

STAKEHOLDER ENGAGEMENT INCENTIVE SCHEME



Making a positive difference
for energy consumers

STAKEHOLDER ENGAGEMENT – PART 1 SUBMISSION ENTRY FORM

COMPANY DETAILS: (please complete)

Company: Wales & West Utilities
Licensee(s): Wales & West Utilities
Address: Wales & West House,
Spooner Close,
Celtic Springs,
Coedkernew,
Newport,
Postcode: NP10 8FZ

CONTACT DETAILS: (please complete)

Name: Sarah Hopkins
Title: People & Engagement Director
Telephone: 02920 278861
Email: sarah.hopkins@wwutilities.co.uk

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 to 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 6 hard copies sent to: **Victoria Low, Ofgem, 10 South Colonnade, Canary Wharf, London, E14 4PU**

MINIMUM REQUIREMENTS

<p>Please provide supporting evidence and high level overview of how your company has met the minimum requirements set out below:</p>	<p>Evidence submitted within application (ie, evaluation, assurance report, survey, etc.)</p>	<p>Overview of your arguments demonstrating compliance with requirement. Clearly signpost as to additional relevant evidence/information within submission</p>																		
<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. 	<table border="1"> <thead> <tr> <th>Part One: Page</th> <th>Section</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Introduction</td> </tr> <tr> <td>2</td> <td>Strategy Engagement Strategy</td> </tr> <tr> <td>2</td> <td>Framework</td> </tr> <tr> <td>3</td> <td>RIO2 engagement</td> </tr> <tr> <td>3/4</td> <td>Power of Partnerships</td> </tr> <tr> <td>4</td> <td>Governance</td> </tr> <tr> <td>8</td> <td>Stakeholder priorities</td> </tr> <tr> <td>8</td> <td>Topic-specific/stakeholder-specific engagement</td> </tr> </tbody> </table>	Part One: Page	Section	1	Introduction	2	Strategy Engagement Strategy	2	Framework	3	RIO2 engagement	3/4	Power of Partnerships	4	Governance	8	Stakeholder priorities	8	Topic-specific/stakeholder-specific engagement	<p>Stakeholder engagement strategy</p> <ul style="list-style-type: none"> • Stakeholder engagement strategy clearly aligns to our business strategy and priorities and values, with stakeholders feedback supporting our delivery programme • Evolving and reviewed annually for continued relevance • Annual delivery programme revised so is on track to deliver short, medium and long-term goals • Enhanced engagement activities to help shape and hone RIO2 Business Plan • Stakeholder team again benefiting from increased resources <p>Framework</p> <ul style="list-style-type: none"> • Stakeholder Engagement Standard AA1000SES used as a guiding framework, and engagement principles based on AA1000APS and guide engagement • Strategy and delivery programme scrutinised by stakeholders <p>Partnerships</p> <ul style="list-style-type: none"> • Developing strategic partnerships and building on existing form key focus of engagement strategy, with strong partnership management in place • Provide access to hard to reach stakeholders and customers for
Part One: Page	Section																			
1	Introduction																			
2	Strategy Engagement Strategy																			
2	Framework																			
3	RIO2 engagement																			
3/4	Power of Partnerships																			
4	Governance																			
8	Stakeholder priorities																			
8	Topic-specific/stakeholder-specific engagement																			

		<p>engagement and support service delivery (eg Care & Repair, Citizens Advice, Federation of Small Businesses (FSB))</p> <p>Governance</p> <ul style="list-style-type: none"> • Strong governance process, directed from the top, with engagement responsibility embedded throughout the business • Governance structure ensures a clear line of sight to aid colleagues' engagement • Headlines channels and frequency and highlights strategy, co-ordination and delivery responsibilities • Business as usual engagement fed into relevant steering group to ensure consideration by the business • Two new steering groups this year, review quality and effectiveness of engagement programmes (Social Obligations Steering Group and Future of Energy Steering Group) <p>Stakeholder priorities</p> <ul style="list-style-type: none"> • Stakeholders annually rank our business areas in their priority order, results and delivery programmes scrutinised by our Critical Friends Panel <p>Topic specific and stakeholder-specific engagement</p> <ul style="list-style-type: none"> • We use multiple channels to engage with our stakeholders, including business as usual data such as customer survey responses, social media contacts and face to face meetings • Stakeholders are engaged with in relation to the topics in which they are interested – alternative gas/vulnerability and in relation to stakeholder type – eg future
--	--	--

