


Please complete the following Entry Form alongside your Part 1 Submission.

STAKEHOLDER ENGAGEMENT AND CONSUMER VULNERABILITY INCENTIVE SCHEME	
<div><p>Making a positive difference for energy consumers</p></div> <div>PART 1 SUBMISSION ENTRY FORM</div>	
COMPANY DETAILS: (please complete)	CONTACT DETAILS: (please complete)
Company: Western Power Distribution Licensee(s): WPD East Midlands WPD West Midlands WPD South West WPD South Wales	Name: Alison Sleightholm Title: Regulation & Government Affairs Manager Telephone: 07703 286623 Email: asleightholm@westernpower.co.uk

MINIMUM REQUIREMENTS		
Please provide supporting evidence and high level overview of how your company has met the Minimum Requirements set out below:	Evidence referred to within application (ie, evaluation, assurance report, survey, etc.)	Overview of your arguments demonstrating compliance with requirement. Clearly signpost as to additional relevant evidence/ information within Submission
The network company has comprehensive and up-to-date stakeholder engagement and consumer vulnerability strategies.	<p>Engagement with stakeholders helped us to build our stakeholder engagement and consumer vulnerability strategies, including updates to our approach for 2015/16.</p> <p>Part One, page 8: gives an overview of our Customer Service Excellence (CSE) accreditation, including extracts from the 2016 report. This includes assurance of WPD's Stakeholder and Consumer Vulnerability Strategies, which achieved the highest possible rating of 'Compliance Plus'. In total, of the elements assessed in 2016, WPD gained an additional seven 'Compliance Plus' ratings. We now have 36/57 at this level which is the highest compliance of all UK companies assessed.</p> <p>This assessor said explicitly of our strategies: "<i>The quality and scope of the updated Stakeholder Engagement Strategic Review (now including social obligations) is excellent</i>".</p> <p>Part One, page 8: also details how WPD's engagement strategies have been successfully assessed by the British Standards Institute (BSI) for the third year running. The BSI assessor said "<i>social obligations are embedded in WPD's business</i>" and there is a "<i>constant review cycle in place...driving improvements</i>".</p> <p>Stakeholders at our Customer Panel and stakeholder workshops endorsed our strategies and Part Two, page 3 explains that, of the 259 stakeholders who attended our January 2016 workshops, 41% had previously attended and 100% said their views were taken account of.</p> <p>Stakeholders return to our events because they feel they are listened to. Part One, page 4 explains how we have worked with stakeholders to improve our understanding of what 'addressing fuel poverty' means with a view to developing our consumer vulnerability strategy further.</p>	<p>We have established comprehensive strategies for both stakeholder engagement and consumer vulnerability. Strategies are updated annually and approved by our Chief Executive and Directors. This includes reviewing an action plan with outputs, delivery dates, costs and resources required. Delivery progress is monitored monthly.</p> <p>Part One, pages 2-3: detail our stakeholder engagement strategy and how we have built on it in 2015/16 by identifying two key drivers for engagement:</p> <ul style="list-style-type: none"> • Legitimacy (ensuring all stakeholders understand our performance and give informed feedback). • Relevance (ensuring stakeholders are given a say on key issues impacting our future). <p>To achieve this we have shifted our focus to engage on:</p> <ul style="list-style-type: none"> • Key, long-term priorities that may change the way we operate. • The delivery of our plan and improvements to our services. <p>Our strategy includes identifying stakeholders, understanding their needs, using a variety of engagement methods, delivering measureable benefits and using feedback to improve service.</p> <p>We have continued to develop our understanding of our long term strategic priorities and are now taking actions to address them.</p> <p>Part One, page 4: details our consumer vulnerability strategy and how we have built on this in 2015-16. We have worked with key stakeholders to understand how we can address fuel poverty, whilst expanding our core programme and continuing to improve our PSR.</p> <p>Expansions to both strategies are explained and our Part Two and Part Three submissions are structured around the strategic focus areas stakeholders have identified for WPD for 2015/16.</p>

KEY: 'Part One' – Part one submission, Stakeholder and consumer vulnerability strategies, 'Part Two' – Part two submission, Stakeholder engagement outcomes, 'Part Three' – Part three submission, Consumer vulnerability outcomes

