

Engaging with our stakeholders

Part 1 submission 2015/16

Ofgem Stakeholder Engagement
Incentive Scheme



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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 and vulnerable 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





Overview of our engagement strategy



In 2014 we ran an internal engagement programme to re-launch our business ambition, priorities and values, to which all our targets are now strategically aligned.

We put customers first and have a clear strategy, with:

- one stakeholder ambition, which is...

“ To deliver outstanding levels of gas safety, reliability and customer service so that we are trusted and valued by the millions of people we serve every day ”

- five stakeholder-focused business priorities
- four core values that focus how we deliver, through our people and partnerships.

Our ambition, priorities and values

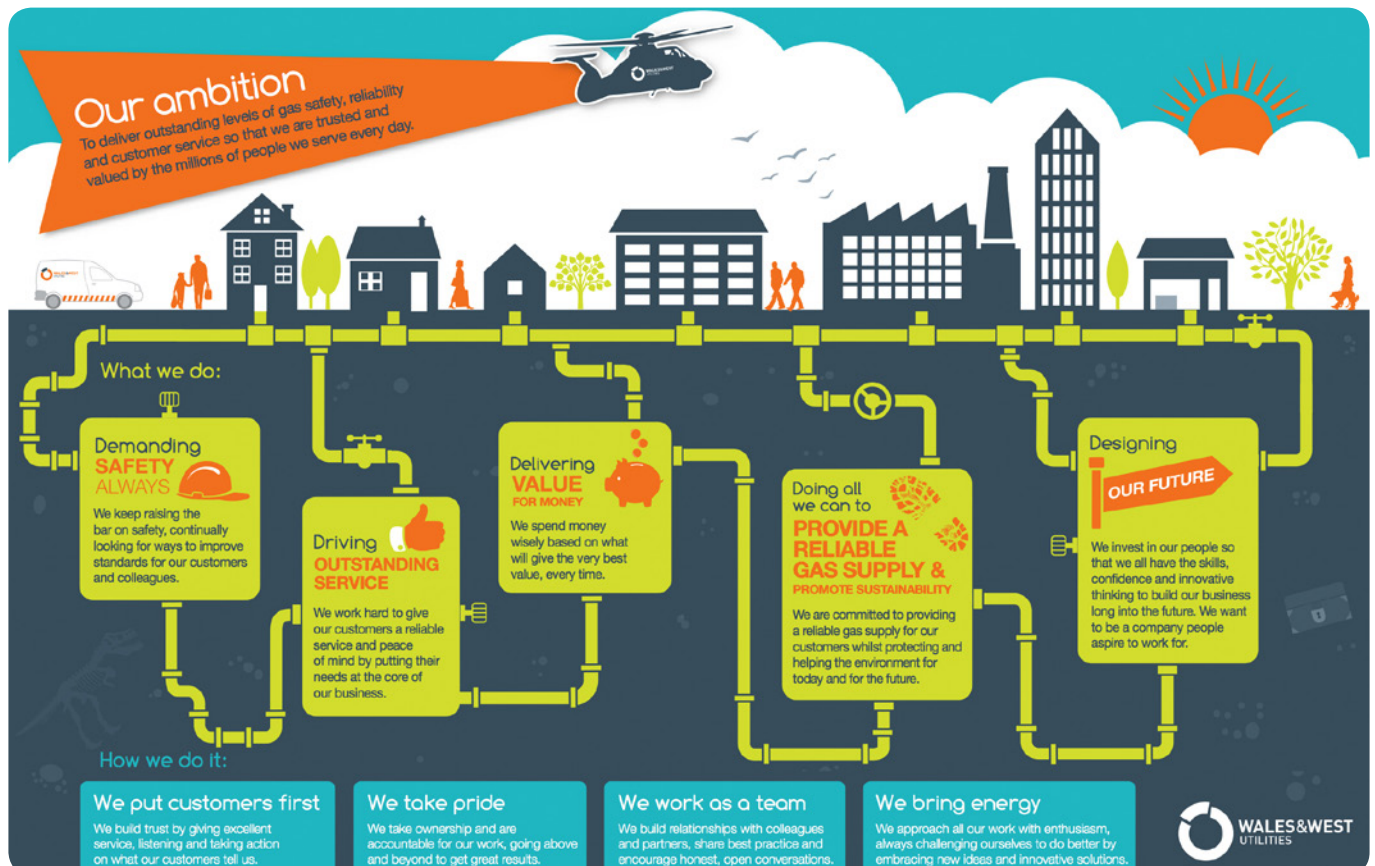
Our stakeholder strategy is simple yet comprehensive

It is to be:

- focused on delivering our ambition and stakeholder informed priorities
- broad and inclusive, enabling us to act on feedback
- embedded in and delivered through our people and partners
- measured by tangible outcomes
- independently assessed
- stakeholder driven, with particular support for vulnerable customers and people in fuel poverty.

