

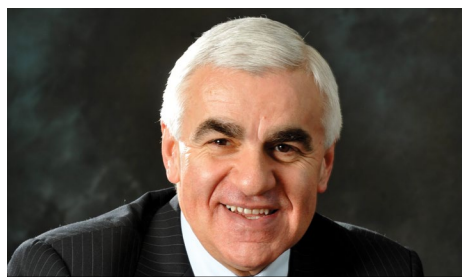


2016/17 Stakeholder Engagement  
and Consumer Vulnerability Incentive

## Part 1

Our strategies  
for stakeholder  
engagement and  
consumer vulnerability

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## Key

To help navigate our submission we have used a number of icons:

-  **Engagement**  
How we have engaged with our stakeholders
-  **Output**  
What our stakeholders have told us
-  **Action**  
The actions we have taken resulting from engagement
-  **Outcome**  
The benefits delivered to our customers
-  **New**  
New initiatives for 2016/17
-  **Build**  
Existing initiatives that were built on in 2016/17



# Introduction



**Basil Scarsella**  
Chief Executive Officer

Stakeholder engagement is key to the sustainability of UK Power Networks. It provides us with valuable insights into the thinking, expectations and priorities of all our stakeholders, ranging from customers through to suppliers, from regulators through to the media.

This sustainability is fundamental to our ability to meet and in

some cases exceed the commitments that we made in our RIIO-ED1 Business Plan. This year has been a pivotal one for UK Power Networks' engagement with our stakeholders. We have taken our existing relationships with organisations and individuals to the next level, working more closely together to develop and shape our services to meet their needs. At the same time, we have collaborated with new stakeholders who have provided us with insightful and different perspectives which reflect the diversity of our customers.

## Stakeholder engagement in a changing world

This year has seen increased scrutiny of corporate governance, reflecting society's expectation that businesses must be socially responsible and accountable for their actions. UK Power Networks welcomes this development and it has prompted us to take a fresh look at our own social role. We realise that although our social responsibilities are implicit in everything that we do, there is a need to make these more transparent and explicit as well.

## Our social role

Against this background, we have reflected and reviewed our social role. Our primary responsibility is to keep the lights on safely and this brings with it obligations to our most vulnerable customers. Our vulnerability strategy addresses how we serve our most vulnerable customers – those who are in need of tailored support because of medical or related conditions, those experiencing financial difficulties and those who are hard-to-reach whatever the reason. Our social role as an electricity distributor goes further than this. It extends to our commitments: to keep everyone safe, to protect the environment, to support those communities in which we operate and to be an employer of choice.

I was pleased that the first meeting of our newly established CEO Panel was able to consider and challenge our social role, and at the panel's suggestion, I have agreed to benchmark our performance on an annual basis against the very best.

## Engagement at every level

The CEO Panel, comprising senior representatives from charities, consumer groups, business and industry, is just one example of UK Power Networks' approach to engagement. Stakeholder engagement is deeply embedded at every level of our company. Every interaction that we have with a customer or other stakeholder is an opportunity for us to learn, understand and continually improve our performance. I am confident that the enhancements which we have made to our Stakeholder Engagement Programme and the clearer articulation of our social role will enable UK Power Networks to meet our commitments, respond to the changes in our industry and wider society and meet the needs of our customers for many years to come.

**Basil Scarsella**  
Chief Executive Officer

## Our vision is to be:

An Employer  
of Choice

A Respected  
Corporate  
Citizen

Sustainability  
Cost Efficient

Consistently best performing DNO 2015-2018/19

## Highlights from this year

**125**  
engagement events

We engaged with  
**44,648**  
stakeholders

**187**  
outcomes for  
stakeholders

**86%**  
customer satisfaction  
(Ofgem Broad Measure)

Utility of the Year  
for 2<sup>nd</sup> consecutive  
year and 3<sup>rd</sup> time  
in five years

**BSI**  
Standard for inclusive  
service provision  
achieved



**INVESTORS  
IN PEOPLE** | Gold



**WINNER**  
Utility of the Year

“UK Power Networks has demonstrated a notable improvement in the clarity of its stakeholder and customer engagement strategy and a more effective alignment with the company's core business strategy and planning cycle in the last 12 months. Company senior management fully grasp the notion and value of effective engagement as a core driver of sustainable business success. AccountAbility.”

# 01 Our stakeholder engagement strategy

Our strategy is to deliver better outcomes for our customers by using stakeholder feedback to inform the projects and services that will deliver our long-term business plan.

Our strategy has been aligned with the international AA1000 Stakeholder Engagement Standard (SES) for many years. The AA1000 SES standard is the foundation of UK Power Networks' approach.

## 01. Understand:

We proactively find new, relevant stakeholders and understand their needs.

## 02. Engage and listen:

This year we engaged with almost 45,000 stakeholders.

## 03. Record outputs and actions:

We record actions from our engagement events.

## 04. Assess:

We evaluate and assess recorded actions.

## 05. Deliver outcomes & feedback to stakeholders:

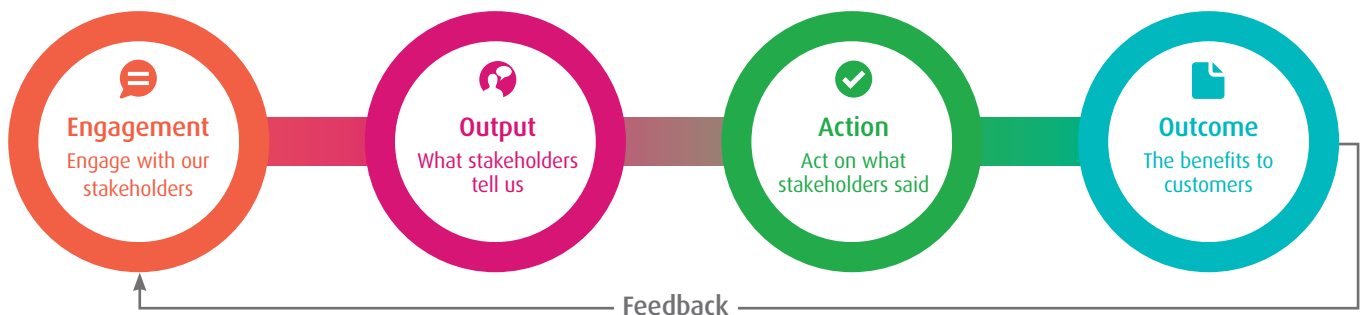
This year we have delivered 187 outcomes to stakeholders.