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<p>A broad and inclusive range of relevant stakeholders have been engaged. This specifically includes engaging with challenging or hard-to-reach stakeholders (eg community energy).</p>	<p>We maintain an up-to-date database of over 5,000 stakeholders, segmented by interest area. We continue to identify new stakeholders for engagement and existing stakeholders who might require a different approach.</p> <p>Part One, page 8: explains how WPD gained a ‘compliance plus’ rating in relevant elements of the CSE standard, which included our “<i>efforts to identify hard-to-reach and disadvantaged groups and individuals and develop services in response to their needs</i>”.</p> <p>The BSI standard assesses WPD’s ability to recognise the broad and complex nature of vulnerability and whether we are providing flexible and inclusive services. WPD’s full compliance for the third consecutive year – the only company in the UK to achieve this – demonstrates the inclusivity of our approach, including identifying and engaging hard-to-reach stakeholders.</p> <p>Part One, page 10: includes feedback from a broad range of stakeholders we have engaged with in 2015/16 to measure the effectiveness of our engagement and identify further improvements. This includes new monthly surveys we introduced in 2015 for ‘major’ connections customers and vulnerable customers who have experienced our engagement.</p> <p>Part Two, page 8: highlights our focus on seeking out new areas for engagement. A number of these initiatives mean we are venturing into new areas of engagement such as smart networks, Non-Traditional Business Models and pensions and including hard-to-reach stakeholders such as Small and Medium Enterprises and investors.</p>	<p>A broad range of stakeholders attend our workshops, Customer Panel and bespoke events. Our inclusive approach includes continuously reviewing the effectiveness of our engagement and identifying new stakeholders or existing stakeholders that require a different approach.</p> <p>Part One, pages 2-4: provide an overview of our stakeholder engagement and consumer vulnerability strategies. Our approach to all engagement is underpinned by a commitment to be inclusive, tailored and focussed on actions. Page 2: demonstrates that our strategy includes recognising emerging stakeholders, identifying the range of stakeholder interest areas and annually updating our contacts database.</p> <p>Part One, page 5: demonstrates that our engagement reaches a broad and inclusive range of stakeholders using a variety of appropriate engagement mechanisms. This includes a comprehensive list of examples of the stakeholders we engage with.</p> <p>New Customer Panel members this year include representatives from British Gas and National Grid. New stakeholders identified for workshops or bespoke engagement sessions include Community Energy groups and ‘smart networks’ representatives.</p> <p>Harder-to-reach stakeholders such as Community Energy groups and small businesses often include stakeholders with little prior knowledge of, or dealings with, WPD. We therefore tailor our engagement accordingly and host topic-specific events.</p> <p>Our Community Energy sessions in 2015/16, for example, included less presentations than our usual events, and instead focussed on round-table discussions and ‘question and answer’ sessions to enable stakeholders to increase their knowledge. Listening to feedback, we also added the facility for one-on-one sessions to discuss specific schemes.</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>The mechanisms we use to inform and engage stakeholders are tailored to meet their needs.</p> <p>We regularly seek stakeholder feedback, through workshops, panels, surgeries and a comprehensive range of surveys, to inform our decision making and future initiatives.</p> <p>The best judges of the effectiveness of our engagement mechanisms are customers themselves. For example, of the 259 attendees at our 2016 stakeholder workshops, 100% rated our events good or very good. In addition, over 23,000 stakeholders have been surveyed in the last 12 months following engagement with WPD. This has included the voluntary introduction of a number of new surveys, including with ‘major’ connections customers and vulnerable customers supported via WPD’s new fuel poverty referral schemes.</p> <p>Headline feedback from those surveys, including Ofgem’s Broad Measure of Customer Satisfaction are summarised in <u>Part One, page 10.</u></p> <p>WPD’s workshops intentionally include representatives from all our key stakeholder segments. We use a round-table format, intentionally mixing stakeholders to ensure a wide range of balanced opinions. Electronic voting captures quantitative feedback and we work with an external third party to capture qualitative comments objectively. This ensures we robustly record a broad range of stakeholder views. All findings reports are published on our website, along with a WPD response outlining the actions we propose to take as a result.</p> <p><u>Part One, page 8:</u> Engagement methods are fit for purpose and strongly endorsed by external assessors. We were awarded ‘compliance plus’ in our CSE assessment which confirmed our engagement methods are “<i>effective, and provide reliable and representative results.</i>”</p>	<p>We tailor our engagement to the knowledge, interest and prior experience of our stakeholders. To achieve this, we use a variety of appropriate mechanisms.</p> <p><u>Part One, pages 2-4:</u> demonstrate that our strategy includes understanding the needs of stakeholders, using a variety of mechanisms to engage with them and using their feedback to improve service.</p> <p><u>Part One, page 5:</u> evidences that our engagement mechanisms are comprehensive and fit for purpose. Our stakeholders have varying willingness to engage - this page provides examples of the relevant, tailored mechanisms we use to engage with, and inform, them - including workshops, presentations, bespoke leaflets, surveys, social media, community events, regional forums and surgeries.