Our stakeholder engagement channels and frequency are tailored according to our segmented stakeholders' needs, interests and priorities. By building bespoke stakeholder engagement programmes we ensure consistency and appropriateness of engagement resources, both internally and externally.

- The table opposite shows how we segment our stakeholders and how our stakeholder engagement is focused on relevant groups via multiple channels.



Key stakeholder groups	Channels	What is influenced
<ul style="list-style-type: none"> Critical Friends Panel Vulnerable Customer Panel Ofgem stakeholder panel Parliamentary working groups National collaboration forums Our stakeholder steering group AccountAbility and Westbourne Communications 	<ul style="list-style-type: none"> Face-to-face meetings Independently facilitated sessions Reports Written feedback 	<ul style="list-style-type: none"> Overall stakeholder strategy Fuel poverty strategy Vulnerable customer support strategy Website and digital media strategy
<ul style="list-style-type: none"> HSE, Gas Safe, Fire Service, Police Local authorities Shippers, suppliers and other utilities Targeted stakeholder engagement sessions Specific customer focus groups The other regulated networks National Energy Action Citizens Advice Bureau (CAB) Energy Saving Trust Our board and executive 	<ul style="list-style-type: none"> Face-to-face meetings Facilitated sessions Use of electronic voting Website Letters Online quotes, telephone surveys Email CEO and executive-led colleague engagement sessions Executive and board meetings Use of "Insight" live daily information Social media (Twitter and Facebook) responses 	<ul style="list-style-type: none"> What we deliver Incident management and response Annual plans How we report
<ul style="list-style-type: none"> Customers Our colleagues Independent Ofgem reports Fuel poor partners 	<ul style="list-style-type: none"> Face-to-face meetings Customer Excellence Action group Use of "Insight" live daily information In-house "Pipeline" and company magazine Daily executive calls Social media (Twitter and Facebook) responses Website CEO and executive-led colleague engagement sessions Executive and board meetings 	<ul style="list-style-type: none"> Independent customer survey scores Complaint resolution Ofgem Annual Report
<ul style="list-style-type: none"> UK and Welsh Governments Energy Select Committee MPs, AMs Local enterprise partners Institution of Gas Engineers and Managers (IGEM) Community groups Our colleagues Other networks Regen South West Energy Utilities Alliance (EUA) Energy Innovation Centre (EIC) Smart Energy GB 	<ul style="list-style-type: none"> Face-to-face meetings Published conference presentations Written and published submissions Collaborative research studies 	<ul style="list-style-type: none"> The future long term role of gas and energy Our role in Smart Metering





2015/16 updates

As our stakeholder requirements evolve, so will our services. We therefore continually test the effectiveness of our engagement strategy. As a result of a review process, we've implemented three updates this year:

1

Core stakeholder strategy

This was based on an independent benchmarking review. It includes feedback from our Critical Friends Panel, Ofgem Independent Panel, and looking at evolutions in digital technology that could be used to benefit stakeholders.

Methodology

- A thorough review and collation of all of the feedback and analysis of our stakeholder engagement strategy given to date by Ofgem, AccountAbility and KPMG.

- A comprehensive review of the stakeholder incentive submissions from other gas and electricity networks – with particular emphasis on Western Power Distribution in order to identify examples of best practice.

- A review of best practice from outside of the industry. This included the leading academic engagement thought-leaders Cranfield University and the Cabinet Office who drafted the Government's guidelines.

Outcomes

- Based on the review, we refreshed our engagement strategy and developed a structured annual delivery plan.
- Focus on fuel poverty and vulnerability (See **Part 2 Outcomes**).
- More collaboration across energy and other organisations (see **Part 2 Outcomes** and collaborative Appendix A).

