

## Part 3:

# Consumer Vulnerability



Stakeholder engagement  
and consumer vulnerability  
submission 2016/17



**Scottish & Southern**  
Electricity Networks



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**Scottish & Southern**  
Electricity Networks

# Introduction and highlights

I am pleased to introduce you to Part 3 of our SECV submission, setting out the progress we have made this year in addressing consumer vulnerability.

Efficient, safe and reliable electricity networks are a key part of today's modern, connected society. We know that our actions can have significant consequences for the 3.7 million homes and businesses we serve, and we are conscious of our responsibilities to our customers and communities, particularly the more vulnerable. We are also aware that we can play a role in addressing some of the issues that face the most vulnerable members of our society, including those made temporarily vulnerable by storms and associated power interruptions.

Helping vulnerable customers is therefore front and centre of how Scottish and Southern Electricity Networks (SSEN) does business.

We have continued to pursue our long-standing five-point strategy to address consumer vulnerability this year, making key improvements along the way. In order to best meet these strategic priorities, 2016/17 has been the year where SSEN has focused heavily on 'knowing our customer'. This has included our ongoing efforts to gain greater insight into the needs of Priority Service Register (PSR) customers, and through significant investment to promote the register and data-cleanse existing records, ensure that the PSR is as comprehensive and high quality as possible.

In addition, major knowledge-building initiatives such as our Knowledge Transfer Partnership (KTP) with the University of Dundee have come to fruition this year. This knowledge is allowing us to serve our customers better and more efficiently, and target resources appropriately. This was tested when a submarine cable failed in late 2016, leaving the Isle of Cumbrae as a 'single-circuit risk'. The vulnerability mapping data we held showed a concentrated area of vulnerable customers on the island and it really changed my thinking on our emergency response, taking over extra generators as contingency and placing them in strategic locations.

Alongside a better knowledge of who we serve, we have sought to provide direct benefits to our most vulnerable consumers in a cost effective way. Our innovative Warmworks scheme directly helps customers in fuel poverty by assisting them with ancillary works prior to the installation of energy efficiency measures. This fills a recognised 'funding gap' and is estimated to generate £30 in direct customer benefits for every pound that we invest. In addition, we have committed to share 30% of our SECV incentive revenue with communities through our grant-making Resilient Communities Fund. This year, over £760,000 has been allocated to the fund and, following consultation with a broad range of stakeholders, the fund criteria has been refocused to provide greater support to projects that address vulnerability needs.

In order to ensure that our strategic priorities remain valid, we have undertaken a step change in the way we engage with our stakeholders on issues around consumer vulnerability this year. We have engaged with stakeholders in a greater number of ways than ever before, including through our new Advisory Panel, whose members are committed advocates on issues around consumer vulnerability. We've also looked to target engagement, including creating regional fora for specific local stakeholders such as healthcare professionals to express their views on issues affecting the vulnerable in their communities. At a working level, over 1,300 front-line staff have undergone vulnerability training this year.

Last year, Ofgem's SECV panel told us that they wanted to see concrete delivery on our good intentions. I am pleased that our knowledge building and feedback from stakeholder engagement are allowing us to do this, and build a programme of activities which are driving real benefits to the most vulnerable in our communities, both now and in the future.

**Colin Nicol**  
Managing Director  
Scottish and Southern Electricity Networks

The rest of this submission is structured as follows:

- **Section 2** provides more detail about our strategy and approach to consumer vulnerability, how we engage with stakeholders to shape our agenda in this area, and how this has shaped our priorities this year
- **Section 3** describes the activities we have undertaken to meet our strategic priorities in 2016/17
- **Section 4** sets out how our activities have benefited customers and communities.

## Targets:

- We gave ourselves a target for training all front-line staff on vulnerability by March 2017. This has been achieved
- We have a target of 5:1 return on investment for any new vulnerability and fuel-poverty projects to ensure we are focusing on areas that provide the best value for our customers
- We have a target to increase our Priority Services Register, with proactive activity with our vulnerable customers. We have delivered significant growth this year
- We had a target to achieve BSI 18477-2010 for the second consecutive year, we have achieved this.

## Highlights

### Stakeholder engagement

Engagement with over 5,000 consumers at a range of different events

### Customer service

Over **1,300** staff undertook vulnerability training this year  
**84%** customer satisfaction rating, up from 67% last year

### Resilience

**115**

additional community resilience projects, now in place through community resilience funding during 2016

### External validation

KTP assessed as Outstanding  
BSI 18477-2010 achieved for second consecutive year

### PSR

**8% growth this year**

even after an extensive data cleansing project

**24,000**

direct sign ups to the PSR this year, an increase of over 100% on our 2015/16 figures

**North 94,977 South 392,225**

**Total 487,202**

### Value for Money

Warmworks Gap Funding initiative, estimated to generate £30 of lifetime customer benefits for every £ that we invest



