on work as and when the customer wants
- Text customer when work is done and ask for their satisfaction score

MEDIUM (3-12 MONTHS)

- Standardised text and phone messages day before work due to start, and update on day of work in case of changes to work plan
- Offer "opt out" of survey process

LONG TERM (>12 MONTHS)

- Obtain name and address data so we can write personalised letters to customers who will be affected by our works
- Immediate reinstatement based on live job information

CASESTUDY

Improving reinstatement

Our aim

We spend £9m a year on reinstating areas after our works, so getting this element of our service right for our customers is important to us. We wished to find ways of providing a more satisfactory experience for those affected.

The challenge

To minimise inconvenience, we needed customer research. The information we gain could influence the shape of tenders for subcontracted roadworks and deliver better outcomes.

What stakeholders told us

We decided to run two customer focus groups to inform us on what customers wanted. We also planned to engage with our contractors in a pre-tender workshop to discuss objectives and ideas on how we could make the customer experience better. We asked a wide range of questions and invited comment. We were told that priorities included safety, effective communication, access to driveways and parking, rapid completion and a quality job.

Working with others

To address the issues, we brought together all involved in reinstatement work – from within the company and subcontractors.

What we did

- We held a "pre-tender workshop", attended by reinstatement companies, operational managers from across our business and our contractor partners, customer service colleagues, reinstatement manager/supervisors and opened by Rob Long, Programme Director, who is responsible for our gas main replacement programme. The goal was to investigate what could be done to improve performance and we examined all stages of the reinstatement process, including all the areas of concern to our customers.

The outcome

- The outputs of the workshop, coupled with stakeholder feedback, helped to inform specific requirements that could be built into reinstatement tenders for subcontractors.
- Consequently, new contracts have been designed and processes have also been changed.

Next steps

- The new contracts have begun and we are already seeing improvements. A new Service Level Agreements report is being developed to be shared with operational managers, reinstatement supervisors and subcontractors. There'll be ongoing discussions around performance improvement opportunities.

Focus on the future

We're working with stakeholders to prepare our business to meet future challenges, including:

- the future of heat and a more integrated energy system
- supporting the Smart Meter rollout
- taking a lead on climate change mapping.

The future of heat and a more integrated energy system

Our long-term vision to 2050 is to achieve a lower carbon future at an affordable price for customers, with the gas supply network being a key part of the renewables revolution. To help achieve this, we work collaboratively with the industry energy futures group.

Engagement with stakeholders

We engaged with energy industry bodies, DECC, local authorities, county councils, green gas producers and others to seek their views.

What we did

Research into the future of energy production in the UK required more detailed analysis from consumers' perspective. We commissioned an in-depth report, working

- with external experts, on a typical medium-sized town in our area – Bridgend in south Wales.