2

Process and governance

Based on feedback from Ofgem, AccountAbility, Ofgem stakeholder panel and KPMG, we developed a simplified governance structure and tested our revised stakeholder strategy and deliverables with our Critical Friends Panel.



3

Additions to the tools and techniques we use from continuous learning

We review external best practices through collaboration forums and researching technological advances.

These additions are making a positive difference to the services we provide.

Outcomes

- Creation of an internal Customer Excellence Action Group, comprising customer-facing colleagues. These colleagues co-ordinated a “walk in the customer’s shoes” experience for the two most important planned programmes we carry out:
 - 1 iron mains replacement, affecting about 35,000 customers a year
 - 2 gas connections process, involving 18,000 customers each year.
- Changes to how we respond to major incidents, and in **Part 2** we show how we have applied them.

- A Relationship Scan – in autumn 2015, we were the first UK utility company to commission a Relational Scan – rScan – a unique, comprehensive and bilateral analysis of our relationship with stakeholders.
- An updated digital media strategy, including a new website awarded coveted Shaw Trust accreditation.
- Implementation of a live performance information system – “Insight”.



ACTING ON FEEDBACK

Acting on feedback

We put customers first. Our stakeholder engagement seeks ways to improve all our services. **Part 2** of this document includes case studies on actions following stakeholder engagement.

Outcomes

- A strong focus on vulnerable customer support. The sign-up rate to our Priority Services Register has increased. The Vulnerable Customer Panel has advised us on Keep Warm Packs, as well as specialist training for colleagues.
- The development of fuel poor hubs and a refreshed fuel poor strategy.
- “A walk in the shoes of customers”, for learning about the experience of planned connections and iron mains replacement.
- Following guidance from our Vulnerable Customer Panel, we’ve improved how we manage major incidents. (See case study in **Part 2**)
- Planned improvement to roadway reinstatement. Our work impacts on 2,400 roads and thousands of private driveways every year. We’ve worked with stakeholder groups to redesign our contract tenders.
- Revised digital media and website strategy to increase accessibility with new ways for stakeholders to engage with us – see case study on page 6.
- Collaboration is a key part of our strategy. Appendix A gives examples.
- The table on page 5 highlights some feedback that we have requested this year and the resulting changes.