# Strategy and approach

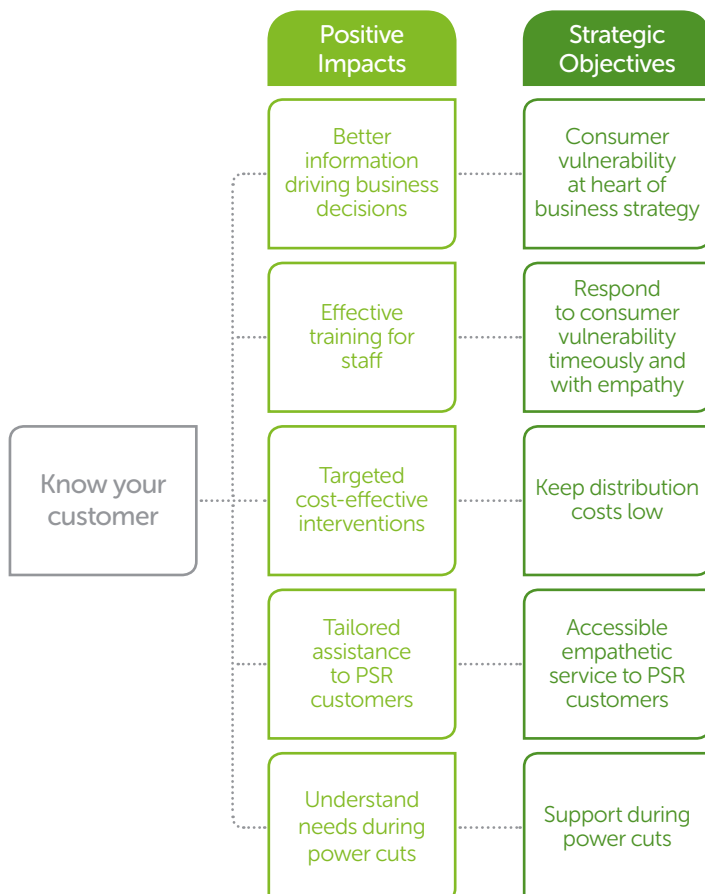
## Our strategy

Addressing consumer vulnerability issues is at the heart of the way SSEN does business. We have worked to embed change at every level, from vulnerability training provided to front-line staff, to our board input into our vulnerability strategy and their direct input into our Stakeholder Advisory Panel.

SSEN's strategy for supporting customers in vulnerable situations was first set out in its RIIO-ED1 business plan, and is based around five strategic priorities:

- Ensuring that addressing consumer vulnerability is at the heart of our business strategy, our culture, our policy and all of our services;
- Identifying and respond to consumer vulnerability timeously and with empathy;
- Keeping the distribution costs of our consumers' electricity bills as low as possible;
- Delivering an accessible and empathetic service to our PSR customers
- Supporting those who become temporarily vulnerable during a power cut

We see the key to delivering on all of these priorities as having a market-leading understanding of our customers and their needs, particularly those classified as vulnerable – in other words 'knowing our customer'. We understand that vulnerability issues are complex, and that there are many ways in which consumers can be vulnerable, each of which will require a tailored approach in order to be truly effective. We believe that having the best information about vulnerable customers enhances our decision making, and allows us to identify the most effective interventions and deliver them in a matter that ensures value for money.



Fundamental to this is continuing to ensure that the PSR is as comprehensive as possible in terms of reach, and has the best quality of information possible about our vulnerable customers. Continuing from previous years, we have sought to:

## Understand needs

We conducted a comprehensive telephone survey with 600 PSR registered customers completing the full survey at a cost of £16,800. The resulting views and opinions will help us further improve the service we provide to PSR Customers.

## Improve quality of data

we have improved the data on the PSR, cleansing

# 82,502

records across 2016/17. With our new partnership with GBG and SGN we expect to fully update our PSR every 3 years.

## Improve awareness

We continue to promote the PSR with local resilience partners. This year we have sought to promote the PSR through new channels, such as a door drop to every household in our regions, an extensive winter campaign, sight loss charities, pharmacies, the Living it Up website in Scotland, and through bus pass renewals from Wiltshire Council. We have received over 24,000 direct sign ups to the PSR across 2016/17, double our previous year.

Any one of us can find ourselves in a vulnerable situation at any time as a result of circumstance, external or personal. We are committed to delivering a service which not only supports customers who self-identify as requiring additional support – our Priority Service customers – but also adapts to changing circumstances which can render people vulnerable for short periods of time.

We have also sought to improve our ability to respond to transient vulnerability. Our Knowledge Transfer Partnership which has provided independent feedback is a key part of this. Started in 2013, this partnership with the University of Dundee and Innovate UK aims to identify how SSEN can respond better to customers during prolonged power interruptions. This project has given us a detailed understanding of how consumers cope during a power cut, and how vulnerability isn't just about one characteristic, such as having a chronic medical condition or a disability. Instead it varies with location, time, social, cultural factors, the individual's characteristic's and also political and situational dynamics.

Our Knowledge Transfer Partnership work has led us to look more closely at vulnerability beyond the PSR through our Vulnerability Mapping project. This is a mapping tool to provide customer information across a wide range of socio-economic indicators across our network areas, which we have developed this year alongside the Centre for Sustainable Energy and consumer expert Trisha McAuley. We have also agreed to share details of our approach with National Grid.

By enhancing our understanding of vulnerability issues, these projects will enhance our future ability to address issues and deliver customer benefits. We have already utilised our Vulnerability Mapping to provide additional support to the Isles of Bute and Cumbrae after a connectivity issue. Alongside this, we have continued to deliver schemes with proven impacts in helping vulnerable customers:

### Provide outstanding service to PSR customers

**Over 1,300**  
staff given vulnerability training this year. We have also introduced training around dementia issues into our programme this year, with input from Age Scotland.

### Helping consumers in fuel poverty

Energy Efficiency Gap Funding with Warmworks

### Resilience

**45**  
new resilience plans are in place across central and southern England this year

#### Stakeholder Vulnerability Panel:

In addition to this we will be recruiting a specialist Vulnerability Panel during 2017/18 to help, guide and challenge us on all aspects of our support for consumers in vulnerable situations. This will complement our Stakeholder Advisory Panel in helping us to understand the needs of our customers including our vulnerable customers. As with the existing groups and panels outputs, concerns and feedback from the Vulnerability Panel will feed up to senior management up to, and including, the SSEN Managing Director as well as through the Heads of Region.