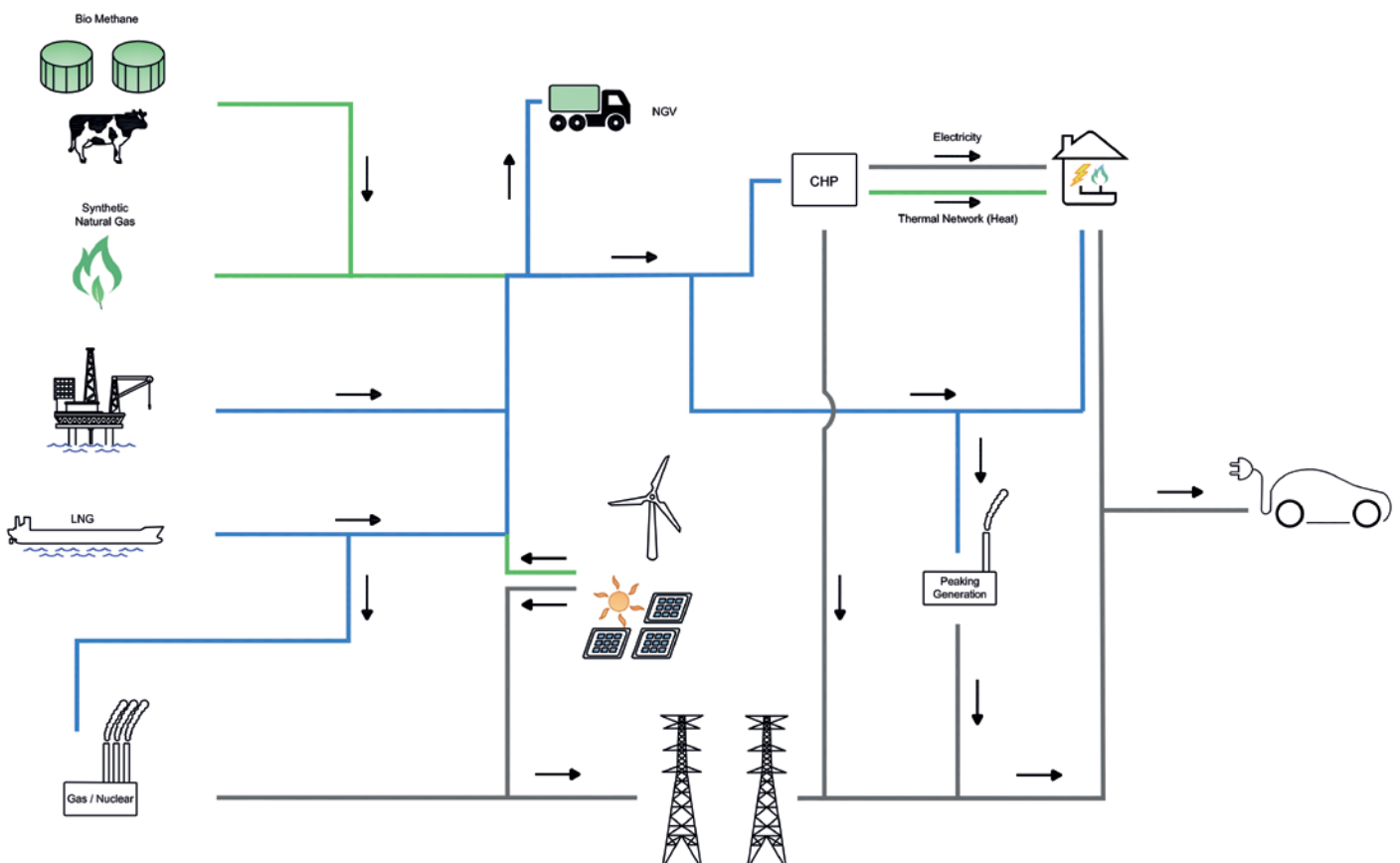
The outcomes

- Our research concluded that gas is key to the UK achieving its carbon reduction targets by 2050, as part of a "multi-option energy solution". It will help to keep energy affordable for consumers. The network therefore requires ongoing strategic investment for the long term, providing a reliable energy source, increasing reach and lowering operating costs as modernisation progresses.

Next steps

- We are supporting stakeholders in modelling a total heat/light/power energy system, including generation from various sources including renewables. We wish to help stakeholders to envisage a renewables future, including investment needs and featuring a unique energy storage model. This has led to a system architecture that could be the way forward to meet the energy "trilemma" of ensuring security of energy supply, that is affordable in a period of transition to a lower carbon economy up to 2050 and beyond.

The vision – energy infrastructure evolution





Supporting the Smart Meter rollout

Our aim

We want to support a successful rollout of 2.4m gas Smart Meters across our region by 2020.

The challenge

There are more than 30 suppliers who are required to deliver the rollout across our region. It is a huge challenge for the energy sector.

What stakeholders told us

Dedicated “surgeries”, held in April 2016, attended by more than 100 stakeholder representatives told us to focus on “awareness” and to work collaboratively through Smart Energy GB.