TABLE OF STAKEHOLDER FEEDBACK AND RESULTANT OUTCOMES

Business area	Feedback and analysis of best practice	2015/16 update	Outcome	Future options
Strategy	Focus engagement on key issues important to stakeholders. (Critical Friends Panel, KPMG) Refresh strategy to provide direction. (AccountAbility)	Production of a holistic engagement strategy based on our five core priorities. Strategy has been refined further with input from our Critical Friends Panel. Deeper engagement on core issues that matter to our stakeholders and can be influenced in 2016/17 and beyond. Examples include vulnerability, fuel poverty and carbon monoxide awareness.	A targeted engagement strategy, based on what our stakeholders want to discuss. Buy-in from our key stakeholders on our approach. Engagement that directly influences business decisions.	Use engagement activities to identify additional issues that are important to stakeholders and focus on those.
Process and governance	Some activities seemed “administratively burdensome”. (Ofgem) Possible lack of corporate buy-in (KPMG). Establish procedural ground rules for the different types of stakeholder engagement. (AccountAbility)	Refreshed internal Stakeholder Steering Group so it was more representative of the business. Worked with an independent stakeholder engagement specialist to establish clear protocols for all engagement activities. Outsourced activities such as workshop logistics and facilitation to a third party.	Clearer processes established. The Stakeholder Steering Group now has input from colleagues at all levels including senior personnel up to Director level. Made our processes less administratively burdensome, allowing more time to focus on stakeholder relationships.	Make more use of our Critical Friends Panel to examine the decision making process. Bring all stakeholder engagement activities under the auspices of one department.
Stakeholder groups	Involve stakeholders from a broad range of sectors to test your 2016/17 priorities. (Ofgem panel) Host a dedicated workshop on vulnerability and fuel poverty with relevant stakeholders. (Westbourne Communications) Used our Critical Friends Panel to test our 2016/17 engagement strategy.	Centralised all stakeholder databases from across the business. Increased the number of key stakeholders we engage with from 1,400 to 2,500. Asked key stakeholders to participate in four workshops across our network. Refreshed our vulnerable customer forum and sought their feedback on our plans.	Gained qualitative and quantitative feedback on our 2016/17 priorities from more than 100 key stakeholders across our network. Built an understanding of the views of young people to our business and how they would like to be engaged in the future with stakeholder groups.	Roll out future bill payers’ engagement to include activities like Freshers’ Fairs. Engage with MPs and AMs on fuel poverty and vulnerability. Piloted future bill payers’ workshop.
Organisational commitment	Colleagues on the ground should better understand stakeholder engagement and consider it “business as usual”. (AccountAbility) Stakeholder engagement should be more embedded in the business. (Ofgem)	Instructed Renuma to carry out “heat mapping” exercise of stakeholder relationships. Rolled out company intranet. Included colleagues from a range of departments at external workshops across our network. All engagement events attended by senior personnel, including directors.	Demonstrable knowledge of where our stakeholder relationships are good and where they need to be improved. Highlighted the importance of stakeholder engagement to colleagues at all levels in the business.	Roll out a programme of colleague roadshows aimed at highlighting the importance of stakeholder engagement to operational colleagues.
Tools and techniques	Consider alternative ways of gaining quantitative outcomes from engagement activities. (Westbourne Communications) Refresh your existing Critical Friends Panel to ensure it is effective. (Stakeholder Steering Group)	Carried out a perceptions audit of Critical Friends Panel to identify ways to improve and refresh the panel.	Collated and analysed stakeholder feedback on key priorities in order to influence business practices. Identified ways the Critical Friends Panel could be improved.	Use a range of consultation tools and innovative technology to make engagement activities more interactive. Utilised electronic voting in stakeholder workshops to add statistical rigour to our decision making. Make more use of online tools for seeking feedback from customers and stakeholders.
Evaluation and accreditation	Independent assurance / accreditation is helpful to evaluate effectiveness of engagement strategy. (Ofgem)	Instructed a third party specialist stakeholder engagement company to conduct a benchmarking exercise. Won accreditation from RoSPA. Began process to achieve BSI 18477.	Identification of areas where we need to improve and a better understanding of best practice guidance including from companies outside of our sector. Recognised accreditation from relevant bodies.	Achieve BSI 18477. Reaccreditation with AccountAbility.
Measurement of outcomes	Need to be clearer on how information from stakeholders is used to influence business decisions. (Ofgem)	Production of a series of comprehensive stakeholder feedback reports including clear recommendations.	Demonstrable recognition of how stakeholder insight has shaped business decisions.	Hosted workshops with more than 100 key stakeholder groups to report on progress of RIIO-GD1 and to inform our 2016/17 activities.

DIGITAL MEDIA – MAKING OURSELVES MORE ACCESSIBLE

CASESTUDY

It is a key priority for us to make sure that our customers and other stakeholders are able to contact and engage with us in the ways in which they are most comfortable.

Whether this is by personal contact, including with our teams working in communities, by letter, telephone conversations, email or social media platforms and by using our website.

To this end, we have recently reviewed our digital media communications and taken action to give our customers a better online experience.

Our aim

The company's website needed replacing. We wished to create a site where customers could quickly get information. We also wanted to refresh our approach to social media, to communicate with more customers. We aimed for an all-round better online experience for customers.

The challenge

Stakeholders told us that our website was difficult to navigate. Also, we were not using social media adequately to engage with customers. We needed to improve online performance in general.

How we planned to overcome it

The view of customers and stakeholders was crucially important. We therefore sought opinions and set up focus groups.

What stakeholders told us

Focus groups' feedback showed that customers wanted to communicate with us easily in the ways they preferred. They told us that our website wasn't easy to use. They wanted an accessible website that was informative and simpler – and they also required more social media engagement.

Working with others

During this process we engaged external advisers: experts who could assist us to create the kind of website and social media strategy that customers want.

What we did

The website has been replaced. The new version is easy to use. It's designed so that customers can quickly find what they need and can contact us if they choose. To make sure that it is as accessible as possible, we gained the much coveted Shaw Trust

Accessibility mark – we are the only utility to successfully gain this accreditation. We are also the first utility to embed roadworks.org live roadworks information system into our website, allowing people to do a postcode search for roadworks. We also devised a new strategy for using social media, in line with advice we had received.

