

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

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

MINIMUM REQUIREMENTS		
Please provide supporting evidence and high level overview of how your company has met the Minimum Requirements set out below:	Evidence referred to within application (i.e., evaluation, assurance report, survey, etc.)	Overview of your arguments demonstrating compliance with requirement. Clearly signpost as to additional relevant evidence/ information within Submission
<p><b>The network company has comprehensive and up-to-date stakeholder engagement and consumer vulnerability strategies.</b></p>	<p>Our stakeholder engagement and consumer vulnerability strategies have been developed following feedback from stakeholders and are reviewed annually by our Customer Panel. They also undergo rigorous external assessment to ensure they</p> <ul style="list-style-type: none"> <li>• identify any changes needed,</li> <li>• are fit for purpose,</li> <li>• deliver positive outcomes for customers, and</li> <li>• benchmark well against other leading industries.</li> </ul> <p><b>Part One, pages 2-4</b> detail these comprehensive strategies, including how they have been updated for 2016/17.</p> <p>Stakeholders are playing a crucial role to help us understand the significant changes ahead for DNOs and develop longer term plans. As outlined in <b>Part Two, page 2</b>, we ensure that our engagement strategy is fit for the long term.</p> <p><b>Part One, page 8</b> provides an overview of both our Customer Service Excellence (CSE) and British Standards Institute (BSI) assessments.</p> <p>WPD has held the CSE accreditation since its introduction in 1992 and in 2017 achieved two further 'Compliance Plus' ratings, making the total 38/57. This included one for stakeholder engagement, with the assessor saying "WPD's Stakeholder Engagement Strategy continues to provide a robust framework for managing an impressive programme of consultation and engagement".</p> <p>WPD has also been assessed as fully compliant by the BSI for the fourth consecutive year, demonstrating its services are accessible and our comprehensive consumer vulnerability strategy is fit for purpose.</p> <p>Stakeholders at our Customer Panel and annual workshops continue to shape and endorse our strategies. <b>Part Two, pages 4-5</b> demonstrate that the 34 Panel members and 270 workshop attendees provide us with strategic steer and critical evaluation of future plans. 99% felt they had the opportunity to make their points heard.</p>	<p>We have comprehensive strategies for both stakeholder engagement and consumer vulnerability which have been in place since 2007 and 2013 respectively. Both are updated annually and approved by our Chief Executive and Directors. This includes reviewing an action plan with outputs, delivery dates, costs and resources required. Delivery progress is monitored monthly.</p> <p><b>Part One, pages 2-3</b> detail our <b>stakeholder engagement strategy</b> and how our focus for 2016/17 has been to ensure that our engagement strategy is fit for the long term. Stakeholders continue to support our nine long term strategic priorities and in 2017 they made it clear that two priorities take primary significance – "keeping the lights on" and "smart networks". Working with stakeholders, we have updated our strategy to 2023 confirming we will:</p> <ul style="list-style-type: none"> <li>• Engage on service standards, improvement options and willingness to pay, to measure the intrinsic value of our actions.</li> <li>• Involve stakeholders in the reporting of business plan performance.</li> <li>• Seek early input to develop plans for the long-term, rather than "consult" on them.</li> </ul> <p>Our strategy includes identifying stakeholders, understanding their needs, engaging with a purpose, using a variety of engagement methods, delivering measureable benefits and using feedback to improve service.</p> <p><b>Part One, page 4</b> details our core <b>consumer vulnerability strategy</b> and how we have updated it for 2016/17. Our four primary objectives, as detailed, remain unchanged but as our understanding of the multi-dimensional nature of vulnerability has developed, our delivery strategy has evolved. Using stakeholder feedback we have taken an intentional shift to view the programme from a customer perspective, focusing on</p> <ul style="list-style-type: none"> <li>• vulnerable customers known to WPD</li> <li>• vulnerable customers not known to WPD, and</li> <li>• measuring the value of the outcomes we deliver.</li> </ul>

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