## Guiding principles of our stakeholder engagement strategy



## Four stages of engagement



## Why we engage

Stakeholder engagement has been at the heart of UK Power Networks' strategy since the company was established some six and a half years ago. It enriches our decision-making, increases our accountability and improves our ability to understand and anticipate emerging trends and perspectives that might affect the sustainability of our company and therefore jeopardise our ability to serve our customers.

We are aware that stakeholders' needs are always changing, so our annual programme of engagement enables stakeholders to direct the actions we take to enable us to fulfil our long-term business commitments.

They help us understand how our company needs to adapt to changing trends and expectations, and continuously improve the service we deliver. Effective stakeholder engagement is essential to our sustainability.

We engage daily with our customers and consult widely with other groups that have a stake in our business, such as our employees, government, businesses large and small, the media, environmental groups and regulators.

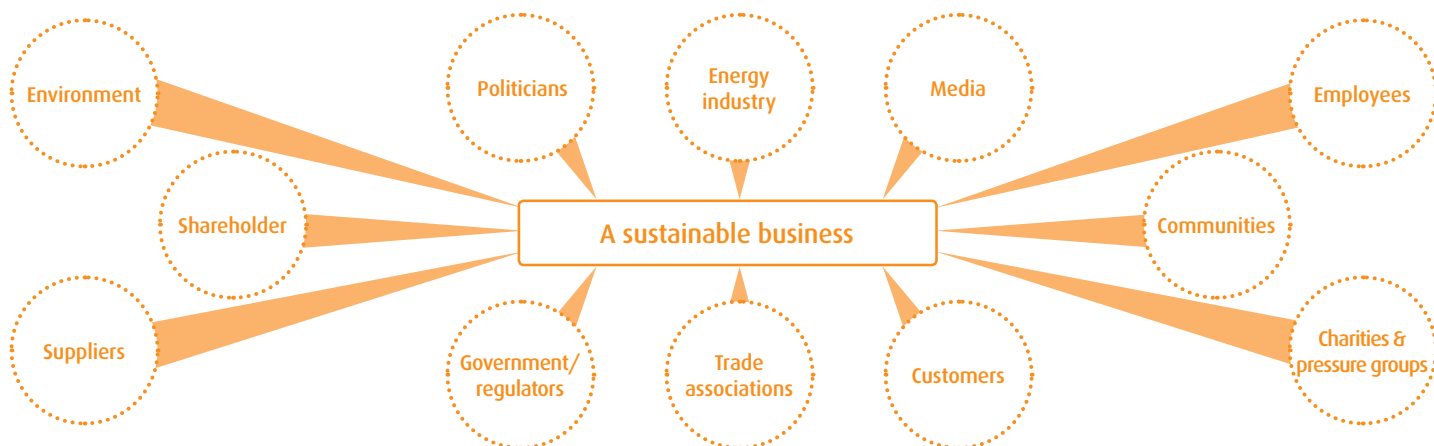


Community energy forum in Cambridge.

## Our stakeholders

A stakeholder is any individual, group of individuals or organisation that affects, or could be affected by, UK Power Networks' activities, services or associated performance. They include domestic and commercial customers, local interest groups, environmental groups, our suppliers, employees, local and national government and regulators.

We regularly review our stakeholder groups so we engage the right balance of both types of stakeholders, such as charities, pressure groups, small businesses, local authorities, and levels of knowledge and interest. We scan the horizon to seek out fresh perspectives that increase our knowledge and understanding, especially of the needs of vulnerable consumers.



## Stakeholder engagement is embedded in our culture

Find out more here  
<http://www.ukpowernetworks.co.uk/images1>



The Executive Management Team were the first team to complete Dementia Awareness Training.

Everyone in UK Power Networks is together involved in stakeholder engagement from our CEO to our front line employees. Once our priorities are defined by stakeholders we produce a detailed annual plan of projects and initiatives that support our long-term commitments. Business leads from across the company work

with stakeholders to shape and coordinate projects that will deliver tangible outcomes for our customers.

### Stakeholder Engagement Strategic Committee

The business leads report every month to the Stakeholder Engagement Strategic Committee. This Committee is run by the Head of Customer Engagement and steers the strategy for stakeholder engagement and monitors progress on detailed programme plans. Meetings are held every month and attendees include the Director of Customer Services, Director of Safety, Strategy & Support Services, Head of Customer Engagement, Head of Customer Services, Strategic project leads and Regulation Manager.



EMT attend our Critical Friends Panels.

**Executive Management Team buy-in**  
 Stakeholder engagement is formally included on the agenda for the CEO and Executive Management team meetings to ensure they are aware of progress and can feed into the strategy and plans. Every one of the Executive Management Team (EMT) engages with stakeholders and, as well as attending our Critical

Friend Panels (CFPs), they have regular bilateral meetings with partners or other interested parties. At the newly established CEO Panel our CEO, Basil Scarsella, hears first-hand from senior representatives of key stakeholders and draws external perspective directly into our business planning.

We share our stakeholder engagement approach with our shareholders and other companies in the CKI group. In November 2016, as part of the mutual learning within the CKI group, our Director of Customer Services presented a review and sought feedback on our approach to community and stakeholder engagement to a conference of executives from across the CKI group.

### Our culture

We recognise the role of all our employees in stakeholder engagement. They are both stakeholders themselves as well as the eyes and ears of our business. Our annual Living our Values awards recognise the contribution that our empowered, committed employees make to our success in understanding and serving our customers. Every interaction with a customer or other stakeholder is an opportunity to learn about what our customers need and want from us. We have processes built into our operations to ensure that we capture and act on feedback. We are continuously developing our processes and the service culture around them to ensure that their use continues to grow.

We recognise the importance of having engaged employees as research shows that companies with engaged employees are more likely to deliver better customer service and increased productivity ('Engage for Success' Macleod Report).



Our customer change team won the Utility Week Customer Culture Award.

151



Director-led contacts with stakeholders at 118 events

94



Distributed Generation surgeries with customers

77,253

tweets between customers and UK Power Networks

711,902

calls to our call centre

52

MP case work enquiries

227,833

people engaged through public safety programme

# 02 Evolving our engagement strategy in 2016/17

Our stakeholder engagement programme has been evolving since UK Power Networks was established in 2010 and those six and a half years have brought us a greatly improved understanding of how we can best utilise the experience and insight of our stakeholders. This year we have evolved our engagement strategy to define more clearly the purpose and mechanism of our different engagements, whilst maintaining our focus on personal and local engagement.