The outcome

We use search engine optimisation (SEO) so that our key messages and the information most searched by customers is near the top of search engine rankings. The site is robust and has been tested to be able to deal with 70,000 hits a minute, which should prove sustainable for the majority of incidents – a time that our customers told us they'd need it most. We continue to review this with our website hosts. Analytical tools are showing that the number of website visitors is growing and people are finding what they're looking for.

We provide 24/7, all-year-round cover on Twitter and Facebook – with two-way communication, and we are complimented on our speedy response rates.

Using an analytical tool (Alva) which searches millions of digital data sources for reference to our company, we are able to plot changes in sentiment towards us – using a platform that updates in real time. This means that we can relate negative customer and other stakeholder sentiment towards us, in real time, to our operational activities and are then able to adjust our activities or increase customer communications as relevant.

Next steps

The website is constantly updated. We continue to focus on SEO to make sure key safety messages are very prominent. We will shortly launch a Live Chat platform, for customers to communicate with us about new gas connections. We will continue to analyse how stakeholders feel about us and review those activities and our related communications to increase customer and other stakeholder trust in us.



Measuring and evaluating benefits

We continually measure and test the effectiveness of our stakeholder engagement strategy, the tools and techniques we use, and the outcomes for stakeholders. We use a mix of internal and external, quantitative and qualitative measurement to ensure we can continually improve. The table below outlines what we do...

Area	Measurement tools / techniques	Frequency	Evidence	Outcomes
Stakeholder strategy	<ul style="list-style-type: none"> Benchmarking External Audit Critical Friends panel feedback 	<ul style="list-style-type: none"> Critical Friends Panels at least annually Annual benchmarking 	<ul style="list-style-type: none"> Written recommendations Reports Verbal feedback Awards 	<ul style="list-style-type: none"> Accreditations Updated and documented strategy
Vulnerable customer support mechanisms	<ul style="list-style-type: none"> Vulnerable Customer Panel feedback Number of Priority Services Register (PSR) referrals PSR awareness Number of Winter Warm packs issues 	<ul style="list-style-type: none"> Vulnerable Customer Panel sessions at least annually Monthly reporting 	<ul style="list-style-type: none"> Our monthly reports Independent facilitator meeting outcomes 	<ul style="list-style-type: none"> Feedback from customers Changes to our vulnerable customer support budgets and annual plans Awards
Fuel poor strategy	<ul style="list-style-type: none"> Number of fuel poor vouchers issued Awareness of fuel poor scheme Take up of DECC central heating fund 	<ul style="list-style-type: none"> Monthly reporting 	<ul style="list-style-type: none"> Our monthly reports Recommendations from collaboration meetings 	<ul style="list-style-type: none"> Performance against our fuel poor targets
Carbon Monoxide awareness	<ul style="list-style-type: none"> Survey questionnaires Number of CO incidents Number of CO alarms issued 	<ul style="list-style-type: none"> Weekly / daily 	<ul style="list-style-type: none"> Our monthly MI Awards Survey returns 	<ul style="list-style-type: none"> Increase in carbon monoxide awareness No of CO alarms issued
Stakeholder relationships	<ul style="list-style-type: none"> Relationship heat scan 	<ul style="list-style-type: none"> Biannually 	<ul style="list-style-type: none"> Independent feedback report with quantitative analysis 	<ul style="list-style-type: none"> Targeted action plan to address any gaps
Customer service	<ul style="list-style-type: none"> Internal “Insight” system External and independent feedback scores 	<ul style="list-style-type: none"> Daily Weekly Monthly Quarterly 	<ul style="list-style-type: none"> “Insight” Dashboard performance for each of our planned and unplanned services Documented recommendations from focus group meetings Awards 	<ul style="list-style-type: none"> Daily updates on performance scores Quarterly check against other networks ICS external customer metrics Ofgem independent annual report

Successful engagement is vital to success. It informs our performance targets, ensures that we measure and track the right things, and helps us to improve.

To assist colleagues, we’ve developed a business intelligence solution called “Insight”. It gives:

- the right information
- to the right people
- at the right time
- to support better business decisions.