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<p><b>A broad and inclusive range of relevant stakeholders have been engaged. This specifically includes engaging with challenging or hard-to-reach stakeholders (egg community energy).</b></p>	<p>We continue to maintain an up-to-date database of over 5,500 stakeholders, segmented by interest area. With networks undergoing such a dramatic change, we continue to identify new stakeholders and ways to interact with them. For example, this year we have undertaken more Government engagement than ever before and introduced Distribution System Operator (DSO) events to our programme.</p> <p><u>Part One, page 8</u> explains how WPD are rated 'compliance plus' in relevant elements of the CSE standard, with the assessor reporting "<i>WPD has an in-depth understanding of its customers that has enabled it to design and provide services that meet the needs of the full range of customer groups.</i>"</p> <p>Furthermore, the BSI standard continues to assess our ability to recognise the broad and complex nature of vulnerability and whether we are providing flexible and inclusive services. WPD's fourth year of full compliance demonstrates the inclusivity of our approach, including identifying and engaging hard-to-reach stakeholders.</p> <p><u>Part One, page 10</u> includes feedback from a broad range of stakeholders including;</p> <ul style="list-style-type: none"> <li>• Distributed Generation customers.</li> <li>• Community Energy groups.</li> <li>• Vulnerable customers.</li> <li>• Customers who have engaged with us on social media.</li> </ul> <p><u>Part Two, pages 7-8</u> explain stakeholders want us to lead the debate around building our future network and this means we must reach wider stakeholders. In 2016/17, we hosted over 60 events with 4,100 stakeholders to discuss our transition to a DSO, including new stakeholder groups such as battery storage providers and energy aggregators.</p> <p><u>Part Two, page 9</u> covers our workshops for Small and Medium Enterprises (SMEs) and the resulting resilience guide we piloted. A survey of 107 recipients confirmed that 88% of them would use the document. Overall satisfaction with it was 9/10 and an improved booklet is being rolled out to 50,000 SMEs.</p>	<p>A broad and ever-changing range of stakeholders attend our workshops, Customer Panel and bespoke events. Our inclusive approach includes setting clear objectives before we engage, identifying all relevant stakeholders and tailoring our approach to best suit their needs.</p> <p><u>Part One, pages 2-4</u> provide an overview of our stakeholder engagement and consumer vulnerability strategies. Our approach to all engagement is underpinned by a commitment to be inclusive, tailored and focussed on actions. <u>Page 2</u> demonstrates that our strategy includes recognising emerging stakeholders, identifying the range of stakeholder interest areas and annually updating our database of contacts.</p> <p><u>Part One, page 3</u> demonstrates that our different, tailored types of engagement reach a broad and inclusive range of stakeholders. This includes a comprehensive list of example stakeholders and the segments they belong to.</p> <p>New Customer Panel members this year include South West Water, Citizen's Advice, Sustain Wales and a domestic customer. New stakeholders identified for workshops or bespoke engagement sessions included 'emergency resilience' representatives, Members of Parliament and those with a Smart Network or Distribution System Operator interest.</p> <p>We continue to engage with hard-to-reach stakeholders who are vulnerable using the most appropriate methods to suit their needs. <u>Part Two, page 9</u> covers a number of ways we improve resilience of key vulnerable groups including the use of social media, YouTube, storm bulletins and our Power Cut Reporter App. <u>Part Three, page 8</u> details our two way text messaging service used to engage with deaf/hard of hearing customers.</p> <p><u>Part Three, page 6</u> explains our face to face engagement to identify hard-to-reach customers via partnerships with relevant front-line agencies.</p> <p><u>Part Two, page 10</u> explores our work with Community Energy groups who have rapidly shifted from having limited knowledge of DNOs and our processes to now examining opportunities to participate in smarter networks or Demand Side Response. Our approach has therefore evolved quickly, listening to their feedback to match their knowledge interest areas.</p>