		<ul style="list-style-type: none"> bill payers workshop sessions Annual regional workshop programme and Critical Friend Panel sessions (twice yearly and adhoc contact) 										
<p>A broad and inclusive range of stakeholders have been engaged.</p>	<table border="1"> <thead> <tr> <th data-bbox="688 431 793 529">Part One: Page</th> <th data-bbox="793 431 1251 529">Section</th> </tr> </thead> <tbody> <tr> <td data-bbox="688 529 793 597">5</td> <td data-bbox="793 529 1251 597">Engagement Tools and Techniques</td> </tr> <tr> <td data-bbox="688 597 793 665">8</td> <td data-bbox="793 597 1251 665">Case Study – Political engagement</td> </tr> <tr> <td data-bbox="688 665 793 734">6</td> <td data-bbox="793 665 1251 734">Building a Culture of Engagement</td> </tr> <tr> <td data-bbox="688 734 793 776"></td> <td data-bbox="793 734 1251 776"></td> </tr> </tbody> </table>	Part One: Page	Section	5	Engagement Tools and Techniques	8	Case Study – Political engagement	6	Building a Culture of Engagement			<p>Engagement Tools and Techniques</p> <ul style="list-style-type: none"> Stakeholder mapping ensures effective identification of stakeholders, agendas and relevant engagement channels Stakeholders themselves scrutinise relevance, appropriateness and breadth of our stakeholder identification – ranging from domestic customers to major gas users, highways authorities and power stations New stakeholder engagement management system, Darzin, securely records engagement feedback, assigning actions to colleagues and follow up notifications Partnerships aid access to hard to reach stakeholders – eg FSB Engagement progressed with shippers – and to be continued collaboratively with other GDNs Political engagement programme underway with expert support <p>Culture of Engagement</p> <ul style="list-style-type: none"> Colleague stakeholder engagement toolkit rolled out and day after reports Colleague facilitator training workshops started Colleagues support community events to engage face-to-face with stakeholders Chief Executive run colleague stakeholder engagement focused roadshows,
Part One: Page	Section											
5	Engagement Tools and Techniques											
8	Case Study – Political engagement											
6	Building a Culture of Engagement											

		including GD2 conference with three engagement sessions								
<p>The network company has used 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>	<table border="1"> <thead> <tr> <th data-bbox="688 337 793 435">Part One: Page</th> <th data-bbox="793 337 1251 435">Section</th> </tr> </thead> <tbody> <tr> <td data-bbox="688 435 793 500">7</td> <td data-bbox="793 435 1251 500">Stakeholder groups and engagement channels table</td> </tr> <tr> <td data-bbox="688 500 793 548">8</td> <td data-bbox="793 500 1251 548">Engagement channels</td> </tr> <tr> <td data-bbox="688 548 793 613">9</td> <td data-bbox="793 548 1251 613">Evaluating and measuring engagement</td> </tr> </tbody> </table>	Part One: Page	Section	7	Stakeholder groups and engagement channels table	8	Engagement channels	9	Evaluating and measuring engagement	<p>Stakeholder engagement channels</p> <ul style="list-style-type: none"> • Engagement channels are tailored appropriately to stakeholder groups - stakeholder groups and engagement channels table shows examples • Our annual formal engagement programme is in addition to business as usual engagement, customer feedback via customer app, general correspondence and social media <p>Engagement channels</p> <ul style="list-style-type: none"> • Face-to-face with customers and other stakeholders via our work in communities, meetings, partnership meetings • Via partners – surveys to reach hard to reach customers and stakeholders via Care & Repair and FSB (see Part Two) • Newsletters – e-newsletters and publications to CFP members, politicians and other stakeholders signed up to our database • Stickyworld online platform • Webinars to reach stakeholders conveniently and reduce travel • Surveys – for stakeholders we know well • Collaborative with other GDNs – to reach national stakeholders and avoid duplication of effort • Enhanced, strategic social media programmes – targeting specific stakeholders with bespoke designed materials eg recruitment information, CO advice and Codebreakers engagement
Part One: Page	Section									
7	Stakeholder groups and engagement channels table									
8	Engagement channels									
9	Evaluating and measuring engagement									