**94%**  
of stakeholders agree with  
our revised engagement strategy  
Spring CFPs

## Engagement mechanisms

Find out more here  
<http://www.ukpowernetworks.co.uk/videos1>

Our CFPs have been a long-established feature of our engagement programme and many attendees are regular participants. Alongside them, we welcomed 44 new stakeholders to our CFPs in 2016/17.

At our autumn CFPs, stakeholders helped us prioritise 16 projects for 2016/17 that support our long-term business commitments. Parts 2 and 3 of our submission explain these projects in detail.

Customer Service (Part 2)	Innovation and future energy (Part 2)	Connections (Part 2)	Vulnerability (Part 3)
1. Expand channels/promote 105 service	5. Plan the transition from Distribution Network Operator (DNO) to Distributed System Operator (DSO)	9. Provide e-mapping for connections	13. Widen the reach of our Energy Efficiency Service
2. Implement pre-registration and text message for planned shutdowns	6. Support Flexible Distributed Generation (FDG)	10. Support community energy	14. Launch new emergency support pack
3. Engage with future energy bill payers to help shape our services	7. Facilitate the electrification of public transport	11. Advise customers on domestic storage	15. Expand the Customer Community Support vehicles to all our regions
4. Improve the website	8. Facilitate the provision of Electric Vehicle (EV) charge points	12. Develop collaboration tools for technical advice	16. Expand partnerships to offer services to all our vulnerable customers

Recognising – as we always have – that no one size fits all, we broadened and deepened our engagement programme in 2016/17. We have developed an innovative range of engagement mechanisms to enable us to draw high level thinking into our strategic planning, capture feedback on potential projects and plans, work in partnership to develop services, build our understanding of the needs of specific groups and become known to new stakeholders.

### Our engagement mechanisms



We have continued to balance our programme of key events such as CFPs and forums, with local personal engagement, from door knocking with the fire service to information exchange evenings with a range of local organisations.

### New engagement in 2016/17

As an example of how we are broadening and deepening our engagement, this year we introduced a new CEO Panel to provide high-level input to our thinking on key strategic questions. Alongside this, our relationships with some of our established stakeholders, such as the other utility companies in our regions, are at a level of maturity where we know each other well, and we are working with them to co-design and co-deliver services.

We have also revised the format of our CFPs to help broaden and deepen our engagement in 2017/18. We began the process of transitioning to the new style in our spring 2017 CFPs, the format of which reflected more of the character of the roadshows that will launch fully in autumn 2017. Roadshows will ensure we continue to access a broad range of stakeholder feedback on proposed and current projects, whilst the new CFPs will provide more granular input to our business plans for 2018.

We have also focused this year on increasing our visibility and understanding of UK Power Networks, among all stakeholders who do not attend specific events. We have introduced a newsletter for all stakeholders, and specific ones for Councillors, members of the Greater London Assembly and MPs. We recognise that this group is an important channel of communication to our customers with whom we have no direct billing relationship but who depend on the critical service we provide.

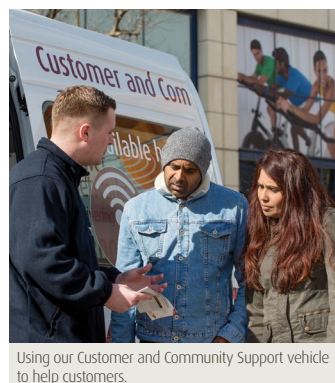
We have an enormous range of customers, from global conglomerates to small farms, mansions to social housing estates, West End theatres to village halls. Our engagement activity gives them a voice, with a particular focus on engaging stakeholders whose expertise and knowledge enables us to shape policies and services that support vulnerable customers. Stakeholders represent diverse viewpoints, backgrounds and levels of knowledge of UK Power Networks so we carefully define the purpose and mechanism of our engagement with them.

### Locations of our main engagement events this year



“The Sensory aspects were very interesting. A network company that has empathy with its customers and is using that information to improve their customer service is something I haven't seen before. That made quite an impact. BEIS representative at CFP.”

“CEO Panel is a great idea as it is really delivers strategic input... Forums sound like a good idea as this will drive a more focused input – very good! Attendee at Critical Friends Panel.”



Using our Customer and Community Support vehicle to help customers.



Sensory awareness at this year's CFPs.



“I’m very impressed with how UK Power Networks run their Critical Friends Panels. They clearly understand the value of stakeholder engagement and the need to be clear about the purpose and means through which they engage specific stakeholders. Emma Grigson, Head of Corporate Affairs, Affinity Water.”



Engaging with First Time Buyers.



Discussing community energy.



Our apprentices were the first to graduate from the new trailblazer programme.



Our employee volunteering scheme enables our staff to engage in their local communities.

## Matching engagement to our stakeholders

Stakeholders have different levels of awareness and interest in UK Power Networks as well as different points of view, so we tailor our engagement in a way that delivers the maximum value for both them and us. Refreshing our database of stakeholders every year enables us to maintain a broad and expanding pool of stakeholders. Some know us well and work with us in partnership to develop a specific service, whereas others know little about us and require an introduction to our business in order to contribute.

The most appropriate engagement mechanism is determined first by identifying the reason for our engagement with a stakeholder and second by assessing their knowledge of UK Power Networks.

The table below shows how we match our stakeholders to the most appropriate engagement mechanism.



Basil Scarsella promoting the PSR and emergency pack at our Parliamentary reception.



Our CFP attendees trying out sensory training.