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<p><b>The network company has used a variety of appropriate mechanisms to inform and engage their stakeholders – these have been tailored to meet the needs of various stakeholder groups, and are fit for purpose in allowing a detailed analysis of a breadth of stakeholder perspectives.</b></p>	<p>We continue to inform and engage stakeholders in a way that is committed to be:</p> <ul style="list-style-type: none"> <li>• Inclusive: of all stakeholders, including the hard-to-reach.</li> <li>• Tailored: using methods to best suit each group.</li> <li>• Focussed on action: with engagement leading to measurable outcomes.</li> </ul> <p>We use feedback to understand what stakeholders feel are the most effective methods and techniques to engage them, and use this to inform our ongoing approach. In 2016/17 we surveyed 6,472 customers in addition to the 22,399 included in industry customer satisfaction surveys. This enabled us to assess performance, measure the impact of our actions and identify areas for improvement. Furthermore this means we could test the effectiveness of the engagement mechanisms themselves.</p> <p>This included new surveys to ascertain webchat satisfaction and feedback from small businesses, as well as more established research covering ‘major’ connections and vulnerable customers. Headline feedback from those surveys, including Ofgem’s Broad Measure of Customer Satisfaction is summarised in <u><a href="#">Part One, page 10</a></u>.</p> <p><u><a href="#">Part One, page 8</a></u> confirms that engagement processes and methods are fit for purpose and strongly endorsed by external assessors. We were awarded ‘Compliance Plus’ in our CSE assessment which confirmed we <i>“use methods of consultation appropriate to the needs of the identified customer group. The range of engagement practices is impressive, from satisfaction surveys to Customer Panel meetings chaired by the CEO to focus groups and workshops”</i>.</p>	<p>We continue to introduce innovative methods to ensure we engage in the most appropriate way. For example, in 2016/17, we introduced webinars for “time poor” stakeholders and more collaborative events for those who said they don’t have time to engage with all DNOs individually.</p> <p>The tables in <u><a href="#">Part One, page 3</a></u> and <u><a href="#">Part Three, page 3</a></u> show the variety of different mechanisms we have used to inform and engage stakeholders – evidencing that methods have been tailored to meet the needs of the relevant stakeholder groups. For example:</p> <ul style="list-style-type: none"> <li>• Our ‘expert’ customer panel (also covered in <u><a href="#">Part Two, page 4</a></u>) includes detailed presentations, CEO Question &amp; Answer sessions, in-depth debate/critical challenge, policy and action plan drafting, topic-specific surgeries and member-only meetings.</li> <li>• Workshops for ‘interested’ stakeholders (also covered in <u><a href="#">Part Two, pages 4-5</a></u>) include WPD presentations, facilitated roundtable discussions, electronic voting, and strategy and action plan reviews.</li> <li>• Alternative engagement for those with little knowledge about WPD can include awareness campaigns, satisfaction surveys, research such as ‘willingness to pay’, newsletters and storm bulletins.</li> </ul> <p>Specific examples of initiatives where we have tailored our approach, as outlined in our submission, include:</p> <ul style="list-style-type: none"> <li>• <u><a href="#">Part Two, page 5</a></u>: Topic-specific surgeries led by WPD senior managers to review existing priorities, develop actions plans and drive improvements.</li> <li>• Bespoke events and collaboration to inform and engage stakeholders such as MPs (<u><a href="#">Part Two, page 6</a></u>) and promote the PSR through referral networks and utility partners (<u><a href="#">Part Three, page 6</a></u>).</li> <li>• <u><a href="#">Part Two, pages 7-8</a></u> detail the projects we have underway after engaging with 4,100 stakeholders at 60 events to discuss our transition to a DSO.</li> <li>• <u><a href="#">Part Two, page 9</a></u> covers the new storm bulletins we devised with the help of our Customer Panel and how they were tailored to meet the needs of those stakeholders wanting information before, during and after severe weather events affecting our region.</li> </ul>
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<p><b>The network company can demonstrate it is acting on input / feedback from stakeholders.</b></p>	<p><u><b>Part One, pages 5-7</b></u> evidence that WPD's wide range of engagement methods have led to 149 actions. Our engagement strategy was built with the help of our stakeholders and we have maintained our ethos of quickly translating stakeholder feedback into action.</p> <p>Our strategy outlined in <u><b>Part One, page 2</b></u> shows how we use feedback to improve service and then publish the actions we will be taking following our engagement.</p> <p><u><b>Part One, page 10</b></u> describes how we measure the impact of the key outputs outlined in our Part 2 and 3 submissions. Key findings from customer satisfaction research, workshops and bespoke surveys are included, with examples of the actions the surveys are measuring the impact of.