#### Stakeholder engagement

In response to feedback from Ofgem, we have reinvigorated the way we approach stakeholder engagement, and reviewed our structures for engaging with stakeholders. This will ensure that the views of experts and consumer vulnerability advocates flow back more effectively into our business to shape our future agenda.

This year we have delivered on our promise to ensure more diversity on the SSE board. We appointed Rachel McEwen as a Non-Executive Director of SSEN. As Director of Sustainability with SSE plc, Rachel brings genuine challenge to the SSEN Board on issues such as sustainability and engagement with stakeholders right across SSEN's business.

Beyond the board, our principal channels for seeking stakeholder feedback are as follows:

#### Stakeholder Advisory Panel:

Our Stakeholder Advisory Panel is made up of diverse, informed senior stakeholders. The appointment of its six members was approved by Colin Nicol, and the group met for the first time in February 2017. The panel includes members representing a wide range of stakeholder interests.

Because helping customers in vulnerable situations is front and centre of how we do business special consideration was given to the panel's expertise in vulnerability, fuel poverty and consumer resilience arenas when assessing who to appoint.

We are very proud that four of our six Stakeholder Advisory Panel members have a wide range of experience and a high degree of knowledge across vulnerability, fuel poverty and resilience. Having this valuable insight will help to shape our strategy and initiatives for supporting consumers moving forward.

- **Verity Murrice:** An expert in mental health matters and housing issues, based in Berkshire, Verity is the Founder and a Trustee of Eight Bells for Mental Health, a charity supporting mental health service users. Verity herself has experienced life as a disabled consumer on a low income and brings to the Panel real life experience of the vulnerability such factors can cause.
- **Ian Hoults:** One of England's foremost community resilience professionals. Ian is Head of Emergency Planning and Resilience for Hampshire County Council, a position he has held since 1999. Ian was Honorary General Secretary of the Emergency Planning Society for ten years and for 2 years was Chairman of that organisation. For the past 10 years Ian has been an Emergency Planning Advisor to the Local Government Association.
- **Norrie Kerr OBE:** A fuel poverty campaigner who was awarded an OBE for services to the Children's Hearing System in Scotland and for voluntary and charitable work in Glasgow. Norrie is Director of Energy Action Scotland and works with several energy organisations to influence decisions such that they help tackle fuel poverty.
- **Mike Petter:** A board member of a national housing association based in Hampshire with approximately 60,000 properties. Mike has also held several Board positions with healthcare organisations.

From its first meeting in February 2017, the Panel began to shape our approach to supporting customers in vulnerable situations.

The panel members have already learned about how SSEN works and how it is working to address the needs of vulnerable consumers.

The panel will view all decisions with consumer vulnerability in mind and specifically discuss topics relating to consumer vulnerability fuel poverty and resilience at various points throughout the coming year.

#### Stakeholder Voice:

We work with our Scotland and South of England Customer Voice Groups on national issues especially those related to customer satisfaction. We also engage with industry experts and other senior stakeholders including organisations representing key stakeholder groups on a range of issues.

As with the Stakeholder Advisory Panel, many of the Stakeholder Voice Group members have consumer vulnerability at heart. The group is also encouraged to discuss and review our vulnerability processes and projects. At the most recent meeting of the Stakeholder Voice Group, on 31st January 2017, agenda items included Gap Funding for Fuel Poverty Customers and Vulnerability Mapping.

#### Regional Fora:

Regional fora are our most local vehicle for stakeholder engagement and are hosted within the communities we serve, normally at one of our regional depots.

Six regional fora have been held this year, four in central southern England and two in Scotland. We have made a commitment to hold a minimum of seven regional fora this coming year and regions are planning additional issue-specific engagement based upon local topics and concerns. Membership of the Regional Fora is drawn from stakeholders within the local communities and invitations are sent to a diverse range of organisations and charities. This is helping to ensure appropriate representation for all customer viewpoints so we can truly listen to stakeholder feedback from every corner of our business.

# Activities and outputs: knowing our customer

A key focus of our activities in 2016/17 has been 'knowing our customer'. Below we provide details of related activities:

## Knowledge Transfer Partnership (KTP)

### What it is:

SSEN has partnered with the Social Sciences Department of the University of Dundee, which researches how emergencies and natural disasters affect people with disabilities and chronic illness. KTP is a formal three-year project stemming from this partnership. University of Dundee academics were given open access to all areas of SSEN and spent more than two years researching, investigating and challenging every aspect of our service offering. This focused on customers in vulnerable situations and how consumer vulnerability changes during storms and weather events. University of Dundee delivered a far-reaching report containing a raft of practical outputs and changes to benefit customers.

### Why we did it:

- We need to know our customers better so that we can deliver what they need and expect from us
- The KTP is a cornerstone of our drive to 'know our customer', and is a key part of delivering against our strategic objectives in relation to consumer vulnerability. Third party review provides a clear, unbiased perspective on our offering to vulnerable consumers.

### Outputs:

The University of Dundee's insights have dramatically increased our understanding of the most vulnerable customers and by doing so we've been able to transform our customer service offering for them. The 53 outputs from the report have all been implemented and are already making a difference to our customers. Some of the key changes and improvements to flow from the project are:

- New customer-focused vulnerability training rolled out to over 1,300 front-line staff
- Dozens of external workshops that deliver an insight into consumer vulnerability focusing on issues such as power cuts, held in the north and south regions with hundreds of participants and attendees
- Community Adviser teams working with local partners to engage hard-to-reach customers and develop resilience plans
- An overhaul of communications between the Control Room, stores, depots and externally the National Health Service to streamline and plan our response
- Setting up a team of Customer and Community Advisors in central southern England
- Work to embed changes in culture and practice throughout the business through our training and stakeholder panel.