		Knowledge of UK Power Networks			
Reason for engagement		High	Medium	Low	None
	Has expertise and perspective UK Power Networks can learn from	<ul style="list-style-type: none"> <li>– CEO Panel</li> <li>– Critical Friends Panel</li> <li>– Forum</li> <li>– Focus group</li> </ul>	<ul style="list-style-type: none"> <li>– Critical Friends Panel</li> <li>– Forum</li> <li>– Focus group</li> </ul>	<ul style="list-style-type: none"> <li>– Focus group</li> <li>– Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>– Newsletter</li> <li>– Roadshows</li> </ul>
	Helps UK Power Networks co-design/co-deliver service	<ul style="list-style-type: none"> <li>– Forum</li> </ul>	<ul style="list-style-type: none"> <li>– Forum</li> </ul>	<ul style="list-style-type: none"> <li>– Newsletter</li> <li>– Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>– Newsletter</li> <li>– Roadshows</li> </ul>
	Is a communications channel through which UK Power Networks can deliver information to customers	<ul style="list-style-type: none"> <li>– Information campaigns</li> <li>– Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>– Information campaigns</li> <li>– Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>– Information campaigns</li> <li>– Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>– Information campaigns</li> <li>– Roadshows</li> </ul>
	Should be informed/aware of UK Power Networks	<ul style="list-style-type: none"> <li>– Roadshows</li> <li>– Bespoke event</li> <li>– Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>– Roadshows</li> <li>– Bespoke event</li> <li>– Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>– Roadshows</li> <li>– Bespoke event</li> <li>– Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>– Roadshows</li> <li>– Bespoke event</li> <li>– Newsletters</li> </ul>
	Brings insight, opinion and sentiment	Test It with customers Rant and Rave Survey (a real time way to capture customer feedback in a power cut) Broad Measure Survey			

## Case study



Find out more here  
<http://www.ukpowernetworks.co.uk/videos2>

Age Exchange is a small local charity based in our London Region. Internationally known for its leading work in reminiscence (the exploration of memories) to support older carers and people with dementia, we were keen to draw on their expertise to inform our understanding of the needs of our customers with dementia and the implications for vulnerability associated with an ageing population.

Age Exchange had a low knowledge of UK Power Networks but a high level of expertise. We initially worked with Age Exchange to run a focus group to increase our understanding of dementia. Through our engagement with Age Exchange, their knowledge of UK Power Networks increased and the charity’s CEO was invited to join our CEO Panel, thereby enabling us to draw their expertise into our strategic thinking.

Our engagement with Age Exchange has made a significant contribution this year to our understanding of the changing needs of our vulnerable customers.



Working with our partners, Age Exchange, on dementia.

# 03 Consumer vulnerability strategy

Our vulnerability strategy is informed by Ofgem's definition of consumer vulnerability:

'When a consumer's personal circumstances and characteristics combine with aspects of the market to create situations where he or she is:

- Significantly less able than a typical consumer to protect or represent his or her interests in the energy market;
- Significantly more likely than a typical consumer to suffer detriment, or that detriment is likely to be more substantial.'

We recognise that vulnerable customers are more likely than a typical consumer to suffer detriment in the event of a power cut. We know that financially vulnerable consumers – specifically those in fuel poverty – are more likely than a typical consumer to suffer detriment. We also understand how individuals and communities that are hard-to-reach or seldom heard and therefore may not have access to information or support networks, are less able to protect or represent their own interests.

Vulnerability is, however, complex, changeable and sometimes transitory. That is why the fourth aspect of our strategy is to build our understanding of the emerging factors and societal trends that might make our customers more or less vulnerable.

Coordinated by a team established this year, our consumer vulnerability strategy aims to:

## 1. Priority Services Register

Reduce the impact of power cuts on customers who have a specific need or dependence on electricity by identifying those eligible for priority service.

## 2. Fuel poverty

Make our customers aware of energy efficiency and wider money saving advice that might enable them to reduce their fuel bills, whilst ensuring support includes addressing energy debt, tariffs and benefits.

## 3. Hard-to-reach and seldom heard

Understand how we can improve our communications with hard-to-reach or seldom heard individuals and communities, in order to make UK Power Networks more accessible to them.

## 4. Understanding vulnerability

Be alert to, and build our understanding of, emerging factors that make our customers more or less vulnerable.

## Our vulnerability strategy

### 1. Priority Services Register

The first group of vulnerable customers comprises those who qualify for the Priority Services Register (PSR). These customers have particular needs that are recognised as being exacerbated by a power cut. Therefore, it is essential that we know who they are and what needs they have so that we can develop services that will help them in the event of a power cut.

#### Our PSR data strategy

Our ability to serve the most vulnerable customers depends on the accuracy of our data. The increase in scam calling and mis-selling in recent years has left many people, especially vulnerable people, concerned about unsolicited calls. Last year stakeholders told us that they did not want us to call customers on the PSR to check their details, because this could be mistaken for cold calling. We continue to follow that advice; we do not want to add to the anxiety of our vulnerable customers and therefore do not make cold calls to them.

Instead, we maintain the accuracy of our PSR data by:

- Working with carefully selected partners, to refer customers to our PSR, e.g. local councils.
- Developing innovative, targeted ways to increase awareness of our PSR, e.g. promoting the PSR on pharmacy bags.
- Cleansing our PSR annually using available sources to validate and update names and contact details. As a result of cleansing, 195,041 names were removed from our PSR in the last 12 months.

### 2. Fuel poverty

We regard those experiencing financial difficulty, specifically those in fuel poverty, as vulnerable. We aim to make our customers aware of energy efficiency and wider money saving advice that might enable them to reduce their fuel bills, whilst ensuring support includes addressing energy debt, tariffs and benefits. According to the Government's Annual Fuel Poverty Statistics Report 2016, the regions covered by our networks are the only regions where fuel poverty increased in the preceding 12 months. The causal link between poverty and ill health means that without help to reduce their fuel bills, these customers may develop health conditions that would further increase their vulnerability.

### 3. Hard-to-reach and seldom heard

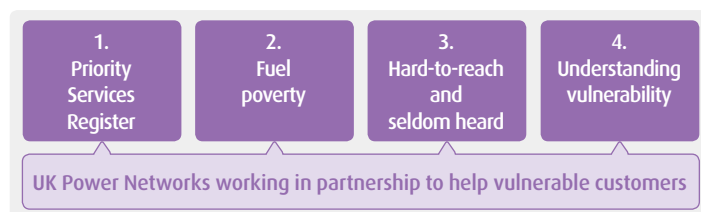
The third group of vulnerable customers is those who are hard-to-reach and seldom heard. There is an inherent risk that the failure of mainstream methods of communication to reach these individuals and communities place this group at a disadvantage. We make a particular effort to identify these groups, e.g. through our work with the London Sustainability Exchange on engaging with the Muslim community. This enables us to identify communication channels that will break through the barriers and bring their levels of contact and engagement with us in line with that of the wider population.

### 4. Understanding vulnerability

Finally, we recognise that vulnerability is complex and confining it to three definitions risks limiting our understanding and ability to serve some vulnerable customers. The richness of our engagement – with customers, politicians, the media and subject specialists – helps us understand that vulnerability can be present in many guises. Our engagement is designed to increase our understanding of the vulnerabilities of our customers in all its complexity.

