

STAKEHOLDER ENGAGEMENT INCENTIVE SCHEME 2017-18



Making a positive difference
for energy consumers

STAKEHOLDER ENGAGEMENT – PART 1 SUBMISSION ENTRY FORM

COMPANY DETAILS: (please complete)

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Licensee(s): Cadent Gas Limited

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THE RULES:

1. Refer to the accompanying guidance notes for your Stakeholder Engagement Incentive Scheme.
 2. Fill out this entry form and attach it to your overview of evidence. The overview of evidence and all supplementary information should be referenced in this entry form.
 3. Entry form should not exceed four A4 pages in total. Overview of evidence should not exceed ten A4 pages.
- Complete applications must be received at Ofgem by **no later than 5pm on the final Friday in May, the year following the regulatory year in question**. They should be sent to Victoria.low@ofgem.gov.uk electronically, with a hard copy sent to: **10 South Colonnade, Canary Wharf, London, E14 4PU**

MINIMUM REQUIREMENTS		
Provide supporting evidence and high level overview of how your company has met and minimum requirements set out below:	Any evidence submitted within submission (i.e. evaluation, assurance report, survey, etc.)	Overview of your arguments demonstrating compliance with requirement. Clearly signpost as to additional relevant evidence/information within submission
<p>The network company has a comprehensive and up to date stakeholder engagement strategy, which sets out:</p> <ul style="list-style-type: none"> - How the network company keeps stakeholders informed about relevant issues, business activities, decision-making and other developments; - How the network company enables timely input and feedback from stakeholders via appropriate mechanisms to inform decision making. 	<p>All is evidence available upon request:</p> <ul style="list-style-type: none"> [1] Independent evaluation by expert management consultancy [2] Enhanced Customer and Stakeholder engagement strategy [3] Formal Evaluation of 2017/18 stakeholder engagement [4] Safeguarding strategy [5] Regional workshop high level and detailed reports [6] Stakeholder Advisory Panel <ul style="list-style-type: none"> • Terms of reference • Meeting notes • Panel biographies [7] 'Have Your Say' consultation [8] Independent 360 degree relationship scan conducted by Renuma 	<p>An expert management consultancy carried out an independent four week evaluation and benchmarking exercise [1] to review our stakeholder strategy, approach and performance. Following the evaluation we have implemented an improvement programme, establishing new ways of working and expanding the tools we have available to deliver tailored engagement.</p> <p>We have enhanced our customer and stakeholder engagement strategy to further increase the effectiveness of our engagement [2].</p> <p>We have 13 tried and tested tailored methods of engagement to keep both our stakeholders informed as well as enabling timely feedback.</p> <p>The formal evaluation of our Stakeholder and Customer engagement [3] identified lessons learned and key recommendations to continuously improve for the forthcoming year.</p> <p>We have consulted on our safeguarding strategy [4] with expert stakeholders and have updated our strategy to include action statements and core capabilities.</p> <p>We held core engagement across our networks hosting regional workshops in Birmingham, London, Norwich and Manchester [5]. These increased the scale and reach of our engagement to previous years, and ensured independent feedback allowing us to shape our business.</p> <p>We have continued with our Stakeholder Advisory Panel and extended its membership, providing us with expert knowledge and advice shaping the way we run our business. We have facilitated workshops, consultations and challenge and review sessions [6].</p> <p>We ran our annual 'Have Your Say' consultation providing us with insight into what is working well and what we need to develop [7]. We held our consultation in August in order to allow us time to input into our business plans. We reviewed all of our core engagement and identified five key stakeholder themes for us to prioritise what matters most. We have also utilised 360 degree relationship feedback [8] to improve our approach.</p>