### Our investment

**£170,000**

**Over 600**

FTE days  
(excluding training)

### Next steps:

we will ensure that the improved knowledge we have gained from this project is embedded into the decisions we make through our Vulnerability Mapping initiative (see page 6).

"The partnership between the University of Dundee and SSEN has been a huge success, as recognised by Innovate UK's award of 'Outstanding'. The research team of Dr. Irena Connon, Prof. Thilo Kroll and myself, worked closely with colleagues at SSEN to understand, and then transform, how the company supports 'vulnerable' people within communities. It is incredibly satisfying to see how the company has changed its whole approach to vulnerability, directly as a result of the KTP, appreciating that anyone can become vulnerable given a particular combination of circumstances."

Dr. Edward Hall,  
Senior Lecturer in Human Geography  
at the University of Dundee

**Innovate UK has recognised the project as 'outstanding'**

## Continual improvement of our Priority Services Register (PSR)

### 1. Raising awareness

#### What we did:

We have undertaken a range of new activities this past year to raise awareness of the help we have available for vulnerable customers and to promote the PSR. We have specifically looked to target those hard-to-reach vulnerable groups. We did this through:

- Winter preparation awareness campaign, including the *Stay Well This Winter* magazine available online and physical distribution of 10,000 across West Sussex
- Our Social Media Campaign promoting the PSR.
- Partnering with Living it Up self-management web tool helping customers stay independent
- We are currently trialling a PSR promotion using pharmacies to reach customers who are chronically sick, disabled, elderly and crucially, people who are temporarily vulnerable and may require help during a power cut.

20,000 of our own PSR application leaflets as well as 40,000 specially designed promotional medication bags have been distributed to 40 pharmacies in Oxfordshire since 26 February 2017 at a cost of £5,040. We are closely monitoring the results of this initiative promotion to assess the viability of a wider roll out

- Our door drop to 3,655,857 customers led to a rise in direct page visits to our PSR website page by 927% compared to early last year
- Our interview with Farepoint Talking News and our article in the Hampshire-based *Second Sight* magazine to reach those who are partially sighted.

#### Why we did it:

In line with our strategic objectives to identify and respond to consumer vulnerability and deliver services to our PSR Customers, we committed to proactively increasing our PSR.

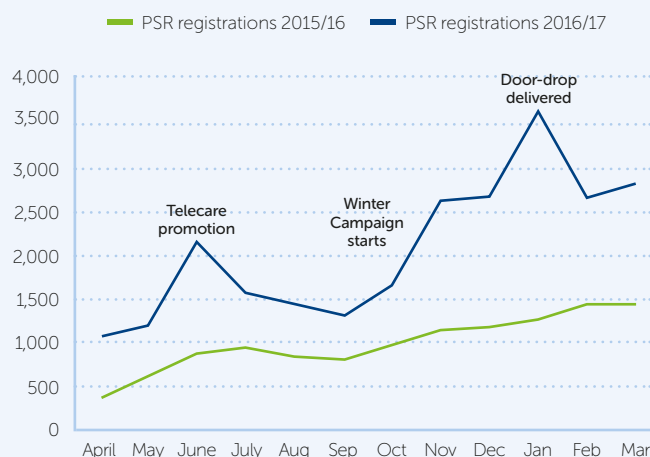
### Outputs:

**Over 100%**  
increase on  
PSR Registration  
Numbers from  
**11,562 to 24,439**

**Direct page views for the PSR page up 1,832% year on year**

The PSR page is now the 3rd most visited page on our website

**Average visits to the PSR registration page has gone from 13 a day up to 40 a day year-on-year**



## 2. Engaging our customers with sight loss

### What we did:

Building on our PSR evaluation we are tailoring engagement to reach sub-groups of our vulnerable customers with visual impairments, who often face additional barriers to signing up to the PSR. To help these customers:

- In November 2016 Rebecca Botto, a Customer and Community Advisor from SSEN gave an interview for Fareport Talking News, a talking newspaper servicing part of our England region. Rebecca highlighted the free support available through the PSR encouraging listeners to sign up

- We have published an article in the Hampshire-based *Second Sight* magazine, a publication for the charity Open Sight, highlighting the direct benefits of being on the PSR.

### Why we did it:

Our stakeholders told us to provide additional support and visibility to vulnerable customers while supporting their independence. We realised that the main methods for PSR sign-up and awareness were visually based, which can be a barrier for customers with sight loss.

### Outputs:

- We have been able to attribute 18 direct PSR sign-ups to our initiatives to target those who are partially sighted, with there likely many more customers' influenced whom we have not identified
- We send our customers with sight loss a welcome pack in larger font and will provide Braille if requested.

### Expansion:

- We have another interview planned with the Royal National Institute of Blind People (RNIB) Radio Connect, a national radio station run by the charity with a weekly reach of 154,710.
- We are investing in our website and have commissioned Sightmorse to evaluate and benchmark our website against similar businesses and organisations. As well as achieving the highest scores overall, SSEN was rated highest in the sector for accessibility. Using the information for Sightmorse we have plans in place to improve the website further still.

## 3. Priority Service Register Customer (PSR) Survey

### What we did:

Following the Knowledge Transfer Partnership project we wanted to expand our understanding of vulnerable customers. To find out more, we commissioned a survey specifically targeting our PSR customers to understand what else we can do:

- 600 customers completed the survey providing an in-depth view of their needs
- A substantial dataset helping us understand where to expand and where to improve.

### Why we did it:

Stakeholders told us that we needed to survey vulnerable customers. Understanding our customers is crucial for tailoring our support to meet their needs. Customers are on the PSR for a number of constantly evolving reasons. We wanted to be certain we're giving them advice that's useful, that reassures them and keeps them safe.