## Our partnership strategy

Partnerships form a central role in our vulnerability strategy. They enable us to identify gaps in our understanding, build our knowledge and together shape the services we deliver to vulnerable customers.



There are many crossovers among these groups. For example, some older people may appear in all three categories, with complex health needs, low income and with limited or no digital skills.

We recognise that we are not experts in vulnerability and we therefore engage with partners who are experts in their fields. That is why the first meeting of our new CEO Panel assembled senior representatives from charities and organisations representing older and disabled people, providers of palliative care and experts in fuel poverty to discuss and challenge our vulnerability strategy.

Other examples of how our partnership strategy has enabled us draw on the expertise of stakeholders to deliver our vulnerability strategy are shown in the table below.

Vulnerability	Example partner
PSR	> British Kidney Patient Association
Fuel poverty	> Community Energy South
Hard-to-reach and seldom heard	> London Sustainability Exchange
Understanding vulnerability	> Age Exchange



## Evolving our vulnerability strategy in 2016/17

### 1. Priority Services Register

We focused our work on two areas:

- Increasing the number of customers registered on our PSR.
- Mapping services to needs codes to ensure we serve every category according to needs.

### 2. Fuel poverty

- Extending our work on fuel poverty beyond our partnership with the Citizens Advice.

### 3. Hard-to-reach and seldom heard

- Focusing on communication with the Muslim community.

### 4. Understanding vulnerability

- Increasing our understanding of dementia in the context of an ageing population and the rising cost of dementia care.
- Adopting sensory training as business as usual to increase the understanding of vulnerability amongst our employees.

Part 3 of our submission explains how we have developed these areas and the impact this has had on customers and stakeholders.



Working with the fire service.



Engaging with our stakeholders on vulnerability at our London Critical Friends Panel.

# 04 Range of engagement mechanisms

Our engagement principles enable us to design and run an engagement programme that provides us with a rich source of insight, a range of perspectives and a roadmap for building a successful, sustainable company dedicated to serving its customers.

### Summary of engagement mechanisms

Mechanism	Number in 2016/17	Number of stakeholders	Purpose & format	Example topics	Example stakeholders	Example outcomes
CEO Panel	1	8	To understand and respond to insights from senior stakeholders  Presentation and roundtable discussion	– Social role – Vulnerability strategy – Performance targets	– CEOs and senior staff from key stakeholder groups e.g. charities and NGOs	– Endorsement of UK Power Networks' social role and vulnerability strategy – Addition of social role to business performance targets
Critical Friends Panel	6	141	To obtain feedback on our activity plans and seek endorsement for our programme outcomes	– Projects prioritisation – Business planning	– Local authority – Not for Profit sector – Utility companies – Parish Council – Community Energy	– Prioritisation of 2016/17 projects and evaluation of 2016/17 programme – Feedback on business plan assumptions on EV and heat pumps – Endorsement for further sensory training to increase understanding of vulnerability
Forums	19	411	To co-design service/ solution on single issues	– Energy efficiency advice leaflet – Design of emergency pack	– Other utilities – Not for Profit sector	– New emergency power cut pack developed for PSR customers – Cross Utility Energy Efficiency and Safety leaflet
Focus groups	9	71	To grow our knowledge and further our insights on specific subjects	– Energy efficiency and house buying	– First Time Buyers – Dementia patients and carers	– Develop a first time buyers' energy efficiency advice pack
Bespoke events	90	44,017	To raise awareness and share information with a particular group	– PSR – Safety	– MPs – Industry – Young people/ children	– MPs promoting PSR to their constituents – Crucial Crew events for 10-11 year olds on safety
Market research	4	87,185	To gain feedback on service from customers	– Customer service – Social role	– Customers	– Testing customer attitudes to the vulnerability strategy
Communications channels	10	13,464,373	Targeted publications designed to raise awareness and inform stakeholders	– PSR – 105 campaign	– Councillors – Stakeholders – Customers – Press	– Increased awareness of UK Power Networks



Engaging with a Scouts group on safety – a bespoke event.



Meeting residents in Suffolk – a bespoke event.



Listening to First Time Buyers – a focus group.

# 05 Acting on feedback to deliver outcomes

This table summarises the 158 actions we took in response to input and feedback from stakeholders and the positive outcomes and benefits these actions led to for customers and stakeholders. There are additional outcomes throughout parts 2 and 3 of the submission, identified by this icon: 