Working with others

We have worked with specific groups locally and nationally to promote success. Examples include:

- Quarterly meetings with DECC
- Shared resources across all networks to contribute efficiently in six National Strategic Groups
- A key gas service is the “Post-Emergency Metering Service” and we have been striving for solutions that will work for customers after the Smart Meter rollout
- A face-to-face meeting with Smart Energy GB to understand their key issues and concerns.

What we did

We modelled our potential workload requirements and retained a number of emergency teams to ensure we can cover additional workloads. We have also set up a dedicated Smart Meter Group to facilitate our action plan. We have also updated our systems to identify emergency call-outs for Smart Meter issues and will continue to support the national working groups to ensure two-way learning.

The outcome

We have supported the technical specifications of gas Smart Meters and are now getting ready for the Smart Meter mass rollout programme.

Next steps

Following guidance from our stakeholders, we are stepping up our efforts to support awareness of the Smart Meter rollout, due to begin from autumn 2016. We are preparing our awareness materials that we will communicate via a variety of channels. A dedicated colleague information campaign is being rolled out internally, with a customer web page being designed.



Taking a lead on climate change mapping

Our aim

Responding to UK Government concerns on climate change, we want to take a leading role, embracing new ideas and innovative thinking to look for solutions to the problems it causes.

The challenge

As a great environmental challenge facing our planet, a holistic approach to mitigation and adaptation is required to minimise the risk of damage and inconvenience to our customers.

What stakeholders told us

The utilities industries need to take action to protect valuable assets from flooding and we decided to take an environmental lead in this area.

Working with others

We worked with mapping experts to initiate a pilot modelling project. This has recently been shortlisted for the Business in the Community Wales Environmental Leadership in Wales Award.

What we did

The pilot project was carried out over four years, modelling and mapping how future flooding will likely look. The mapping output is designed to support organisations to help build resilience into important assets.

The outcome

We have developed the world's first climate change impact mapping product to identify and reduce environmental risk at a local level and prepare communities for possible future of flooding. It can be used by others and will help with the design of appropriate drainage systems and suitable long-term flood defences.

Next steps

We have started communicating this groundbreaking climate change work to influential audiences of government, regulator and wider sector representatives.

“Wales & West Utilities’ application... is an excellent example of how expertise from a given sector is adding new information on future impacts”

Leading UK climate scientist
Prof. Jason A Lowe

“Your leadership is immensely helpful and I am most grateful to you”