### Outputs:

- Staying warm (79%) and having no light/being unable to see (77%) were identified as the most important concerns during a power cut – this information will be used to shape welfare packs when they are reviewed this year
- Welcome letter rated 8.7 out of 10 for "providing you with the right information should you need to contact SSEN in the future" and "explaining the Priority Services Register" – We will continue to review the letter to ensure its clarity
- 69% were aware of the dedicated priority services phones number, we have also contacted all of our customers, promoting the new 105 number this year.

**100%**  
of customers got the advice they needed from us when we contacted them to let them know about a disruptive event

## Case study:

### Customer and Community Advisors working with our PSR customers

We implemented Customer and Community Advisors (CCAs) as a result of our KTP. They are now a key part of our customers service and support function in central southern England.

Tania is one of our CCAs and recently helped support our customer in Newbury.

Our customer had experienced a fault, and we had provided overnight generation because they were on our PSR.

Tania went out to support the customer during the repair. The customer was looking after their grandson, who has autism. The grandson was distressed that the power had gone off.

Tania provided hot drinks and lunch. She offered to take the grandson out to show him her van, and talk to him about the repair. This was welcomed by the grandparents – as it took the pressure off them.

Tania registered a neighbour on the PSR and prepared lunch, with the little boy, for his granny and her neighbour.

When the hard work was over, Tania charged the little boy's video game using the van's inverter and let him play until the repair was complete.

Our customer was so grateful to Tania that they bought her flowers. They are now part of our regional fora and continue to provide feedback on our services to them.

## 4. Data Cleansing and Sharing

### What we did:

This year we have updated 82,502 customer records on the PSR, and with our new data-sharing partnerships we expect to fully review our database every 3 years.

In the last year we have successfully put in place two data-sharing agreements with SGN in January 2017 and Wales and West Utilities in March 2017 – the first DNO to have one in

place with SGN. We are now working with NHS Highland and Dolby Vivisol, (home oxygen providers for the NHS) and Tayside Renal Home Therapy Unit.

### Why we did it:

We recognise that cleansing the data of our customer records will ensure that our people can quickly reach the right customers who need our help most in an emergency.

### Outputs:

**Our new Data Sharing Agreements have seen over 85 new registrations to our PSR alone during the first two months of 2017**



## Vulnerability Mapping

### What we did:

Building on the Knowledge Transfer Partnership, the University of Dundee looked at all publicly and privately available data and identified down to 24 key social indicators that are integral in helping customers in vulnerable situations, particularly in relation to a loss of power. We then partnered with the Centre for Sustainable Energy and consumer vulnerability expert Trisha McAuley to develop a Vulnerability Mapping Tool which overlays the 24 social indicators in any combination and across any area in the regions we serve. Within our Vulnerability Mapping we have developed three core algorithms from the 24 social indicators to show:

- Areas of low resilience
- Where more PSR eligible customers live
- Where network investment would most benefit customers who are in

### Why we did it:

To know our customers and communities better, and to get an accurate view of the social situations that exist within our communities in order that we can more accurately target our services to vulnerable consumers. The tool also allows us to identify PSR-eligible customers who have not signed up yet, allowing us to focus promotional activity where it is most beneficial.

Andrew Roper – Director of Engineering and Investment says:

**“We have included the output from the customer vulnerability mapping into the criticality calculations for our network assets. This means that our maintenance and asset replacement decisions now not only take into account the age, health, connected customers and loading of the assets but the impact of their failure on vulnerable customer groups.”**

- **Shaping where and how we act** – Our vulnerability mapping has allowed us to pinpoint our initiatives and partnerships to deliver the greatest impact. Mapping identified that the west of our England region contains disproportionate numbers of fuel-poor households. Via partnerships with Wiltshire and Dorset councils, we have allocated £40,000 for gap funding in these areas.
- **Helping customers during power cuts and Planned Supply Interruptions** – Because the vulnerability mapping is web based it can be accessed by anyone with an internet connection. It is also incredibly flexible and allows all of the 24 social indicators to be viewed in any of our regions at a moment's notice. This allows us to deploy additional support services quickly to the areas customers need help the most. It also enables us to consider our customer's needs in far more detail prior to planned supply interruptions.
- **Promoting the Priority Services Register** – The mapping clearly highlights areas where high percentages of PSR-eligible customers live. We have also overlaid existing PSR customer localities enabling the map to provide a gap analysis of where we know many PSR eligible customers reside who aren't yet registered. This level of detail is allowing us to be far more effective at promoting the PSR. We have already targeted areas with large populations of young families to promote the new under-5 category of the PSR at nurseries and play groups, and social media campaigns are being targeted to areas we know the message will be more effective.

### Outputs:

- **Shaping the support we provide** – When a subsea cable was damaged between the Scottish mainland and the islands of Bute, Great Cumbrae and Little Cumbrae, vulnerability mapping identified the need for additional support. Mapping highlighted areas of low resilience and high vulnerability across the islands. To protect customers, should anything happen to the one remaining subsea cable still serving them, we have positioned mobile generation on the islands until the other cable can be repaired. In total we have positioned 8MW of mobile generation, double the standardised level, at an additional cost of over £6,000 per week.
- **Shaping how we invest in our network** – We have recently revolutionised the way we decide where and when to invest in our network infrastructure. Previous decisions have been solely based on network health and criticality. But using our vulnerability mapping, we have now added a third element, The Customer Factor.

### Expansions:

So far we have spent of £40,000 developing this approach, and we will continue to do so with £13,100 set aside for continued development of the GIS mapping facility in the next 12 months. We will look to expand our mapping to synergise with power cuts and planned supply interruptions, which will further help to prioritise help for customers in vulnerable situations.