Customer service				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
CFP	Use text alerts for planned shutdowns	1	Customers can register to receive text messages before and during planned outages	116,019 planned shutdown text messages sent
CFP	Larger businesses misplace notices about planned outages	2	Trialled additional notifications to B&Q's resilience team	B&Q able to test generators ahead of planned shutdown
CFP	Use social media to serve customers	3	Used social media for planned and unplanned outages	46,371 messages sent to customers on social media
CFP	Improve website on mobile	4	PSR website pages now configured for mobile phones	Contributed to 23,640 website PSR sign-ups
Real time	Make it easier to report a power cut in a block of flats	5	Changed our process for reporting outages in flats	Faster resolution of power cuts in flats
CFP	Expand customer channels	6	Expanded web chat and video chat to more webpages	3,693 customers used web chat
CFP	Expand customer channels	7	First DNO to acquire verified Twitter blue tick	Increased customer trust in social media as a channel
CFP	Expand customer channels	8	First DNO to use Facebook Live during live Q&A	2,000 customers participated
CFP	Expand customer channels	9	First DNO to use Facebook Messenger with customers	6,232 customers used Facebook Messenger
CFP	Use YouTube videos to serve customers	10	Referred customers to our YouTube help videos	37,478 views on YouTube
CFP	Improve website information	11	Redesigned over 20 areas of the website	24% increase in website use
CFP	Promote 105 service	12	Leaflet promoting 105 sent to all 8.2m customers	40% of those surveyed said they would call 105 in a power cut
CFP	Promote 105 service	13	105 displayed on our vehicles	40% of those surveyed said they would call 105 in a power cut
CFP	Promote 105 service	14	Ran a radio and press campaign to promote 105	40% of those surveyed said they would call 105 in a power cut
CFP	Promote 105 service	15	Promoted 105 on our social media channels and website	40% of those surveyed said they would call 105 in a power cut
CFP	Promote 105 service	16	We used 'test it with customers' to engage customers in the 105 leaflet design	Customers favoured a sticker over a magnet as a 'leave behind' – we included a sticker
CFP	Promote 105 service	17	We tested alternative leaflet designs with 20,000 customers and a phone survey of over 2,200 customers	We produced the most popular leaflet design
CFP	Larger businesses misplace notices about planned outages	18	Trialled additional notifications to ambulance service	Ambulance service able to charge equipment ahead of planned shutdown
CFP	Continue to engage with future bill payers to shape services	19-20	Ran two focus groups for first time buyers	Co-designed a joint utilities leaflet that will be available to new home buyers
Innovation & future energy				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
CFP	Maintain/accelerate Flexible Distributed Generation (FDG) expansion	21-22	Extended FDG to South Eastern network and rolled out to large parts of Eastern network	Connected 10MW through Flexible DG/Flexible DG has saved connections customers over £70m to date
CFP	Maintain/accelerate FDG expansion	23-24	Held an FDG forum and shared FDG report	Over 700 stakeholders informed about FDG
CFP	Take lead role facilitating increase in EV charge points	25	Connected Europe's largest and London's first all-electric bus depot	Supported Mayor's air quality targets/reduced connection costs to bus operator
CFP	Take lead role facilitating increase in EV charge points	26	Held pre-application discussions with five bus operators	Helped bus operators to shape and improve their route tenders
CFP	Take lead role facilitating increase in EV charge points	27	Tested and published EV guide for Councillors	Testing found that understanding of the process for connecting EV charge points increased from 60% to 82%
CFP	Take lead role facilitating increase in EV charge points	28	Met with London Councils, GLA and TfL	Improved Mayor's Office, TfL & London Council's understanding of process for connecting EV charge points
CFP	Take lead role facilitating increase in EV charge points	29	Provided input to the GLA's Environmental Strategy	Improved GLA's environmental modelling
CFP	Take lead role facilitating increase in EV charge points	30	Partner in pilot to convert 'street lamp' charge points	Three 'street lamp' charge points connected in central London
CFP	Engage heavy road users on EV	31	Collaborated with UPS on a project to deliver a tool to facilitate timed connections	This project will enable fleet operators to adopt EV cost effectively
CFP	Ensure guides contribute to wider energy literacy	32	EV and storage guides drafted in lay terms	Simpler to use guides
CFP	DSO transition should prioritise cheaper and quicker connections	33	Engaged with National Grid and led ENA's revision of the Statement of Works (SoW)	Improved timescales and cost certainty for DG customers by including all assessments within the 90 day requirement
CFP	DSO transition should prioritise cheaper and quicker connections	34	Engaged with National Grid to establish a Regional Development Programme in the south east	Reduced need for transmission reinforcement works
CFP	Build understanding of smart meters	35	Undertook two studies to inform smart metering work	Improved understanding of suppliers' and consumers' perspectives
CFP	Build understanding of smart meters	36-37	Trained Smart Meter apprentices and recruited 2nd intake	Our trained apprentices have specific knowledge and skills to support the smart meter rollout programme
CFP	Build understanding of smart meters	38	Added smart meter information to website	Easier to find information on smart meters
CFP	Use role to help achieve change and spread knowledge	39	We engaged the Parliamentary Renewable & Sustainable Energy Group to hold a seminar to brief key stakeholders on the development of a smart, flexible energy system	Raised awareness among key stakeholders
CFP	Take lead role facilitating increase in EV charge points	40	Shared our knowledge with Shadow Transport Minister on visit to bus depot	Raised awareness among key stakeholders
Making it easier to connect				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
CFP	Provide customers with information on storage	41	Produced domestic storage guide	Customers are able to understand benefits of storage
CFP	Storage should be a core priority	42	Co-designed online 'heat maps' to show customers where to connect storage	Helped customers avoid need to revise and resubmit applications
CFP	Make it easier to speak to your experts	43	Introduced online surgeries	Customers have access to experts without having to travel
CFP	Make it easier to speak to your experts	44	Held 29 connections surgeries	90% customer satisfaction with connections advice surgeries
CFP	Make it easier to speak to your experts	45	Established teleconference for our Highway Services customers	Highways authorities can get advice without having to travel
CFP	Make connections an important area of focus	46	Continued to roll out Distributed Generation (DG)	Connected 342MW for DG over 173 projects
CFP	Support Community Energy	47	Convened stakeholder meeting to discuss East of England Community Energy hub	New 'Community Energy East' established
CFP	Make it easier to plan connections online	48	Consulted more than 50 customers on how to improve the customer experience	By co-designing the service with stakeholders, we have ensured we understood and delivered on our customers' expectations
CFP	Storage should be a core priority	49	With stakeholders, we co-designed a technical policy document on storage that we shared with other DNOs	Our technical policy was used as the basis for the ENA's guide and policy
Safety				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
CFP	Safety of employees and the public is important	50	Worked with partners to deliver safety programme	930,375 people have been sent a safety message
CFP	Safety of employees and the public is important	51	Engaged three agricultural colleges to include safety in their syllabus	Improved safety awareness among agricultural workers
CFP	Safety of employees and the public is important	52	Provided 130 farm vehicle dealerships across our network areas with vehicle cab safety stickers	Improved safety awareness among agricultural workers
CFP	Safety of employees and the public is important	53	Provided vehicle cab safety stickers and advice to 1,400 haulage companies in network areas	Raised safety awareness among road hauliers
CFP	Safety of employees and the public is important	54	Engaged with road hauliers trade associations	Two trade associations published safety message to over 11,000 members
CFP	Safety of employees and the public is important	55	Engaged with British Sugar	Safety messages delivered to 2,400 contract haulage drivers at British Sugar
CFP	Safety of employees and the public is important	56	Adopted best practice from emergency services	Trialling safety shields for staff cutting near live HV/LV cables
CFP	Safety of employees and the public is important	57	Incorporated fire service driver safety programme into our 'Drive to Arrive' course	Improved driving training for staff
CFP	Safety of employees and the public is important	58	Engaged with young people via events and schools	Our safety messages reached 37,603 young people