- Near “real-time” information is now available to more than 300 managers and supervisors, to inform decisions they make. Mobile technology can show how a customer rates the service provided by individual team members, so action can immediately be taken – when necessary. “Insight” also increases efficiency and environmental performance too, such as the time it takes to excavate a site, the size of the excavation and the amount of waste for disposal. Data can be interrogated by outcome, region, manager, date – and it includes root cause analysis of any performance issues.

Outcomes

In March 2016, we resolved 84% of complaints within 24 hours, compared to just 49% in April 2015. We've improved customer satisfaction scores in Emergency & Repair from 9.44 in 2014/15 to 9.55 in 2015/16. We've delivered a 6% improvement in productivity for our Build and Repair teams during 2016. "Insight" is saving managers time by giving instant access to information.

We've seen a significant reduction in complaints with nearly 70% being resolved within 24 hours in 2015/16. No Ombudsman complaints have been ruled against us again this year, for the fifth consecutive year.

Collaboration and sharing best practice

Other utilities and organisations are very interested in "Insight" and we've provided them with information and support.

In 2015 it was cited for "Industry Best Practice" by the ISO 55001 auditor, for strategic alignment with our business priorities.

UK Customer Service Index – Range of scores against customer priorities

The Institute of Customer Service independently surveyed customers we have interacted with and rated their scores against key customer service measures. The following table shows our industry-leading scores against those key customer priorities.

	2	3	4	5	6	7	8	9	10
Professionalism									
Helpfulness of staff					6.4		8.2		
Friendliness of staff (in person)					7.0		8.3		
Competence of staff					6.4		8.3		
Treated like a valued customer (general)					6.1		7.4		
Quality and efficiency									
Reputation of the organisation				5.5			7.6		
Price/cost (general)				5.6			7.5		
Product/service quality (general)					6.5		8.1		
Product reliability (general)					7.2		8.2		
Billing (general)					6.1		7.9		
Condition of delivered goods					6.6		8.2		
Ease of doing business									
Product/service range (general)					6.4		7.4		
Quality of information/advice (general)					6.3		7.7		
Ease of doing business (general)					6.2		8.1		
Ease of finding what you want (website)						6.9	7.9		
The check-out process						6.9	8.3		
Problem solving									
Handling of enquiries (general)					6.2		7.8		
Being kept informed (general)					6.0		7.6		
The outcome of the complaint		3.8			6.2				
Handling of the complaint		3.1			6.1				
Staff understanding the issue		3.6			6.7				
Staff doing what they say they will do		3.3			6.4				
The attitude of the staff			4.3				7.3		
Speed of resolving your complaint	2.6					6.9			
Availability of support (website)							7.8		
Timelines									
Speed of service (in person)					6.3		8.1		
Ease of getting through (over the phone)				5.3			8.1		
On-time delivery					6.2		8.1		
Speed of response (writing)					4.8		7.7		

Note:

Comparisons were only made between companies with base sizes over 10. Factors with less than four companies scoring them were removed from the analysis

Areas with no Wales & West Utilities score are retail measures which do not apply to us