</p> <p>Specific examples of initiatives where we have tailored our approach, as outlined in our <u>Part Two</u> submission, include :</p> <p><u>Part Two, page 5:</u></p> <ul style="list-style-type: none"> • Hosting bespoke workshops for Community Energy stakeholders and developing a Community Energy Guide available via the ENA. <p><u>Part Two, page 7:</u></p> <ul style="list-style-type: none"> • Our new TV advert and our annual awareness campaign which also sees us write to all 7.8m customers. • A leaflet and wallet card for 98,000 deaf and hard of hearing customers introducing our new text message contact service. • The launch of a new app to allow power cut reporting and development of our use of social media platforms including Facebook, YouTube and Twitter. <p><u>Part Two, page 6-8:</u></p> <ul style="list-style-type: none"> • Bespoke events to inform and engage stakeholders such as MPs (<u>Part Two, page 6</u>) and Investors (<u>Part Two, page 8</u>). • Sending a resilience checklist to 5,500 Small and Medium Enterprises so they can be better prepared for a power cut (<u>Part Two, page 8</u>).
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<p>The network company can demonstrate it is acting on input / feedback from stakeholders.</p>	<p>Our engagement strategy was built with the help of our stakeholders. A key way we evidence the legitimacy of our programme is by adopting the approach that 'engagement leads to action'.</p> <p>Part One, pages 6-7 evidences that WPD's wide range of engagement methods have led to at least 112 actions. Our annual stakeholder workshops and quarterly Customer Panel have led to 46 improvement actions in 2015/16 alone, all of which are published.</p> <p>Part One, page 8: contains extracts of our CSE assessment which examined our engagement methods and actions following feedback from both stakeholders and customers. "<i>There is strong evidence to show staff and stakeholders are involved in the setting, raising and reviewing of standards</i>".</p> <p>Part One, page 10: explains how we measure the impact of engagement and act on feedback. Key findings from customer satisfaction research, workshops and bespoke surveys are included, with examples of the WPD actions the surveys are measuring the impact of.</p>	<p>Key to ensuring our engagement has legitimacy is the fact that we take action as a result of feedback. Our engagement strategy demonstrates that we always engage with a purpose, we act on feedback and we measure the benefits.</p> <p>We continuously improve service by seeking stakeholder feedback on policies, procedures, projects and our long term priorities. Stakeholders feel we listen to, and value, their opinions. This way, they are motivated to continue engaging with us. These enduring relationships enable more in-depth discussions.</p> <p>Part One, page 5 outlines some of the key actions taken as a result of stakeholder feedback. Examples include:</p> <ul style="list-style-type: none"> • Implementing a new business target of zero PSR customers without power for 12 hours. • Updating our consumer vulnerability policy. • Identifying our long term strategic priorities. • Expanding fuel poverty schemes. • Producing and distributing a resilience guide for Small and Medium Enterprises. • Introducing one-to-one sessions at Community Energy surgeries.
<p>The network company can demonstrate that stakeholder engagement has led to positive outcomes for stakeholders.</p>	<p>Our stakeholder engagement and consumer vulnerability programmes undergo rigorous external assessment to ensure they deliver positive outcomes for customers.</p> <p>Over 100 separate pieces of evidence are assessed, staff are interviewed and our policies and processes are audited.</p> <p>Part One, page 8 summarises the results from our CSE and BSI assessments. This year, the CSE assessor awarded us 'compliance plus', the highest possible grade, for our engagement process, having looked at evidence of our workshop findings/responses, Customer Panel minutes and customer satisfaction survey results.</p> <p>Overall customer satisfaction has improved from 8.75/10 in 2014/15 to 8.91/10 in 2015/16. This follows engagement that led to actions such as us buying more generators, setting a new 'zero' target for PSR customers off supply for over 12 hours and proactively calling and texting customers during power cuts.</p> <p>Part One, page 10 details results from our satisfaction surveys and demonstrates that outputs from our engagement has led to positive outcomes for customers. This page also provides links to some of the contributing initiatives that are detailed in our Part Two and Three submissions.</p>	<p>Stakeholders return to engage with us because they know our engagement leads to action.</p> <p>Our strategy ensures we 'listen, act and measure benefits' and we publish actions we propose to take as a result of feedback. In addition, we undertake annual strategic reviews to ensure outcomes are both measurable and positive.</p> <p>In 2015/16 our engagement led to over 112 positive outcomes.</p> <p>Part One, pages 6 and 7 list the key actions and positive outcomes we have achieved this year and the benefits realised for stakeholders and customers.</p> <p>Our Part Two and Three submissions give more detail of positive outcomes our engagement has led to, including</p> <ul style="list-style-type: none"> • Assisting 6,359 fuel poor customers to save £1.4m. • Increase in direct PSR registrations with WPD (32,000 in the last 12 months) due to a range of new partnerships to gain informed customer consent. • Improvements in data records (e.g. adding 2.9m mobile phone numbers) has enabled a significant increase in proactive contact with customers which has improved satisfaction – 364,590 proactive calls and 705,687 text messages were sent in 2015/16. • Supporting 593 Community Energy stakeholders at workshops. • Changes to allow temporarily vulnerable customers to join our PSR.

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