Environment				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
CFP	Environment should be given more consideration	59	Worked with Watford Council to discourage littering around a particular substation	Fly tipping discouraged
CFP	Environment should be given more consideration	60	Bird diverters installed to reduce bird strikes	1,150 bird diverters installed
CFP	Environment should be given more consideration	61	Worked with Lee Valley Regional Park Authority, donated and installed six 10-metre high poles to support large osprey nests	Supported local group to help wildlife to benefit local environment and community
CFP	Environment should be given more consideration	62	In partnership with the AONB steering group, created an interactive map showing 'before and after' photographs of areas where we have removed overhead cables	Increased the awareness of environmental improvement
CFP	Environment should be given more consideration	63	Installed glow-in-the-dark panels and covered electricity lines at Welney Wetland Centre	Birds protected from line strikes
CFP	Environment should be given more consideration	64	Developed an anti-fly tipping sign for substations	Fly tipping discouraged
CFP	Environment should be given more consideration	65	More active in removing overhead cabling	5.75 kilometres of overhead cabling removed
Consumer vulnerability				
Method	What stakeholders told us	No. of actions	Action we took	The benefit to customers
Forum	Update register and remove out of date data	66	Carried out annual data cleanse	1.7m contact details checked against our PSR in our annual data cleanse
Forum	Update register and remove out of date data	67	Maintained PSR data accuracy through validating contact data	195,041 PSR records removed and 127,627 updated
Forum	Update register and remove out of date data	68	Identified customers with transitory needs	38,372 customers registered as having transitory needs
CFP	Continue to promote the PSR	69	PSR info included in leaflet sent to all 8.2m customers	Over 30,000 responses to join the PSR or update records
CFP	Continue to promote the PSR	70	Targeted medical dependency codes for kidney dialysis	66% increase in PSR registrations from those on kidney dialysis
CFP	Continue to promote the PSR	71	Targeted medical dependency codes for nebulisers	122% increase in PSR registrations from those using a nebuliser
CFP	Continue to promote the PSR	72	Targeted medical dependency codes for ventilators	125% increase in PSR registrations from those with a ventilator
CFP	Continue to promote the PSR	73	Worked with GP surgeries to promote the PSR to vulnerable patients	10 GPs surgeries promoting PSR to patients on surgery screens and posters
CFP	Continue to promote the PSR	74	Built relationships with patient groups	Seven pulmonary clinics registered customers to the PSR
CFP	Continue to promote the PSR	75	Contacted 39 councils to discuss PSR promotion	14 local authorities agreed to promote the PSR
CFP	Continue to promote the PSR	76	Emailled all local councillors about the PSR	95 councillors agreed to promote the PSR to their constituents/ 2,083 visits to our PSR page
CFP	Continue to promote the PSR	77	Developed article for school newsletter	Article sent to 3,140 schools
CFP	Continue to promote the PSR	78	Partnered with Neighbourhood Watch Sussex	Neighbourhood Watch Sussex sent 23,225 emails about the PSR
CFP	Continue to promote the PSR	79	Ran a multi channel awareness campaign	17% awareness of the PSR (+5%)
CFP	Continue to promote the PSR	80	Emailled over 3.5 million customers with PSR information	Over 15,000 responses to email
CFP	Continue to promote the PSR	81	Targeted social media advertising	173 PSR registrations
CFP	Continue to promote the PSR	82	Held week-long promotional campaigns in six London shopping centres	231 direct sign-ups to PSR
CFP	Continue to promote the PSR	83	500,000 Pharmacy bags have promoted the PSR	11 pharmacists sampled were impressed with the level of support offered
CFP	Continue to promote the PSR	84	Partnership with Community Energy South targeted the poorest areas in our South Eastern Network	507 direct PSR sign-ups through our partnership with Community Energy South
CFP	Provide interactive training for staff	85	Provided sensory training to staff	538 staff trained
CFP	Greater cooperation with emergency services	86	Established Community Outreach programme with fire service	Received direct referrals to PSR from five fire services
CFP	Expand energy efficiency advice	87	We referred 1,175 customers to Citizens Advice	Citizens Advice gave 114 customers in-depth advice
CFP	Expand energy efficiency advice	88-89	Included You and Your Home information in 'Welcome to the PSR' pack to 12,800 households/ surveyed sample to establish impact of You and Your Home	From research sample, 70% of the customers found the tips helpful, 37% of the customers adopted at least one behavioural change, giving potential total saving of £213,120. 13% checked whether they were on the best tariff giving potential for saving of £332,800. 20% checked to see if they were entitled to Winter Warmth Payments.
CFP	Expand energy efficiency advice	90	Partnered with Community Energy South to deliver face-to-face energy efficiency advice	2,371 customers attended Energy Café consultations and 1,420 had one-to-one consultations
CFP	Expand energy efficiency advice	91	Partnered with the Rural Service Network and the Rural Coffee Caravan	Expanded our outreach in hard-to-reach communities
CFP	Expand work with future bill payers	92	Established partnership with Community Energy South to deliver advice into schools	Energy Heroes programme delivered in eight schools
CFP	Work with local faith groups	93	Established Faith & Power with LSx to communicate with Muslim community	Engaged 60 Mosques, Islamic and Non-Islamic organisations as trusted sources to share information
CFP	Work with local faith groups	94	Produced communication toolkit bespoke for an Islamic audience	Project shortlisted for Utility Week Stars Awards – Constellation Award for collaborative work
CFP	Work with local faith groups	95	Established partnership with LSx to develop Faith & Power toolkit to engage Muslim community	40,624 people received messages via the newsletters, testimonials within the community
CFP	Work with local faith groups	96	Contacted the Church of England dioceses that cover our regions	Three dioceses carried articles about the PSR
CFP	Work with emergency services to support vulnerable customers	97	Co-delivery of community outreach activities	Two joint events with the emergency services delivered, reaching customers with face-to-face advice
Forum	Work with other utilities and groups to 'Signpost' to the PSR	98	Broadened Cross Utilities Forum to include other utilities in area of operation	Joint promotion of the PSR, including common branding with the water companies
Forum	Work with other utilities on customer vulnerability	99	Consulted utility partners on new emergency pack	New emergency pack co-designed with utilities to ensure it provides relevant and useful items
Forum	Work with other utilities on customer vulnerability	100	Co-designed Cross Utility Energy Efficiency and Safety leaflet	New utilities advice leaflet available to customers providing information on energy savings
Forum	Work with other utilities on customer vulnerability	101	Continued to work with other utilities via the Cross Utilities Forum	Endorsement for a new 12 month 'utility networks' engagement programme
CFP	Focus on refugees and those who cannot speak English	102	Improved Think Customer app	Think Customer app downloaded by 3,436 staff
CFP	Provide interactive training for staff	103	Developed dementia awareness training programme	75 staff trained, including senior management
CFP	Improve website access for disabled customers	104	Held forum to understand disabled access requirements	Introduced text to voice Browsealoud service on website to help visually impaired customers
CFP	Provide all types of advice and support to vulnerable customers	105	Conducted in-depth interviews with medically dependent customers as a first step	Shared learning about dialysis patients and water supply with water companies
CFP	Work with local partners	106	Participated in Essex Fire & Rescue Service 'information sharing' events	Increased involvement in local communities and understanding of local vulnerability
CFP	Promote the emergency pack more widely	107-108	Emergency pack and PSR promoted at our parliamentary event and in media	2,452 emergency packs sent out
CFP	Promote the emergency pack more widely	109	Sampled just under 100 PSR customers who received the emergency pack	Research found 90% felt more prepared for a power cut. 93% said they were likely to use items from the pack
CFP	Help vulnerable households	110	Alerted 65,614 PSR customers to forthcoming storm and explained our preparations	Calls to the customer service centre from PSR customers 32% lower than average of all events in 2016
Focus	Improve process for dispatch of generators to vulnerable customers	111	We improved our process for generators to customers who are medically dependent	Improved provision of generators
CFP	Expand the Customer and Community Support vehicles to all our regions	112	Expanded Customer and Community Support vehicles	Customer and Community Support vehicles deployed 166 times
CFP	Expand the Customer and Community Support vehicles to all our regions	113	Expanded Customer and Community Support vehicles service to include planned outages	Piloted the use of Customer and Community Support vehicles in planned outages. Deployed 41 times
CFP	UK Power Networks should develop specific partnerships for every type of vulnerability	114-129	Created 16 new partnerships with organisations whose client groups are covered by one or more PSR codes	16 new partnerships in 2016/17 delivering a range of benefits to vulnerable customers
CFP	UK Power Networks should develop specific partnerships for every type of vulnerability	130	Worked with the National Autistic Society to co-design virtual reality training	Used to train our trainers
Various	Respond to feedback	131-158	28 further actions in part 3 arising from engagement activity	28 actions delivered with benefits to vulnerable customers