<p>A broad and inclusive range of stakeholders have been engaged.</p>	<p>[5] Regional workshop high level and detailed reports</p> <p>[6] Stakeholder Advisory Panel</p> <ul style="list-style-type: none"> • Terms of reference • Meeting notes • Panel biographies <p>[7] 'Have Your Say' consultation</p> <p>[9] Renewable gas potential report</p> <p>[10] Mains replacement engagement</p> <ul style="list-style-type: none"> • letters • information leaflets • 3D street images • customer drop in sessions <p>[11] Multi occupancy building survey results</p> <p>[12] Website and stakeholder blog</p> <p>[13] Real time customer insight trial and automated solution results</p> <p>[14] Social media campaigns - Linked in, Face book, Twitter</p> <p>[15] Safety Seymour campaign</p> <p>[16] CO surveys & alarms</p> <p>[17] PSR registrations</p> <p>[18] Signed videos: smell gas & PSR registration</p> <p>[19] Fuel poor connections</p> <p>[20] Local authority engagement workshops</p> <p>[21] IGT / UIP customer satisfaction survey results</p>	<p>We have engaged directly with over 257,000 stakeholders within our networks covering 13 stakeholder groups and 33 sub-groups</p> <p>We have focused our efforts on hard to reach communities, such as those in fuel poverty [19], residents of multi occupancy buildings [11], small businesses e.g. IGTs [21] and rural communities.</p> <p>Our website, new stakeholder blog [12] and social media posts [14] act as a platform to enable us to reach a breadth of stakeholders that we would not have been able to reach before. These methods of engagement also allow us to keep our customers informed of our works as well providing additional feedback mechanisms for our stakeholders where social media is their preferred method of communication.</p> <p>Engagement throughout our major mains replacement projects this year has been of great importance to minimise the impact these can have [10]. We have used engagement methods such as letter drops, customer drop in sessions, information leaflets and 3D street images to help our stakeholder's feedback in advance their needs during the disruption.</p> <p>We have implemented an automated real time customer insight solution after developing the proof of concept in a manual trial [13]. Through this we have increased our customer insights enabling us to improve our service delivery at a faster pace than ever before.</p> <p>Carbon monoxide education continues to be a priority for us and we have reached a broader range of stakeholders through our engagement methods. Examples of this are 116,000 stakeholders reached through our on the doorstep CO surveys handing out nearly 44,000 alarms to high risk customers [16] and 3,360 stakeholders reached through our safety Seymour campaign educating primary school children [15].</p> <p>We have registered 4,262 [17] customers in vulnerable situations onto the priority service register this year for our networks. We have been the driving force for fundamental cross industry change to ensure an inclusive set of 27 consistent needs codes across the industry.</p> <p>We have worked with the Royal Association of the Deaf to produce signed videos on what our customers should do should they smell gas or wish to be registered onto the PSR. The videos have been viewed 252 times on our website alone [18]. We have carried out Local Authority engagement in our networks engaging on our upcoming programme of work to minimise disruption for the general public through coordination of works. These sessions also demonstrated a year on year comparison [20].</p> <p>We carried out our IGT / UIP customer satisfaction surveys and extended the approach to the other GDNs to enable best practice [21].</p>
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<p>The network company has used a variety of appropriate mechanisms to inform and engage their stakeholders – these have been tailored to meet the needs of various stakeholder groups, and are fit for purpose in allowing a detailed analysis of a breadth of stakeholder perspectives.</p>	<p>[5] Regional workshop high level and detailed reports</p> <p>[6] Stakeholder Advisory Panel</p> <ul style="list-style-type: none"> • Agenda • Action log • Meeting minutes <p>[7] 'Have Your Say' consultation</p> <p>[10] Mains replacement engagement</p> <ul style="list-style-type: none"> • letters • information leaflets • 3D street images • customer drop in sessions <p>[11] Multi occupancy building survey results</p> <p>[12] Website and stakeholder blog</p> <p>[22] Vulnerability survey response results</p> <p>[23] Institute of Customer Service (ICS) membership</p> <p>[24] Stakeholder tools and processes e.g. CBA and SROI</p> <p>[25] CBA / SROI - Locking cooker valves</p> <p>[26] SMART metering industry feedback</p>	<p>We have carried out targeted and tailored engagement using the following methods this year:</p> <ul style="list-style-type: none"> ▪ Proactive and reactive customer calls ▪ Stakeholder Advisory Panel ▪ Regional Workshops ▪ Social media ▪ Consultations ▪ Letters ▪ Publications ▪ Public exhibitions / customer drop in ▪ Online and face to face surveys / research ▪ Ad campaigns ▪ Face to face meetings ▪ Roundtable discussions ▪ Collaborative partnership meetings ▪ Party conferences ▪ Presentations and key note speeches <p>Our 'Have Your Say' consultation increased stakeholder reach this year providing us with further insights for preferred engagement methods, business priorities and engagement quality. We have used the consultation results [7] to further tailor our engagement to stakeholder groups. We carried out a segmentation exercise to better understand the knowledge and interest level of our stakeholders and we increased our stakeholder database by 62% to 1700. Understanding stakeholder's level of knowledge and interest ensures we are approaching the right stakeholder groups dependent on the topic. An example of this is our vulnerability consultation where we asked 40 expert stakeholders to help us define our new definition of vulnerability. We were delighted with the 100% response rate we achieved [22].</p> <p>We have introduced new cost benefit analysis and social return on investment tools [24] to further inform our understanding on which initiatives will deliver the most value for our stakeholders. An example of where these tools have demonstrated strong societal returns is through our locking cooker valve safeguarding initiative. For each valve fitted for £167 the potential saving of the customer being able to stay in their home is tens of thousands of pounds a year [25].</p> <p>Collaborating and sharing learning with the rest of the industry is important to us to ensure we are all joined up to deliver the best outcomes for society. The SMART metering engagement we have with Suppliers is a good example of this</p>
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		<p>[26].</p> <p>We are also members of the Institute of Customer Service [23] utilising their expertise and benchmarking comparisons to shape what we do.</p>
<p>The network company can demonstrate it is acting on input / feedback from stakeholders.</p>	<p>[2] Enhanced Customer and Stakeholder engagement strategy</p> <p>[4] Safeguarding strategy</p> <p>[5] Regional workshop high level and detailed reports - 23 outputs and 6 key themes</p> <p>[6] Stakeholder Advisory Panel</p> <ul style="list-style-type: none"> • Agenda • Action log • Meeting minutes <p>[7] 'Have Your Say' consultation</p> <p>[11] Multi occupancy building survey results</p> <p>[13] Real time customer insight trial and automated solution results</p> <p>[20] Local authority engagement workshops</p> <p>[21] IGT / UIP customer satisfaction survey results</p> <p>[22] Vulnerability survey response results</p> <p>[27] Stakeholder feedback capture process</p> <p>[28] ISO 55001 reaccreditation</p> <p>[29] AA1000SES comparison exercise</p>	<p>The ultimate aim of our vast and diverse stakeholder engagement is to get feedback we can act on to make improvements to our service delivery. In order to capture all the engagement feedback, we have created a standardised and structured process, supported by a feedback capture form and central feedback repository for us to record the outcome of each engagement initiative [27].</p> <p>The process includes the following: Detailed record of feedback after every engagement event / Event appraisal / Outcomes and actions identified / Business ownership identified / Communication back to stakeholders.</p> <p>Storing detailed feedback in a central repository enables us to have a data driven approach to feedback, prioritising and tracking the actions and outcomes of each engagement activity.</p> <p>We also record feedback on the quality of facilitation and engagement ensuring we are continuously improving our content and approach.</p> <p>Part 2 of the submission details some of the initiatives during 2017/18 that we have implemented or are working on which have been highlighted as a priority by our stakeholders. We have evidence of the outcomes our stakeholders want us to deliver, what we have delivered and how we have checked how we are delivering against them.</p> <p>Real time customers insights are proving to be an effective method to check how we are delivering the outcomes our customers want. Taking early ownership to act on customer feedback resulted in zero complaints being raised in the trial area [13].</p> <p>Our stakeholders have influenced and shaped our customer and stakeholder strategy [2] and safeguarding strategy [4] shaping our ambition statement and definition of vulnerability [22].</p> <p>We continue to work with the ISO and have been awarded reaccreditation for asset management including our stakeholder engagement approach with no engagement improvement findings [28]. We have commissioned an independent AA1000SES criteria comparison exercise and have written our enhanced strategy in line with the AA1000SES criteria [29] which provides us with the confidence the enhanced strategy is fit for purpose delivering outcomes for a breadth of stakeholder perspectives.</p>