Lord Gardiner of Kimble,
on behalf of Defra

Outcomes summary

			Improved service	Improved safety	Lower cost	Reduced environmental impact	
	Stakeholder targets	Who has benefited?	Stakeholder / Wales & West Utilities benefit delivered 2015/16				Cost and other benefits
Demanding safety always	Efficiently deliver mains replacement programme	All customers and stakeholders	Completed a "Walk in customer shoes" review	Delivered annual HSE iron mains commitment	Achieved an insertion rate of 93% which is minimising the amount of holes we need to dig	Circa 28,000 tonnes of CO ₂ avoided by replacing iron mains with plastic	
	Ensure we are prepared for a major incident		Innovative Priority Service Register app used to identify vulnerable customers during incidents	Provided heating and cooking to those in most need			Incident management and delivery process improved for vulnerable customers
	Reduce risk to the general public from CO		5,262 CO alarms distributed to vulnerable customers	Increased CO awareness by 49%. More than 95% committed to pass on the safety message			Continued collaboration with other gas networks and fire service, raising awareness across the UK
Driving outstanding service	Deliver first-class customer satisfaction	Customers, developers, Independent Gas Transporters (IGTs), trade unions, EU Skills, our colleagues	More than 6,600 customers now using online connections portal. Reduced effective time to quote by a further two days			8,922 customer surveys received 120,105 customer app responses received	Zero Ombudsman rulings 70% of complaints resolved in 24 hours
	Safeguard the needs of our vulnerable customers		2,000 Keep Warm Packs to vulnerable customers		Hardship fund introduced with support of vulnerable customers panel		929 vulnerable customers added to Supplier and Network Priority Services register 10 National and local organisations represented on our Vulnerable Customer Panel
Delivering value for money	Focus on reducing "whole life" cost to minimise customer bills	Customers, SMEs, large sites, energy shippers, Wales & West Utilities Board	Independent survey results exceed industry benchmarks and spent less than Ofgem allowance	All customer output commitments met and spent less than Ofgem allowance	Our charges to domestic customers are £120 per annum – one of the lowest across the UK		
	Drive value through partnership working and innovation		Targeted stakeholder feedback has shaped £9m tender		Successful partnerships attracted £325,000 to Wales & West Utilities local authorities from National Energy Action		
	Work to address gas theft			Collaboration with other networks and Xoserve to improve shared data records	c. £497K recovered for the industry		Working collaboratively to identify and resolve theft of gas issues
Doing all we can to promote sustainability	Support local communities to protect and enhance the environment	All customers and stakeholders	Worked with local residents to protect habitat	UK's first computer-controlled air quality monitoring station designed with the supply chain, to monitor nuisances in real time on brownfield sites Safe-slew excavator used to reduce safety risk from plant movements	Delivering lower cost ground clean-up technologies rather than disposal to landfill	Leading the UK in climate change resilient asset management at a local scale Low-emission construction site – solar powered welfare cabins and start/stop excavators	Time lapse footage taken of gasholder remediation work to improve stakeholder understanding of a complex environmental problem
	Work to reduce network emissions and BCF					On target to reduce CO ₂ emissions by 14% over the eight years to 2021	Installed renewable electricity solutions on our head office and major depots
Designing our future	Improve skills capability and culture of our workforce	All customers and stakeholders	Emotional awareness training completed for front line staff	386 staff members using "Insight" daily performance information			More than 30,000 enquires from our staff on live daily information More than 200 data files updated daily into our "Insight" system
	Fuel poverty – making energy more affordable		More than 1,500 fuel poor funded connections	Collaborative fuel poor hub to co-ordinate "Warm and Healthy Homes Fund" to identify and protect those with health issues from cold and damp	More than £700K saved on fuel average bills each year	More than 6,000 tonnes carbon saved each year	Collaboration delivered three successful bids into DECC £25m fuel poverty fund Supported an off grid mapping tool for Welsh and UK governments
	Support the rollout of Smart Metering		Led five industry workshops to deliver sustainable post-emergency and metering services in a smart future	Drafted a number of leaflets, pocket guides and mouse mats to educate our colleagues regarding Smart Metering	Collaboration and shared resources through ENA workgroups to minimise costs of supporting industry leadership workshops		Drafted a number of leaflets, pocket guides and mouse mats to educate our colleagues regarding Smart Metering
	Future of heat and injection of green gas into the network		Voluntary standards in place to support biomethane producers who want to connect to Wales & West Utilities network	Biomethane technical presentations and guidance provided at renewable energy conferences to promote safety requirements	Shared innovation costs across all gas networks to minimise costs of major national innovation projects	79,000 homes supplied from green gas	Provided objective evidence on the future of gas within a balanced energy mix to policy makers. This will help deliver long-term value for money and sustainable outcomes for customers



Ynys Môn
10,000th Warm Home
Assistance gas connection,
saving customers up to
£500 per year



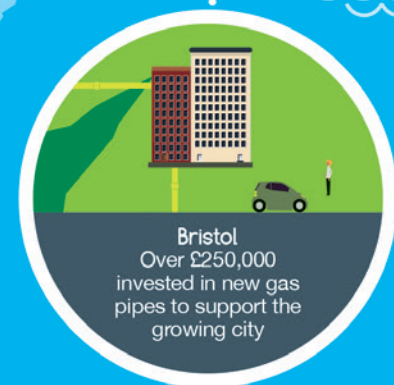
Carbon Monoxide
More than 18,000 free
alarms given away to
keep people safe



Rhewl Mostyn
500 new gas connections
to help keep people
safe and warm



Green Gas
12 sites injecting gas into
our network (11 in the south
west), enough to supply
79,000 homes



Bristol
Over £250,000
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Joint GDN Stakeholder Submission Appendix