CFP – Critical Friends Panel    Forum – Cross Utility Forum, Partners Forum    Focus – Future Bill Payers focus group, Medical Dependency focus group, Storm Doris focus group



# 06 Evaluating our stakeholder engagement



**WINNER**  
Utility of the Year

**86%**

Customer satisfaction  
(Ofgem Broad Measure)

“It’s fantastic – I wasn’t aware of all the innovation you are undertaking. Rebecca Trower, Head of Quality and Patient Experience, Hospice for Home and Princess Alice Hospice.”

“The panels are useful to see the company’s strategy, issues and where they place their focus going forward, as well as to discuss with senior teams on their issues. Ollie Pendered, Community Energy South.”

## Stakeholder evaluation

We ask stakeholders to evaluate our engagement mechanisms at all of our major events. We surveyed 241 stakeholders from April 2016 – March 2017.

**241**

stakeholders evaluated  
our engagement

Feedback	CFP	Community Energy	Cross Utilities Forum	Partners Forum	SME Focus Group	DG Forum Satisfaction
% Positive	98	100	100	100	100	85
% Negative	2	0	0	0	0	15

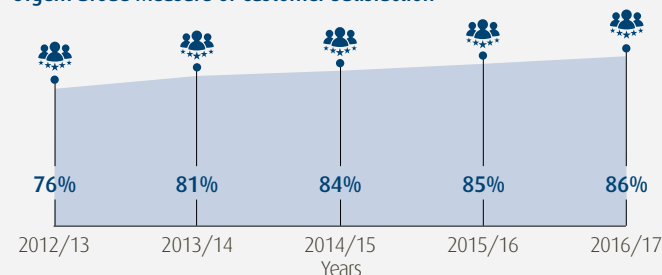
“It was an excellent event and I was delighted to be invited. Dr Jan Sheldon, Chief Executive, Royal Association for Deaf People.”

## Customer satisfaction

Effective stakeholder engagement is critical to our ability to understand and meet the expectations of our customers. Customer satisfaction, as measured by Ofgem’s Broad Measure, is therefore a useful indicator of how effectively we are listening to and acting on the feedback from our stakeholders.

Over the past five years we have increased customer satisfaction by 10 percentage points.

### Ofgem Broad Measure of Customer Satisfaction



## Independent audit



We engaged AccountAbility to review and assess our stakeholder engagement and consumer vulnerability performance against AA1000 Stakeholder Engagement Standard (SES) (2015) and Ofgem’s guidance on Stakeholder Engagement and Consumer Vulnerability.

AccountAbility reviewed and carried out a high level referencing of achievements and areas for improvement against the AA1000SES (2015), undertook structured interviews with internal and external stakeholders and carried out reviews of documentation, systems and processes.

### Extract from AccountAbility Audit

“UK Power Networks has demonstrated a notable improvement in the clarity of its stakeholder and customer engagement strategy and a more effective alignment with the company’s core business strategy and planning cycle in the last 12 months. Company senior management fully grasp the notion and value of effective engagement as a core driver of sustainable business success. This is illustrated in the mature and structured approach, evident across the company, to tailor mechanisms to meet the purpose and objectives of engagement, as well as to seek customer and stakeholder input and advice in the development and improvement of company products and services.

UK Power Networks has been seen to place particular emphasis on understanding and addressing the company’s social role and how to most effectively deliver to vulnerable customers. Underpinned by a robust and methodological vulnerability needs and demographics analysis, UK Power Networks has enhanced the work it undertakes with a large diversity of strategic partners to maximise the impact of services to customers. A highlight, corroborated by both partners and customers, is the work focused on financial vulnerability and the topic of fuel poverty. Extending the successful work under the You and Your Home campaign, UK Power Networks has developed new partnerships with local experts to foster stronger face-to-face customer engagement and enhanced opportunities for cost savings for customers.”

## Accreditations



BSI judged that UK Power Networks fully complied with the requirements of BS 18477:2010. BSI carried out a full audit of our stakeholder engagement and vulnerability strategy against the requirements of BS 18477:2010 Inclusive service provision.

The audit built on the gap analysis in November 2015 and focused on UK Power Networks’ arrangements to implement requirements and their effectiveness to meet the requirements of BS 18477:2010.

“the team at UK Power Networks should congratulate themselves on the work undertaken to deploy and implement the requirements of BS 18477:2010 so effectively throughout the business processes included in the scope of the audit.”



We were pleased to again retain Action on Hearing Loss accreditation: “Louder than Words.”

Louder than Words™ is a nationally recognised accreditation for organisations striving to offer excellent levels of service and accessibility for customers and employees who are deaf or have a hearing loss.

We are pleased to have retained our accreditation in 2016/17.