</p> <p><u><b>Part Three, page 4</b></u> demonstrates that feedback from both the BSI assessor and the vulnerable customers we serve has led to a number of actions including new training plans being implemented in our contact centres, the training of 4,700 field staff to register PSR customers and the expansion of our webchat service.</p> <p>The BSI assessor said "... <i>the Stakeholder Engagement and Social Obligations document was produced which covers strategy, context, approach, key objectives, measuring success and an action plan</i>".</p>	<p><u><b>Part One, pages 5-7</b></u> evidence that WPD's wide range of engagement methods have led to 149 actions. Our annual stakeholder workshops and quarterly Customer Panel alone, have led to 67 improvement actions in 2016/17, all of which are published. Examples of WPD acting on feedback include:</p> <ul style="list-style-type: none"> <li>• Creation of a policy to remove 352,046 out of date PSR records.</li> <li>• Delivery of the Stronger Together joint utilities vulnerability conference with water and gas.</li> <li>• New bulletins to update stakeholders before, during and after storms.</li> <li>• WPD re-running the East Midlands Strategic Investment workshop to provide a greater focus on the impact for demand customers.</li> <li>• Key Account Managers introduced for customers with multiple connections.</li> <li>• An endorsed data privacy plan for smart metering resubmitted to Ofgem – the first DNO to do so.</li> </ul> <p>Our strategies have been developed following feedback from stakeholders and include an action plan with owners, costs and intended outcomes which is approved by WPD's Chief Executive and Directors.</p> <p>We continuously improve service by seeking feedback on policies, procedures, projects and our long term priorities. Stakeholders feel we listen to, and value, their opinions so continue to engage with us.</p>
<p><b>The network company can demonstrate that stakeholder engagement has led to positive outcomes for stakeholders.</b></p>	<p><u><b>Part One, page 10</b></u> details results from our satisfaction surveys and demonstrates that our engagement has led to positive outcomes for customers. This year we voluntarily surveyed 6,472 customers to assess performance and measure the impact of our actions.</p> <p>WPD was rated the number one DNO for customer satisfaction for the sixth consecutive year with an overall satisfaction rating of 8.91/10. Key outcomes delivered this year including extensive PSR data cleansing, which saw us proactively contact 691,499 customers, and fuel poverty schemes that saved 11,776 customers £3m, delivered even higher satisfaction levels of 9.00 and 9.13/10 respectively.</p> <p>Our stakeholder engagement and consumer vulnerability programmes undergo rigorous external assessment to ensure they deliver positive outcomes for stakeholders. Over 140 separate pieces of evidence are assessed. Staff, Customer Panel members and partners are interviewed and our policies and processes are audited.</p> <p><u><b>Part One, page 8</b></u> summarises this assessment. The CSE assessor said "<i>Your partnership arrangements are outstanding. You work closely with other utility companies to co-ordinate sign-ups to the PSR and you fund a number of partners to provide Affordable Warmth fuel poverty advice. It was confirmed strongly on the visit that customers benefit from this joint working</i>".</p>	<p>Our strategy ensures we 'listen, act and measure benefits' and we publish actions we propose to take as a result of feedback. Stakeholders return to engage with us because they know our engagement leads to action.</p> <p>Crucially, in 2016/17 our engagement has led to over 149 positive outcomes for customers. <u><b>Part One, pages 5-7</b></u> list the key actions and positive outcomes we have achieved this year and the benefits realised for stakeholders and customers. <u><b>Part Two, page 3 and Part Three, page 3</b></u> outline our Willingness to Pay research which demonstrates how highly customers value the actions we have taken to improve services following stakeholder feedback.</p> <p>Our <u><b>Part Two and Three</b></u> submissions detail the positive outcomes our engagement has led to, including;</p> <ul style="list-style-type: none"> <li>• Fuel poverty schemes helped 11,776 customers to save over £3m.</li> <li>• Updated Power Cut Reporter App allowing registration of multiple properties.</li> <li>• 1.03million proactive contacts to customers (115,747 to PSR customers).</li> <li>• Development of a Community Energy resource pack containing case studies, timelines and useful 'dos and don'ts'.</li> <li>• Increased number of referral networks leading to an increase in direct PSR registrations for vulnerable customers.</li> <li>• 4,700 field staff trained to register PSR customers and call the Red Cross.</li> <li>• Investment of £300k on SF6 gas leak detection cameras.</li> </ul>

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