As Gas Distribution Networks we continue to actively collaborate to deliver valuable outcomes for our stakeholders. Our collaborative DRS submission to Ofgem in April 2015 highlights collaboration through 'The Power of Four'. [Discretionary Reward Scheme submission](#)

We remain committed, utilising the 'Power of Four'; with much of our work co-ordinated and supported by the Energy Networks Association (ENA); collaborating to find solutions that benefit our customers and stakeholders. Our collaboration and joint commitment is focussed on:

- Supporting and protecting the communities that we live and work in, and minimising our wider impact on the environment;
- Going beyond what is expected of us, exceeding both our social and moral responsibilities and collaborations that extend to expert organisations and other sectors

Our ongoing collaborative work on various topics means we are able to achieve so much more than working independently. This has contributed to:

- **Effectiveness.** Effectively communicating consistent messages to national, regional and local audiences, whether that is lobbying for policy change or becoming more accessible to our stakeholders through our partnerships.
- **Efficiency.** Sharing the costs of activities and lobbying, developing joint communications and activities, ultimately delivering outcomes efficiently for customers.
- **Best practice.** Sharing experiences to understand the best approaches. This prevents us from repeating mistakes and enables far more efficient ways of working.

We've been working collaboratively since network sales in 2005 delivering some great outcomes and benefits from our work for our stakeholders, across a range of issues. The tables throughout provide some key collaborative outcomes and benefits in the following areas:

- Alleviating fuel poverty
- Promoting awareness and prevention of Carbon Monoxide (CO) poisoning
- Supporting vulnerable customers
- Research and demonstration projects for sustainable heating solutions
- Delivering and sharing 'innovation' providing current and future benefits for customers and stakeholders

Our collaboration highlights

Helped secure **£25m** for Local Authorities to support in house measures

318 customers referred for fuel poor connection through YES Energy Services

Regularly reaching more than **20,000** private landlords with CO and fuel poor messages

Ensuring safety and mitigating customer impact of smart meter roll out

Facilitating and encouraging green gas entry to our networks

14,715 CO alarms given to vulnerable customers

39.4% increase in CO awareness

Over **20,000** appliance check reminders set up

1. Fuel Poverty

GROUPS – ENA co-ordinated GDN Fuel Poverty Best Practice Working Group, Off Gas Grid Group and Fuel Poverty Action Sub-Group

<u>What we did</u>	<u>Key Outcomes and Benefits</u>
Lobbying and working with DECC to ensure the successful roll-out of the DECC Central Heating Fund: Lobbied Ofgem and DECC to change the fuel poor network extension scheme criteria so that all homes having new gas heating installed under the scheme would also qualify for a free or discounted gas connection.	A fund of £25m available to local authorities. Local authority awareness and bids resulting in an increased number of customers receiving funded whole house solutions.
Engaging with DECC, National Energy Action and Energy Saving Trust to provide a referral scheme for customers who do not automatically qualify for the Warm Homes Scheme but where they may benefit from the Fuel Poor Network Extension Scheme (FPNES).	318 customers referred to FPNES resulting in 94 fuel poor connections. More joined up services for fuel poor customers.
Advertising in the National Landlords Association magazine to highlight the opportunities for assisted connections to reduce the energy bills of their tenants by converting to gas.	Key messages reaching a circulation of more than 20,000 private landlords in the UK.
Consulted with Ofgem and partner organizations to increase number of fuel poor connections via the Fuel Poor Network Extension Scheme (FPNES) Increased number of projected connections by 18% from 77,450 to 91,203.	Over remaining 5 years of FPNES an additional 13,743 customers than originally planned will benefit from a fuel poor connection to the gas network. Helping to lift these customers out of fuel poverty.
Sponsoring, supporting and attending events collaboratively: <ul style="list-style-type: none"> Sponsoring and exhibiting at the Fuel Poverty and Energy Efficiency Group (FPEG) dinner, which was attended by 90 parliamentarians Joint exhibition stand at the national NEA conference. 	To further raise awareness of our collaboration and the potential to deliver benefits to customers locally and support the national target to eradicate fuel poverty.
Conducted a national data exercise identifying and mapping all the off-gas households and calculating how far they are from the gas main.	Assist all interested parties in making decisions about the most appropriate heating system for each property. <ul style="list-style-type: none"> 280,000 people have visited the gas map website Over 20,000 appliance check reminders set up.
Continued support for District Heating Schemes (DHS) to help lift customers out of fuel poverty.	Completion of DHS to 7 tower blocks containing 470 flats of which 380 have presently been connected to DHS.
In summer 2015, we held a strategy day to assist in developing our work plans to 2018. Detailed stakeholder maps, work plans and timelines are now being developed by the Fuel Poverty Group to inform the work going forward.	Key initiatives include working with NEA to develop an energy efficiency assurance for products and supporting policy development around ECO replacement through regular interaction with DECC and Ofgem.