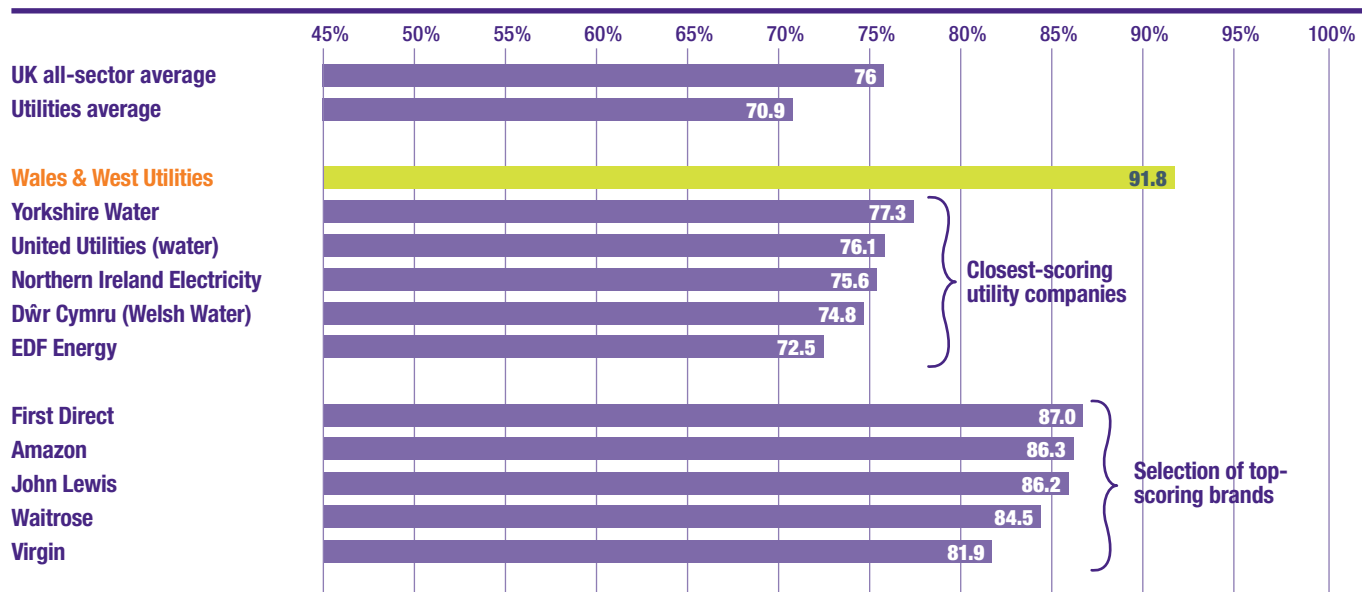
● Wales & West Utilities

■ Above-average sector organisations

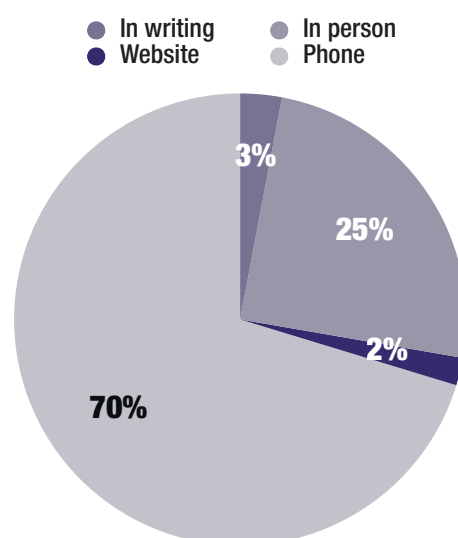
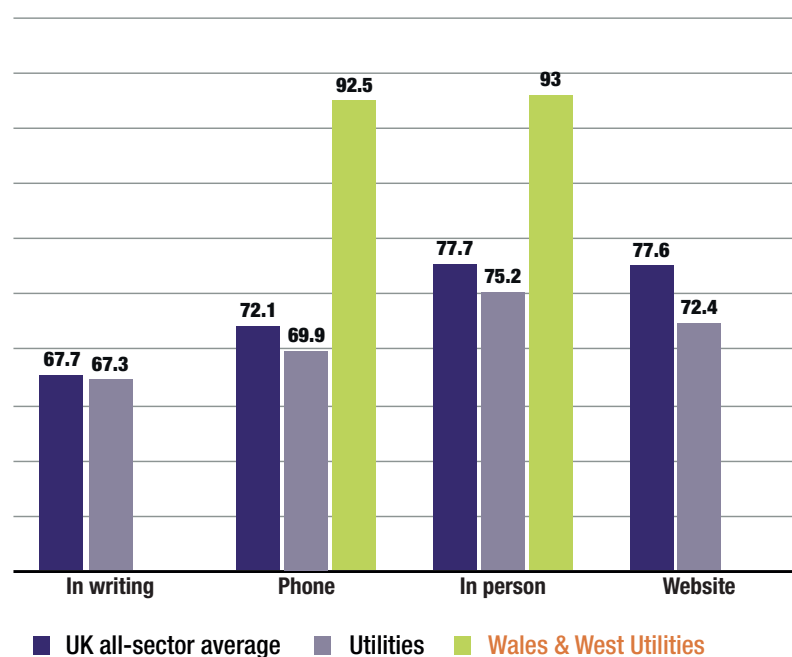
■ Below-average sector organisations



UK customer satisfaction index



UK satisfaction by channel



The proportion of customers using each channel for their interaction, for **Wales & West Utilities**

