

**Appendix**

**A3**

# **Benchmarking and Market Testing**



## Appendix A3: Benchmarking Matrix

Activity	Market Testing	Innovation	International Benchmarking.	National Benchmarking	International Best Practice	National Best Practice
Utility Skills (external consultant) - Benchmark against other GDNs on skills profiling and workforce age profiling to ensure our safety, reliability obligations continue to be exceeded in the future.				Reliability		Reliability
				Environment		Environment
				Connections		Connections
				Customer		Customer
				Safety		Safety
Apprentice development - external organisation developed robust training programme.				Reliability		Reliability
				Environment		Environment
				Customer		Customer
				Safety		Safety
Developing A5/A6 quantitative auditing process. Recognised as best practice by the HSE						Safety
Our 'Its Your Call' (barrier down) initiative won an Ofgem award on Discretionary Pay and has seen real reductions on injuries to members of the public.		Safety				
Greenroads initiative under trial to encourage safe and efficient driving. Minimising injuries, CO2 emissions and fuel expenditure		Safety				Safety
		Efficiency				Efficiency
		Environment				Environment
Weekly 121s between operational patch managers and CEO to discuss good and bad performance		Safety				
Moving onto dynamic risk assessment to allow effective operational risk management without inhibiting efficient working practice		Safety				Safety
OHSAS 18001 certification					Safety	Safety
RoSPA Gold Award obtained - demonstrating well developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss.		Safety				Safety
OAMI Registration ACOP 1a,b & c						Safety
Gas Safe Registration no 215191						Safety
Interface with the Japanese gas distribution company - compare, contrast and learn on: Workload planning methodology, Mains replacement/insertion methods/pipeline technology, Maintenance regimes and technology, Leakage inspection, Mains location identification, The use of smart metering and slam shut technology, Mains data recording/mapping, Pressure monitoring and control, Leakage/escape performance and emergency response, Major incident control and response and Workforce training. This will be repeated on a regular basis, with a view to moving into more specific areas in the future.			Safety			
			Reliability			
			Customer			
			Social Obligation			
				Efficiency		
Member of the Institute of Customer Service working to national best practice						Customer
Working with local water companies to minimise excavations by co-ordinating work and using the same excavation where possible.		Social Obligation				Social Obligation
Allowing the injection of bio-methane into the network thus reducing NGNs and our customer's carbon footprint		Environment			Environment	Environment
		Efficiency				
		Social Obligation				
Sheepsar recycling plant and use of CBEM3 - Used to recycle excavated aggregate to reduce use of virgin. We have been specifically commended by WRAP as a result		Environment				Environment
		Efficiency				Efficiency
Move away from hazardous substances to		Environment				Environment

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minimise hazardous waste - Ecoséal rather than anaerobic sealant, Fleetkleen rather than spill kits.		Efficiency				Efficiency
ISO 14001 certification					Environment	Environment
PAS 55 Certification					Reliability	Reliability
Committed to WRAP Utilities Industry Agreement to reduce waste.						Environment
Environmental Strategy Group meetings with contractors to share innovation and best practice		Environment				Environment
Benchmarking has been carried out on Environmental best practice, policy and performance		Environment		Environment		Environment
All Networks meet with the Energy Networks Association to discuss best practice and new legislation.						Environment
ISO9001 Accreditation					Customer	Customer
Annual Opinion Survey - Carried out annually. Benchmark against Global Utilities, National Norm and UK High Performance Companies Norm to establish what our people are thinking and feeling and to improve workplace productivity			Other	Other	Other	Other
Salary benchmarking to ensure alignment with similar roles nationally.	Efficiency			Efficiency		Efficiency
Benchmarking contracts (Fleet, energy, telephony) across all UK based shareholder group subsidiary companies to identify cost savings and best practices.			Efficiency	Efficiency		
Move onto NEC Contracts					Efficiency	Efficiency
Compliance with OJEU & EU Procurement Law					Other	Other
Adherence to Internal Auditors International Professional Practices Framework					Other	Other
Compare and contrast with the US gas distribution company - in a similar vein to that of our work with the Japanese gas distribution company but along more tentative lines. However the detail covered was broadly same. There was considerable learning on winter responsiveness. It is anticipated that this relationship will develop in the future.			Safety			
			Reliability			
			Customer			
			Social Obligation			
			Efficiency			
Customer Benchmarking other market sectors to identify innovation - Top performing business in each key business area (ICS stats).				Customer		
Upcoming Customer benchmarking				Customer		
Plan to be Top performing business in each key business area (ICS stats). Will be measures through international benchmarking			Customer	Customer		
We have consistently benchmarked within the Utility Sector on customer service.				Customer		
Winter trigger - Working with HSE, Highways Authority and looking at other companies (UK Electricity Distribution company and a US Gas Distribution company) winter response methods to ensure targets are met and best practice is enforced.			Safety	Safety		Safety
			Reliability	Reliability		Reliability
			Customer	Customer		Customer
			Soc. Obligations	Soc. Obligations		Soc. Obligations
Winter trigger - ring fencing equipment (4x4s, Snow tyres) and purchasing snow chains, shovels, spikers for safety boots and other equipment to ensure targets are met and best practice is enforced.			Safety			
			Reliability			
			Customer			
			Soc. Obligations			
		Other				
Maximising benefit - using global shareholder	Efficiency		Efficiency			

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group deals with Microsoft, Oracle & Dell to where they represent best value.						
Benchmark against all UK based shareholder group companies to ensure best practice is achieved and to take advantage of the group wide buying power	Efficiency		Efficiency			
Meet with all GDNs quarterly to compare key supply contract pricing and strategy best practices	Efficiency			Efficiency		
Use of Achilles to source suppliers	Efficiency					Efficiency
Move into sustainable procurement during the RIO Period		Efficiency			Efficiency	Efficiency
Move into e procurement In the next 12 months		Efficiency			Efficiency	Efficiency
Move into commodity market testing (via ISIS system and others) to ensure cost savings are being passed on from suppliers e.g. the price of raw PE.	Efficiency	Efficiency	Efficiency	Efficiency	Efficiency	Efficiency
Regularly attend IGEM innovation events to ensure that new working techniques are proactively identified.	Safety	Safety		Safety		
	Reliability	Reliability		Reliability		
	Customer	Customer		Customer		
	Social Obligation	Social Obligation		Social Obligation		
	Efficiency	Efficiency		Efficiency		