## Summary of benefits – knowing our customers

Scheme	Description of benefits	Our investment
Knowledge Transfer Partnership	<ul style="list-style-type: none"> <li>• Improved vulnerability awareness of SSEN staff, allowing them to better assist consumers in vulnerable situations</li> <li>• Improved internal processes to allow help and information to reach customers in vulnerable situations more quickly</li> </ul>	£170,000 FTE 600+ days
Growing and improving our PSR	<ul style="list-style-type: none"> <li>• Higher PSR sign-up allows proactive, targeted assistance to vulnerable customers</li> <li>• Increased PSR awareness among hard to reach groups e.g. visually impaired</li> </ul>	£16,800 (+ PSR survey)
Data cleansing and sharing	<ul style="list-style-type: none"> <li>• More accurate data ensures assistance is targeted at those who need it most</li> <li>• SSEN can offer a more efficient service e.g. fewer wasted calls to those no longer on PSR</li> <li>• Less risk of customer distress or confusion arising from incorrect data</li> </ul>	£65,000
Vulnerability mapping	<ul style="list-style-type: none"> <li>• PSR sign-up activity focused on areas of high vulnerability and/or low sign-up rates</li> <li>• SSEN can target investment on areas of high vulnerability</li> <li>• Provide support to areas that need help more quickly</li> </ul>	£40,000
<b>Total</b>		<b>£290,000+</b>

# Activities and outputs: targeted support

We have learnt much about our vulnerable customers over the past year; a key pillar of our strategy is targeting our resources to these customers. Some of our key activities over the past year include:

## Gap Funding

### What we did:

Schemes such as the Energy Company Obligation (ECO) often require prior preparation such as a loft clear-out, movement of furniture and external clearance. Vulnerable customers were having to turn down these schemes as they were unable to prepare or pay to ready their homes. In Scotland we provided funding to Warmworks to carry out ancillary works before allowing

them additional time to prepare homes for efficiency installations for vulnerable customers.

### Why we did it:

To help those most in need within our communities in a cost-efficient way, allowing us to significantly expand our efforts across multiple regions.

### Outputs:

- Up until the end of January 2017, 34 customers received help and 49 measures have been installed
- The average annual saving as a result of these measures is £607 and the average SAP gain per household is 15.5 points, providing a combined CO<sub>2</sub> saving of 3.7 tonnes.
- SSEN has invested £10,750, but the estimated lifetime savings customers will make from this outlay is over £330,000.

# 30:1

**Warmworks Gap Funding initiative, estimated to generate £30 of lifetime customer benefits for every £1 that we invest**

### Expansion:

We are exploring new partnerships with organisations to replicate this success in central southern England and will continue our work across Scotland over the coming year. Factoring in our latest vulnerability mapping we are targeting areas with a particularly high incidence of fuel poverty.

## £40,000

**Budget available for Scotland this year**

## £45,000

**Budget available in central southern England this year**

Working with the Centre for Sustainable Energy (CSE) we are launching gap funding schemes with Dorset and Wiltshire County Councils. We have also partnered with Warm Zones, part of National Energy Action to provide gap funding on a project they have near Staines. We hope to go even further in central southern England once the Dorset, Wiltshire and Staines schemes are established.

**“The new partnership between Warmworks and SSEN shows what can be done to tackle inequalities and help make homes warmer, cheaper and easier to heat.”**

Drew Hendry MP

## Welfare Packs Power Cut Support

### What we did:

Through our experience in weather events during storms and community engagement, we developed a bronze welfare pack containing items that benefit customers in a power cut. The bronze pack is provided to newly registered priority one customers, i.e. those dependent on electricity for medical equipment.

### Why we did it:

We want to help customers better understand how to prepare in case they are affected by a power cut. Our community surveys identified a gap with some of our most vulnerable customers lacking key items to help during power cuts.

### Outputs:

- 517 customers surveyed to identify useful items during power cuts
- Over 3,400 welfare packs distributed this year to our most vulnerable customers
- Welcome letters are sent to our newly registered PSR customers containing power cut guidance; when asked 95% of customers highlighted that there were no improvements needed to our welfare packs.

## Theatre production to promote resilience in Schools

### What we did:

We commissioned Talkmor Theatre to develop a play that would involve and inform primary school children. The key messages of the play help children to stay safe in extreme weather events and know what to do if the power fails.

### Why we did it:

To educate children about resilience and safety, particularly in areas that have experienced extreme weather events and flooding in recent years. In addition the play will look to promote the services available from Priority Services Register.

### Outputs from the first play held at Milne's Primary School, Fochabers:

- Engaged with parents and grandparents, promoting use and awareness of the PSR and providing application leaflets
- Promoting the Communities Resilience Fund, the 105 number as well as our own PSR Teams contact details, by distributing promotional items included fridge magnets, wind up torches, pens and stickers
- Only 22% of respondents knew of the PSR before the show, after the show, of those eligible to join the PSR, 62% said they would be registering
- 83% said they would tell someone else about the PSR
- 61% of respondents said they felt more able, or a lot more able, to handle an emergency following the event
- 67% would either be creating an emergency grab bag or checking the contents of an existing emergency bag

### Our investment:

Cost of producing the show including writing, rehearsals with actors, director and technician and creating props and the set. £5,000.

**Cost of single performance: £1,000**

## Community Resilience Funding

### What we did:

We have been funding resilience projects in communities across central southern England and the north of Scotland since 2015. The Resilient Communities Fund helps non-profit-making organisations and community groups to protect the welfare of vulnerable community members.

### Why we did it:

To support communities and help them prepare for future emergency weather events. Our community resilience funding is a key measure to protect the welfare of vulnerable customers.

### Outputs:

Across 2016 we funded 115 individual projects.