2. Carbon Monoxide (CO) Awareness

GROUPS – ENA co-ordinated GDN CO Awareness Best Practice Working Group

What we did	Key Outcomes and Benefits
<p>Last summer we launched 'iFest' which is a game aimed at raising awareness of the dangers of CO in outdoor scenarios, specifically festivals, camping and boating. This online game tackles safety messages about the use of BBQs and gas camping equipment in enclosed spaces as well as educating about the signs and symptoms of Carbon Monoxide poisoning.</p>	<p>'iFEST' has received 4,381 hits since its' launch in summer 2015. Raising awareness of the dangers of CO with these key vulnerable groups.</p> <p>The launch was supported by a social media campaign on Facebook and Twitter to raise awareness of the dangers of Carbon Monoxide at festivals at #TunesNotFumes</p>
<p>We continue to work with the CO victims charities and have this year taken on the management and sponsorship of the CO Schools Poster Competition. As part of this we have broadened out the scope of the competition to include other types of media, for example videos, models, poems and short stories.</p> <p>We are all engaging at a local level, not only with schools but also with youth organisations, such as the Scouts and Guides Associations to encourage more entries to the competition, in turn raising awareness on the dangers of CO to the younger demographic.</p>	<p>Extended reach of CO awareness with school children significantly since 2015 through wider commitment and local approach.</p>
<p>We have developed a matrix of our initiatives, recording factors including age and demographic reach so that we can identify the most effective awareness initiatives and any gaps in reaching key audiences. It is essential that the way we measure and report on the awareness activities that each of us run is consistent so that we can all understand, compare and learn from the results.</p> <p>Once an education scheme being trialled by one GDN proves to be successful, we pool resources to support collectively or share the cost as we have with the national annual CO conference.</p>	<p>Working together helps us reach more people, trial more ideas, measure them in a consistent and meaningful way and, through doing this, change behaviour. In 2013/15 our schemes delivered:</p> <ul style="list-style-type: none"> • 14,777 survey responses • 14,715 CO alarms given to vulnerable customers; • 8.61 average rating of CO awareness following our Interaction (on a scale of 1-10) • 39.4% increase in CO awareness as a result of our interaction • 85% of people likely to take further action on CO.
<p>We are aware of the importance of awareness of CO with political decision makers and through our membership of the All Party Parliamentary Carbon Monoxide Group, we liaise with MPs, MSPs and AMs to raise awareness and look to develop measures to reduce the risks of accidental harm caused by exposure to CO.</p>	<p>In the past year we have also actively supported both CO Awareness Week and Gas Safety Week both within our own organisations and at public and parliamentary events.</p>
<p>In summer 2015 the group held a strategy day to assist in developing our work plans to 2018. Detailed stakeholder maps, work plans and timelines are now being developed by the CO Awareness group to inform the work going forward.</p>	<p>Key initiatives include the development and delivery of our third national CO awareness conference.</p>
<p>Advertising in National Landlords Association bi-monthly magazine to highlight dangers of Carbon Monoxide poisoning when gas appliances have been incorrectly fitted, badly repaired or poorly maintained.</p>	<p>Key messages reaching circulation of 20,000 private landlords in UK.</p>

