

Stakeholder Engagement

Stakeholder Engagement is increasingly becoming part of mainstream business practice and is central to decision making and delivery. It is being used to improve communication, obtain wider community support and commitment for projects, gather useful data and ideas, enhance the sector reputation and provide more sustainable decision making.

We have long had a database of stakeholders who are consulted at significant periods such as Price Control Reviews and when we are carrying out major or significant projects affecting local communities. This engagement is in place to collect data to help build initial maintenance and investment plans to meet our customers' needs. This includes those shown in the table opposite.

In 2009 our approach broadened to ensure that we had a comprehensive list of all stakeholders and that we had a clear understanding of their interests in the organisation and our activities. More recently we have formalised agreements in terms of the level of engagement and participation stakeholders want with us and in the decision making process of policies, plans and procedures. The driver for this exercise was in the most recent engagement for the Transmission Price Control Review where more than 200 invites were extended to our Stakeholders inviting them to attend a Workshop Stakeholder Event and only 10 accepted. The exercise showed that we had the right Stakeholders in over 98% of cases and also gave us a better insight into the actual participation our stakeholders want with us. We now have an agreed way forward with each stakeholder detailing frequency and medium of contact.

A major exercise took place in 2010 to work across the SP Energy Networks organisation with project engineers, senior and middle managers and local leaders to understand the approach that they took individually to engage with the local communities in which they work. This included engagement from people within the community who use electricity for their homes and business through to community leaders, developers, local authorities and MPs/MSPs representing constituencies who often act on behalf of individuals and communities to ensure a continuous and quality supply of electricity or work within communities to improve and/or grow services. This approach has helped to drive greater consistency in our approach to Stakeholder Engagement and has very recently led to the creation of the Stakeholder Engagement Policy which has been endorsed by the Executive Team and is in the process of being deployed to appropriate people within our organisation, sent to all identified key stakeholders and will be posted on the Internet as our commitment to our stakeholders.

Type	Stakeholders	Level of Engagement /Participation	Frequency
Price Control Reviews	MPs/MSPs/MEPs, Local Authorities, Government Organisations, Consumer Groups, Consumers, Regulators & associated Organisations, Generators (inc. renewables), Consultants, Developers, Special Interest Group (manufacturers /contractors), Connection Companies, Major Energy Users (council)	Ongoing feedback to prepare presentations Preliminary Consultations Full Stakeholder Consultation Stakeholder Events - Workshops - Influencing Dinners Electronic Newsletters	Annual
Major Projects	MPs/MSPs, Local Authorities, Developers, Contractors, IDNOs, ICPs, Community /Parish Councils, Consumers	Community Meetings, Face-to-face workshops /meetings, Utilise Community Websites	Ongoing



Voice of the Customer research had been completed once before within SP Energy Networks. Results from the Ofgem / Accent satisfaction questionnaire drove a campaign to understand more about our customers views. Late in 2008 we were told and took action on the following:

Feedback/Evidence	Delivery	When	Benefit
Quality/Speed of response of calls compromised by outsourcing overflow to the Retail arm of ScottishPower.	Complete Transfer of Distribution Call Centre to SP Energy Networks – split across 2 sites (Glasgow & Wrexham)	February 2009	ASA 15 to 8 secs (Customer perception of speed still doesn't match speed of answer for SPD) Quality imp 4.28 to 4.45 in SPM and 4.15 to 4.33 in SPD. (07/08 v 09/10)
Slow updating of messaging regarding faults resulting in dissatisfaction.	Relocation of the Distribution Call Centres to the Control Centres so in close proximity to Dispatch and Control (Kirkintilloch & Prenton)	February 2009	As above. Messaging score from customer imp from 3.9 to 4.5 (Explain)
Multi layered IVR requiring customer interaction at multiple stages (confusing)	Investment in new IVR with simple layering and interface with Customer Directory therefore identifying more customers (CLI)	November 2009	IVR score improvement from 3.7 to 4.5 (Explain)
First Caller therefore first to log a fault then don't get feedback that now have a restoration	Implemented a call back service to customers who are the first to call to save them calling back to listen to updated messaging		Included in above

In 2010 we formalised our commitment to engaging with and acting upon feedback from our Customers. We have been working with Explain Market Research for more than 2 years to complete the same surveys as Ofgem to get an early view of the experience customers have with us. The questionnaire has very much been on a transactional level which doesn't get to the root of issues impacting satisfaction. Following the appointment of a new Customer Service Director in SPEN and the start of the formulation of a new Customer Service approach it was important to get a baseline of what customers really thought about us and thereafter to work closely with them to put solutions in place. We asked Explain if they could help to complete a Voice of the Customer Campaign to engage with customers that had;

- an unplanned interruption,
- a planned notification and interruption
- reason to complain (wanted to assess the complaints process as opposed to the reason for the complaint),
- requested a connections quotation and taken it no further and those who had gone right through to having the work completed
- reason to contact SPEN regarding a General Enquiry/Service.