Comparative annual independent customer satisfaction scores

Customer satisfaction	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010	2008/2009
Wales & West Utilities	9.05	9.04	8.69	8.59	8.47	8.17	8.13	7.94
Northern	9.17	9.01	8.75	8.23	8.13	7.24	7.75	7.40
Scotland	9.14	8.79	8.72	8.62	8.32	8.10	7.98	7.81
East of England	8.53	8.35	8.31	8.17	8.29	7.88	7.69	7.59
Southern	8.83	8.64	8.56	8.32	7.96	7.76	7.76	7.63
North West	8.67	8.46	8.31	8.12	8.12	7.72	7.57	7.42
West Midlands	8.27	8.32	8.18	7.80	7.91	7.71	7.60	7.46
London	7.96	7.78	7.78	7.70	7.74	7.28	7.16	6.82
Average	8.70	8.55	8.41	8.19	8.12	7.73	7.71	7.51

Audit evaluation and accreditation

We must make sure that our engagement approach and programmes keep pace with current thinking, so invest in independent reviews. The following are examples...

AA1000 Stakeholder Engagement Standard

This makes sure we are accountable, responsible and sustainable in our stakeholder engagement. It provides a framework to make sure our processes are purpose driven, robust, and deliver results.



Institute of Customer Service (ICS)

We achieved the ICS ServiceMark accreditation in 2013, and proved to be not only one of the leading gas networks for customer service, but also one of the top of all businesses in the UK. Independent customer survey results continue to place us as one of the top performing gas networks for customer satisfaction.

In August 2015 we received the results of our independent surveys conducted by ICS as part of the mid-term review for our ServiceMark accreditation. The survey measures our customer-focused culture. We scored 78.94, which is in the “excellent” range, up from 76.42 in February 2013. For context, the utility sector benchmark is 69.81 and the all sector benchmark is 67.40.

Our customers were surveyed and asked to rate their experience. We scored 91.8%. This has given us “distinction” status. We are one of only five companies to hold this, and the only utility company. The utility sector benchmark score for this survey is 70.9. The all sector benchmark is 76.0.

We have won the prestigious IGEM Customer Service Award for six out of the last eight years, including 2016.



RoSPA Gold Award

We are industry leaders in health and safety. RoSPA Awards recognise excellence and encourage improvement in managing safety. We received a Gold Award in 2014 and 2015. And we’ve won it again in 2016 – a unique achievement in our industry.



Business in the Community (BITC)

In 2014, we were proud to win the BITC’s Wales Responsible Business Award. Our “No to CO” campaign was highly commended in the Building Stronger Communities category and has been recredited in 2015 and again in 2016.



Our responsible business practices consider customers, communities, the environment and encourages development of our workforce. We are shortlisted in the Welsh 2016 Large Business of the Year Award category.

Plain English Campaign

We are committed to clear and concise communication. We’ve been members of the Plain English Campaign since 2013.



Stakeholders have told us that the Crystal Mark is important to them. As a result we will continue to make sure our annual report meets this requirement.

Our 2013/14 and 2014/15 annual stakeholder report was the only gas network report awarded an accreditation by the Plain English Campaign.

Successful ISO 55001 surveillance visit

In 2015 we became the first gas company in the world to achieve certification to ISO 55001, the standard for Asset Management. During an intense three-day visit we were subjected to our first surveillance visit – part of a three-yearly certification cycle. No non-conformities were identified by the auditor. Good practices highlighted in the independent review are:

- the future of gas strategic view and the strategic planning and delivery of the 2016-2036 approach are very useful inputs to the asset management strategy planning process.
- stakeholder engagement was seen to be addressed by a very comprehensive and thorough approach.
- the communications strategy and process covered a planned approach using a variety of communications channels.



Awards and recognition

ISO 55001 – Asset Management Systems –

the first gas company worldwide to achieve certification of its investment and maintenance plans

ISO 14001 – Environmental Management System

Wales Contact Centre Awards – Customer Service Representative of the Year 2016



RoSPA Gold Award



Institute of Customer Service Accreditation



Brownfield Briefing Awards 2015 Winner of Best Public Participation Scheme

Reaccredited as a Responsible Business by Business in the Community Wales



IGEM Customer Service Award 2016



Employee Engagement Awards “Highly Commended” status for our Colleague Engagement Strategy



HSE recognition – for our industry-leading safety processes by providing us with an “exemplar” rating in the management of major accident safety and leadership