- 26 in Scotland with a total spend of **£164,784**
- 89 in England with a total spend of **£600,146**

### Evolution:

We are always seeking feedback on how to improve our resilience funding. In 2016, we issued consultation documents to over 600 stakeholders and we received 33 detailed responses.

Our stakeholder feedback has given us a lot to think about, and we are developing our funding with this in mind; we're already extending our application period up to 10 weeks following feedback.

- We have pledged to extend the fund to 2023 and it will be financed using a third of the income we receive from the Stakeholder Engagement and Consumer Vulnerability incentive in the RIIO-ED1 price control (2015–2023)
- We will continue to work in partnership with our transmission business (SHE Transmission) who have also committed a third of their funding for the duration of RIIO-T1.

## Investing in community resilience

### What we did:

We have made large investments towards resilience in central southern England this year.

### Why we did it:

To ensure that communities in central southern England have the same resilience planning opportunities as the Scottish communities we worked with following the storms of winter 2014/15.

### Outputs:

- **Resilience plans** – We are working with communities to help them develop a bespoke approach to resilience. They are now able to identify resources, vulnerable customers and help available in advance of need. This allows the community to respond first – before outside support is available from ourselves or others.

45 meetings. 900 people involved. 225 staff hours invested. 45 resilience plans in place.

- **Personal resilience plans** – Over 100 personal resilience plans developed.
- **Independent care home resilience** – 2 full day workshops. 7 care home attendees. 40 staff hours invested.
- **Resilience training and qualifications** – 17 CRMs and CCAs trained. SSEN is the first DNO to help staff gain professional qualifications in resilience. Investment of £10,000.

**Over 100**  
personal resilience plans developed

## Smart Barriers Trial

### What we did:

We have helped to trial an innovative type of roadworks barrier called Sight Line. These barriers have been designed to guide anyone who is visually impaired through or around any road works or path amendments. Our customers with sight problems can download a free app that locates the barriers via GPS. When the customer approaches the barriers the phone will produce different sounds to help them navigate the barrier and the roadworks. We have 400 barriers trialled in our South East Region, with the potential for a roll out nationwide.

### Why we did it:

Roadworks present particular problems for people with sight loss. We want to make our work sites safer and less disruptive for our vulnerable sub-groups.

### Outputs:

- Learning from trial to support wider roll out
- A free mobile phone app
- 400 barriers ready for use in our South East Region

## Summary of benefits – targeted support

Scheme	Description of benefits	Our investment this year
Gap funding	<ul style="list-style-type: none"> <li>• Enables vulnerable customers to access energy efficiency measures (installed by our partner Warmworks), with potential to keep them warm and reduce their energy usage</li> <li>• Based on installations to date, Warmworks estimate an average saving of £607/householder/year from installing measures</li> </ul>	£10,750 awarded to customers
Welfare packs	<ul style="list-style-type: none"> <li>• Glow stick and torch provide additional light during power interruptions</li> <li>• Fridge magnet provides SSEN contact details, and advice on how to stay safe during power interruptions</li> <li>• Silver packs provide additional support including: hat, hand warmer, analogue phone, wind up radio and foil blanket</li> </ul>	£29,000+ Value of welfare packs distributed in 2016/17 in both our licence areas
Community resilience funding	<ul style="list-style-type: none"> <li>• Enables communities to purchase equipment to help residents in emergencies such as defibrillators, generators and private radio systems</li> <li>• These provide increased safety and comfort during storms and other emergencies</li> </ul>	£750,000+
Community resilience planning	<ul style="list-style-type: none"> <li>• Allows communities to respond first during a storm, ahead of outside assistance</li> <li>• Increases safety and resilience in communities, particularly for vulnerable customers</li> </ul>	£10,000+ 265 staff hours
Smart Barriers Trial	<ul style="list-style-type: none"> <li>• Helps people with sight loss navigate roadworks safely</li> </ul>	£5,000
Schools resilience theatre production	<ul style="list-style-type: none"> <li>• Engages school children their parents and grandparents in resilience and safety</li> <li>• Promotes the PSR</li> <li>• Improves awareness of the 105 number and what to do in an emergency</li> </ul>	£6,000+
<b>Total</b>		<b>£800,000+</b>

# Accreditation and recognition, working in partnership

## British Standard 18477:2010

We have now met the requirements of the British Standard Inclusive Service Provision BS18477:2010 for two years in a row, demonstrating our commitment to helping those most vulnerable in our communities.

The teams in our offices, depots and out in local communities work hard all year round to ensure we help our customers, particularly those who may find themselves vulnerable during a power cut, planned supply interruption or emergency situation.

Our employees are trained to recognise signs of customer vulnerability and we ensure we identify these signs early – tailoring the advice and assistance we provide to each individual customer accordingly.



### Industry Awards Utility Week Stars Constellation Award

Mo Bates and Shona Horn of our Stakeholder Engagement team received the Utility Week 'Constellation Award for collaborative work with a customer community' in recognition of their helping over 40 communities develop resilience plans to help keep them safe if essential services are disrupted.



### Knowledge Transfer Partnership

Our Knowledge Transfer Partnership (KTP) with the University of Dundee was awarded the highest grade of "Outstanding" by the KTP Grading Panel for its achievement in meeting KTP objectives. The Partnership identified, implemented, evaluated and disseminated best practices to support communities in their preparation for and response to electricity supply disruption caused by environmental hazards and to mitigate vulnerability.

### The British Standards Institute assessor concluded:

"All key elements of consumer vulnerability were sampled as being maintained in the locations audited. Noteworthy was the improvement to the Southern locations sampled with respect to demonstrating customer focus and aligning to the initial gains made in the North during the initial BSI audits. Interviews with all employees at all locations have demonstrated a good level of understanding of the PSI and PSR processes, with empathy, rapport and focus on the customer needs being evident."