3. Vulnerable Customers and the Priority Services Register (PSR)

GROUPS – ENA's Safeguarding Customers Working Group

What we did	Key Outcomes and Benefits
We, along with the Electricity Distribution Networks Operators (DNOs) and other key stakeholders including Energy UK, Citizens Advice, Age UK and the energy suppliers, continue to work under ENA's Safeguarding Customers Working Group to address issues in relation to vulnerable customers.	<p>Worked with Energy UK and Water UK to introduce 'signposting' for vulnerable customers to ensure that they are aware that both the energy and water industries have a PSR, and to facilitate their registration on both.</p> <p>Carrying out trials with the DNOs, to help identify vulnerable customers when our engineers visit them, and to have processes in place to pass on the customers' details to ensure they are registered on the DNO PSR.</p> <p>This group continues to work with Ofgem to develop a common set of 'Needs Codes' to enable data sharing between the gas and electricity suppliers and the DNOs in relation to registrations on the PSR.</p>

4. Future of Gas and Innovation

GROUPS – ENA co-ordinated Gas Futures Group (GFG) and Gas Innovation and Governance Group (GIGG)

What we did	Key Outcomes and Benefits
<p>We, along with National Grid Gas Transmission (NGGT), Brookfield Utilities and Gas Networks Ireland, have commissioned KPMG to carry out an independent study on the role of the gas networks in Britain's energy future, alongside an analysis of potential alternative scenarios. In addition this work will consider the main drivers and trends that will impact on the long-term development of the energy system.</p>	<p>The final report is expected in Q2 2016 and will evaluate a full range of scenarios to represent how the energy system may develop to 2050, and will also identify policy initiatives to realise the benefits emerging from this analysis.</p>
<p>We have carried out several events this year to engage with key stakeholders to share information regarding our energy futures messages, these have included:</p> <ul style="list-style-type: none"> • A joint event with the All Party Parliamentary Renewable and Sustainable Energy Group (PRASEG), focussing on gas delivering for customers and supporting the low carbon economy. • Future of Gas Awareness showcase in July. The purpose of this event was to raise awareness amongst Ofgem staff of the gas networks and their future important contribution to the UK economy. • In April 2016, ENA and Geode (a European Trade association that represents distribution system operators from most member states) held an event in the European Parliament to launch a report on green gas that all members of the GFG contributed to. • An ENA and Utility Week roundtable on the future of heat in the House of Commons on 2nd March. 	<p>Reached and influenced more than 60 MPs, advisors and other key stakeholders.</p> <p>Asked to help the Shadow Energy Team in developing a "Green Gas Book". A publication dealing with policy and practical aspects of the development of green gas, particularly Biomethane and Hydrogen, as a key element of the energy mix over the coming years.</p> <p>Provided all Ofgem staff and other external guests an opportunity to discuss and get an understanding of how gas will fit into the future energy mix.</p> <p>The GEODE event in Brussels brought together industry representatives and key policy makers from across Europe to discuss the 'energy renaissance' which gas is undergoing, and the long term role that green gas can play in meeting demand in an affordable, secure and sustainable energy future.</p> <p>Presenting our key innovation projects and the case for the gas networks to play a central role in our energy future to a select group of policy makers and influencers.</p>
<p>At the regular monthly meetings of GFG we have invited an array of guest speakers over the past year.</p>	<p>Greater understanding of other organisations' priorities, innovation and work to help us to make the links and share best practice. These have included: Hydrogen Fuel Cells Association; DECC; Carbon Connect; Buro Happold; Leeds University.</p>
<p>The GFG contributed to a briefing note produced by the Parliamentary Office of Science and Technology (POST) on 'The Carbon Footprint of Heat'.</p>	<p>The briefing for MPs and Peers will outline technologies likely to be involved in the decarbonisation of heat such as biogas, heat pumps, district heat networks and combined heat-power systems.</p>
<p>In July 2015 members of GIGG and GFG held a joint workshop to learn about and share our individual networks' objectives, our strategies and to develop a closer working relationship to ensure gas futures research is fully incorporated into our collaborative processes.</p>	<p>Both groups are now following up with actions to ensure that we work much more closely together in the future to ensure the delivery of collaborative futures related innovation projects.</p>
<p>The GIGG group publish a quarterly newsletter which details all the activities in relation to new innovation projects, the annual LCNI Conference, ENA news and forthcoming events.</p>	<p>This is shared with a wide list of more than 60 stakeholders, including SMEs, DNOs and Ofgem and has been very well received.</p>