		<p>(see Part Two)</p> <ul style="list-style-type: none"> • Conference presenting (see Part Two) • Best practice sharing events (see Part Two) • Consumer engagement and consultation programme for RII02 (Part One, Page 3) <p>Evaluating and Measuring Engagement</p> <ul style="list-style-type: none"> • Independently produced engagement reports from our CFP, regional and topic-specific workshops for evaluation in the business (at director level and then cascaded) and reporting back to stakeholders on our plans, programmes and progress • Post engagement surveys – future of energy webinar – 100% of attendees said they understood our role in that area 																		
<p>The network company can demonstrate it is acting on input / feedback from stakeholders.</p>	<table border="1"> <thead> <tr> <th data-bbox="676 820 793 922">Part One: Page</th> <th data-bbox="793 820 1253 922">Section</th> </tr> </thead> <tbody> <tr> <td data-bbox="676 922 793 966">10</td> <td data-bbox="793 922 1253 966">Benefits/outcomes table</td> </tr> <tr> <td data-bbox="676 966 793 1036">9</td> <td data-bbox="793 966 1253 1036">Accreditations and Independent Evaluation</td> </tr> <tr> <th data-bbox="676 1036 793 1138">Part Two: Page</th> <th data-bbox="793 1036 1253 1138"></th> </tr> <tr> <td data-bbox="676 1138 793 1219">1</td> <td data-bbox="793 1138 1253 1219">Driving outstanding service</td> </tr> <tr> <td data-bbox="676 1219 793 1268">4</td> <td data-bbox="793 1219 1253 1268">Demanding safety always</td> </tr> <tr> <td data-bbox="676 1268 793 1333">6</td> <td data-bbox="793 1268 1253 1333">Provide a reliable supply and promote sustainability</td> </tr> <tr> <td data-bbox="676 1333 793 1377">8</td> <td data-bbox="793 1333 1253 1377">Delivering value for money</td> </tr> <tr> <td data-bbox="676 1377 793 1421">9</td> <td data-bbox="793 1377 1253 1421">Designing our future</td> </tr> </tbody> </table>	Part One: Page	Section	10	Benefits/outcomes table	9	Accreditations and Independent Evaluation	Part Two: Page		1	Driving outstanding service	4	Demanding safety always	6	Provide a reliable supply and promote sustainability	8	Delivering value for money	9	Designing our future	<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Our table of engagement activity across our business priority areas provides examples of what we have done as a result of stakeholder feedback and the benefits/outcomes this is providing for the business and stakeholders <p>Accreditations and independent Evaluation</p> <p>Stakeholders told us we should benchmark ourselves outside our industry</p> <ul style="list-style-type: none"> • Institute of Customer Service – distinction • BS 18477 Inclusive Service Provision – first GDN to gain standard and only for whole business accreditation • Investors in People – Silver Award at first attempt, now re-accredited • IGEM – Company of the Year 2017/18
Part One: Page	Section																			
10	Benefits/outcomes table																			
9	Accreditations and Independent Evaluation																			
Part Two: Page																				
1	Driving outstanding service																			
4	Demanding safety always																			
6	Provide a reliable supply and promote sustainability																			
8	Delivering value for money																			
9	Designing our future																			

Acting on stakeholder feedback

Part Two of our submission details the results of our stakeholder engagement and how we have used feedback to influence and shape our business plans, to provide stakeholder and customer benefits and positive outcomes.

Driving outstanding service

- Partnerships deliver PSR referrals, 559% up on last year
- FSB partnership enables access to 25,000 SMEs across our area – hard to reach stakeholders, and many are customers
- Community Energy Champions trial saves people in fuel poverty an average of £386 per home
- New Customer Support Officers improve customer communication, queries and complaints down 35% and 20%, respectively

Demanding safety always

- Evolution of Codebreakers – animated films seen 300,000 times
- RoSPA 5th Gold Award – GDN record
- Load shedding success as a result of engaging with major gas users
- Gas emergency protocol improved due to increased engagement with 40 resilience forums

Provide a reliable supply and promote sustainability

- 2050 Energy Pathfinder demonstrates effectiveness and cost of any energy scenario
- Green Gas team increases biomethane

		<ul style="list-style-type: none">• connection capacity• Longterm development plans improved by better understanding gas use of major consumers <p>Delivering value for money</p> <ul style="list-style-type: none">• Reinstatement timescales improved• Best GDN performance for recouping money lost through theft of gas• Time and travel costs saved through Microsoft hub use <p>Designing our future</p> <ul style="list-style-type: none">• Hybrid heating project Freedom impresses BEIS and National Energy Action with a lower cost route to decarbonise home heating• Skills prioritisation with Energy & Utility Skills removing barriers to apprenticeship entry• Innovation projects improving performance and reducing costs and disruption through collaboration with academia, smart meter innovation, new sealant trials, and gas main content 'ultrasound' project.
--	--	---