"I am pleased to confirm positive, continual and significant progress in maintaining the requirements of BS18477:2010 from the audits in 2015."

Graeme Deighton , BS18477 Assessor

### Who are we already partnering with or supporting:

#### National Energy Action

Active member of the Business Supporters Group

#### Centre for Sustainable Energy

Active member of the Business Supporters Group

#### Energy Action Scotland

Active member of the Business Supporters Group

#### RNLI Partnership

Gap funding scheme in Scotland

#### Evolution:

We have agreed terms with the Energy Saving Trust (for central southern England) and Home Energy Scotland to set up a referral process to help customers who find their homes hard to heat or people who worry about affording their energy bills.

#### Scottish Fuel Poverty Forum

Active member on the forum

#### Warm Zones

Gap funding scheme in Shepperton near Staines

Click here to see our partnership with the RNLI in action: <https://vimeo.com/196426542>





## Our partnerships

Partnership	How we collaborate	Why we do this	Outputs	Future development
Warmworks (gap funding)	<ul style="list-style-type: none"> <li>Our funding allows Warmworks to carry out ancillary measures (e.g. loft clearing, furniture movement etc) prior to installation of energy efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>To ensure fuel poor customers do not miss out on the benefits Warmworks can deliver through installation of energy efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>34 customers have received help to the end of January 2017</li> </ul>	<ul style="list-style-type: none"> <li>Continued delivery of targeted assistance, particularly in central southern England</li> <li>Use Vulnerability Mapping to identify and target areas of high fuel poverty</li> </ul>
Centre for Sustainable Energy (Vulnerability Mapping)	<ul style="list-style-type: none"> <li>CSE provided technical expertise in developing Vulnerability Mapping toolkit</li> </ul>	<ul style="list-style-type: none"> <li>To develop cutting-edge tools that allow us to deliver targeted assistance to vulnerable customers</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerability Mapping tools are ensuring we target our activities and investment to meet the needs of vulnerable customers</li> </ul>	<ul style="list-style-type: none"> <li>Maintain underlying data in Vulnerability Mapping tool</li> <li>Additional improvements to functionality, including GIS mapping</li> </ul>
Centre for Sustainable Energy (Gap Funding Administration)	<ul style="list-style-type: none"> <li>CSE will administer our gap funding in Wiltshire and Dorset</li> </ul>	<ul style="list-style-type: none"> <li>CSE's strong track record in energy efficiency scheme delivery will ensure that our funding is appropriately targeted</li> </ul>	<ul style="list-style-type: none"> <li>Agreement in place for CSE to administer 2017/18 funding</li> </ul>	<ul style="list-style-type: none"> <li>Use Vulnerability Mapping to identify and target areas of high fuel poverty</li> </ul>
Wiltshire Council, Centre for Sustainable Energy (bus pass renewal notices)	<ul style="list-style-type: none"> <li>Leaflets distributed by Wiltshire Council to residents alongside bus pass renewal forms</li> <li>Leaflets encourage sign up to PSR through call to Warm and Safe Wiltshire (run by CSE)</li> </ul>	<ul style="list-style-type: none"> <li>Uses Wiltshire Council communication channels and Warm and Safe Wiltshire brand to encourage PSR sign up</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 11,000 leaflets delivered by March 2017</li> </ul>	<ul style="list-style-type: none"> <li>Continued distribution of leaflets in 2017/18</li> <li>CSE to track sign ups to analyse effectiveness of initiative and potential rollout</li> </ul>
Moray Council (School Resilience Plays)	<ul style="list-style-type: none"> <li>We fund Talkmor Theatre company to deliver play for primary school children in Moray</li> <li>The play focuses on how to stay safe during power interruptions</li> </ul>	<ul style="list-style-type: none"> <li>Delivers key messages around safety and PSR to a wide audience (children and carers)</li> </ul>	<ul style="list-style-type: none"> <li>First play delivered at Milne's Primary School in Fochabers in March 2017</li> </ul>	<ul style="list-style-type: none"> <li>Develop play contents based on feedback</li> <li>Use Vulnerability Mapping and historic weather information to target schools in high PSR areas with history of flooding</li> </ul>
Oxfordshire Pharmacies (leaflets and prescription bags)	<ul style="list-style-type: none"> <li>Pharmacies hand out leaflets and prescription bags with information on how to sign up to PSR and the service available</li> </ul>	<ul style="list-style-type: none"> <li>Pharmacies offer an effective channel for raising PSR awareness among vulnerable customers</li> </ul>	<ul style="list-style-type: none"> <li>20,000 PSR application leaflets, as well as 40,000 specially designed promotional medication bags have been distributed to 40 pharmacies in Oxfordshire at a cost of £5,040</li> </ul>	<ul style="list-style-type: none"> <li>We are closely monitoring the results of this initiative promotion to assess the viability of a wider roll out</li> </ul>
Age UK (Elderly befriending service)	<ul style="list-style-type: none"> <li>SSEN contributes to Age UK's befriending service. A member of the SSEN customer contact team makes regular calls to their "elderly friend"</li> <li>Age UK provides SSEN staff with necessary training</li> </ul>	<ul style="list-style-type: none"> <li>Making a difference to our vulnerable and elderly customers</li> <li>SSEN and staff have increased understanding of vulnerability issues</li> </ul>	<ul style="list-style-type: none"> <li>8 ongoing buddy relationships, involving weekly calls</li> <li>Building better relationships with our customers</li> </ul>	<ul style="list-style-type: none"> <li>Learn from scheme and continue to offer this service to our customers</li> </ul>

Click here to see more on our partnership with Moray Council and the School Resilience Plays: <https://vimeo.com/210751351>