5. Other Key Achievements

What we did	Key Outcomes and Benefits
<p>ENA coordinated Gas Networks Collaboration Forum (GNCF) is attended by the Network Directors for each of our organisations. The group focuses on safety and operation issues for the GDN's and liaises with Ofgem and the Health and Safety Executive and DECC.</p>	<p>In 2016 we are leading the industry in a review of the Gas Safety Management Regulations (1996) to bring them in line with current business practices and to make them 'future proof' given the ever-changing role of the gas networks in the energy mix of the future.</p>
<p>We work together with the DNOs and other key stakeholder including NJUG on an ENA Cross Sector group focussing on Streetworks related issues. These are currently NJUG Funding Model, Seven Day Working, Permits and Traffic Light Heads.</p>	<p>Through this work we are:</p> <ul style="list-style-type: none"> • Using our shared knowledge and experience to provide a co-ordinated response to inform legislation, guidance and policy ultimately working to minimise the impact of our streetworks • Supporting NJUG around their funding model to ensure they can continue to influence local government.
<p>The ENA GDN Smart Metering Steering Group oversees the interaction of ENA and it's members with the Smart Metering Implementation Programme (run by DECC) and other key stakeholders in the process – Ofgem, DCC, Smart Energy GB, Energy UK and the large Suppliers.</p> <p>We have worked together to ensure that we are sharing best practice and learning for our SEC (Smart Energy Code) obligations to ensure that we are compliant with our SMKI (Smart Metering Key Infrastructure) requirements with the DCC (Data Communication Centre) for Smart Metering roll out.</p>	<p>We have been able to create a high level solution to mitigate the technical constraints of PEMS (Post Emergency Metering Service) to customers with a Smart Meter.</p> <p>With Suppliers and Energy UK, we have been able to agree a commonality of approach to managing our business as usual processes during Smart Metering roll out, ensuring that there is no impact to safety and the impact to customer experience is mitigated.</p>
<p>Facilitating Green Gas Entry through the Distributed Gas Entry Group we have looked at the impact of renewable gas on our networks and explore how we can harmonise our connection and commissioning arrangements, and to identify learning from the development of distributed renewables on the electricity network.</p>	<p>In order to support the use of biogas generally and the entry of biomethane into the network, we worked with IGEM to develop standards for biomethane network entry and biogas entry.</p> <p>We've introduced consistent Voluntary Standards of Service (VSOS) for Biomethane connections. This means wherever the connection is happening in the country, there is a consistent service and sharing of connection performance and that we, in turn, are making sure the standards are working for our customers.</p>
<p>In response to the Ofgem review of Xoserve's funding, governance and ownership we have been progressing the programme in order to meet the target phased go live dates of April 2016 and April 2017.</p>	<p>We have:</p> <ul style="list-style-type: none"> • Collectively procured the services of KMPG to act as Programme Manager • Successfully delivered the Phase 1 of the new cooperative arrangements including corporate governance and process changes to enable shippers and independent gas transporters more involvement across the board, for greater transparency.

Our collaboration in pictures



"The unsung heroes of energy security. We hear a lot about those who produce energy and those who sell energy. But the public only get a sense of how important energy networks are when, for example, extreme weather causes the network to go down in a local area.

You are responsible for critical national infrastructure which keeps our society powered and connected. We should not underestimate how difficult and complex that task is – especially as we enter a new digital age."

Amber Rudd, Secretary of State for Energy and Climate Change speaking about the ENA and it's members, September 2015



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