For each of the 5 elements we took a database of customers that had need to contact us regarding any of the above elements. With the database we were able to

identify 8 locations (4 North, 4 South, 4 Rural, 4 Urban) that had experienced unplanned outages (looked for longer duration, multiple restoration times given etc – we didn't make it easy for ourselves!) We sent out more than 200 invitations and spoke with a large number of customers. As a result we held 8 Focus Groups with 12 customers at each, along with 2-3 SPEN agents from the Distribution Call Centre, Control Rooms and Field Operations. The initial feedback on the service was completed without our presence and we then joined the work group to brain storm solutions. The sessions gave us great in-sight into the experience Customers had with us as an organisation starting from the lights going out:

- did they know who to contact?
- how easy was it to find the telephone number?
- how simple was the IVR to follow?
- if received a message how was tone and pace, also how accurate?
- was a restoration time given?
- was a call back offered/promised?
- was there interaction with the field staff during the fault?
- what was that like?
- did the supply get restored in the time that had been committed?
- did they have to phone more than once?

For the other 4 elements in-depth telephone interviews were held taking up to 20 minutes for each. More than 800 customers participated.

This feedback was used to compile our Customer Service Strategy and the Operating Plan for 2011 and 2012 was built around the suggestions and agreed solutions with our customers. The output from the sessions also influenced the operating plans and objectives for Field Operations, Connections and Asset Strategy and Network Programmes.

We have also delivered some quick wins:

- Transferred ownership of updating Telephone Books and Yell.com into Energy Networks – completed December 2010.
- Produced postcards with our contact details on a ‘glow in the dark’ sticker for customers to stick on an analogue phone or keep by the telephone – completed February 2011.
- Produced small business cards with contact phone numbers to be given out to customers in Post Offices and Local Authority offices – completed February 2011.
- Put new reporting in place and a weekly executive review of complaints over 14 days old to prevent ageing – completed March 2011.
- Messaging on IVR completed by dedicated team to keep format, accent and tone consistent with customer suggestions – completed November 2010.
- Scorecards set up for Customer/Supplier discussions between Customer Service and Field Operations.
- Implementation of Customer First to put support around Distribution Call Centre agents and also agree ‘promise’ timelines with every area of the business to drive speedy and quality responses to customers. Allows agents to confidently make commitments to customers knowing that there is a mechanism around them to ensure delivery of that promise – implemented February 2011.

Some examples of initiatives for this year:

- Centralisation of all contact, complaints and general enquiries – limit points of contact
- Internet and iPhone updates – additional ways of making contact
- Free Phone telephone number (from mobile phones) – customers don’t want to pay to tell us we have a problem on our network
- Work closer with Contractors to ensure tight on service and delivery
- Paperless process for all back office work to ensure nothing gets lost in transit.
- Project 50% complete on improving overall Restoration Times – completion due July/August 2011

The Voice of the Customer campaign has given such strong insights that we have agreed an ongoing programme for 2011 as detailed below:

Type	Stakeholders	Level of Engagement /Participation	Frequency
Voice of the Customer	Domestic /residential customers, Small and Large Business, Experienced supply interruption (planned and unplanned), Complainants, Quoted and Completed connections, General Enquiries,	Experience journey mapping in focus groups In-depth telephone and face-to-face interviews Telephone and door drop questionnaire /surveys	2-3 per year
Voice of the Business/ Employee	All Employees	Online Survey (field staff complete on paper at team briefs)	2 per year

We are just about to launch an interactive Community to drive engagement and insight. We have been working with Explain since August 2010 to build an on-line community to give us:

- a powerful stream of strategically designed engagement
- topic content that will be driven by SPEN and our customers, to produce intelligent, actionable insights
- honest, unfiltered feedback in a secure, private setting
- the opportunity to harness community sourced feedback on service and product related innovations
- test new ideas, product development, services and processes prior to launch
- to establish more intense customer relationships of a high perceived value
- to understand key drivers and identify trends
- an immediate sample source for research
- on-line focus groups
- temperature check polls

We will start our launch in May 2011.