

Part 3

Supporting consumers in vulnerable circumstances



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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 results of our actions



Benefit

The impact this has for our customers



Sharing best practice

Where we learnt from and shared best practice with stakeholders



New

New initiatives for 2017/18



Build

Existing initiatives that were built on in 2017/18

Introduction



UK Power Networks serves some of the most diverse areas of the UK. From coastal towns in Sussex and rural villages in north Norfolk, to large council estates in East London, the needs of our customers are varied, complex and changeable. This is especially the case for our customers in vulnerable circumstances.

We are proud that we continue to meet the 12 long-term commitments we made to our customers in vulnerable circumstances in our ED1

business plan. However, we also know that vulnerability changes and we are committed to continuously improving the service we deliver and annually review our vulnerability strategy to ensure we are not only fulfilling our existing commitments but that we continue to evolve our understanding of vulnerability. This is especially important at a time when our sector is undergoing change akin to the transformation in telecommunications in the late 1990s; a transformation that brought huge benefits, but also created a digital divide that left many vulnerable consumers behind. Our vision for the future is of a smart grid for all, and we are indebted to our CEO Panel for the insight they have provided on the challenges and opportunities we face in achieving that vision.

Over the past 12 months we have sharpened the objectives and targets that underpin our vulnerability strategy, enabling us to not only address issues directly related to energy but also to work in partnership to provide support and assistance on wider societal issues. Twelve months ago, the Executive Management Team were among the first to begin our Dementia Friends programme, and we are delighted that UK Power Networks has played a central role in creating the

Dementia Friendly Utility Guide in partnership with the Alzheimer's Society, British Gas and others.

Earlier this year we welcomed Emily Holzhausen from Carers UK to one of our stakeholder roadshows and heard first-hand about the impact social isolation can have on some of our customers. We recognise that it is not enough to aim to offer an inclusive service; we have to demonstrate that commitment in everything we do. We were therefore pleased to be the first Distribution Network Operator (DNO) to publish information in an easy-read format, making it easier for our customers with learning disabilities to prepare for the possibility of a power cut.

In 2015 we committed to doubling the number of customers on our Priority Service Register (PSR), and in June last year we reached that milestone, enabling nearly 1.5m customers most in need to benefit from free extra services in the event of a power cut. Increasing the number of customers on the PSR is not simply about volume, and we therefore continue to develop partnerships that enable us to access hard-to-reach and seldom-heard customer groups that are traditionally under-represented on sign-ups to our PSR. We also enhanced how we maintain the accuracy of our PSR, and in addition to annually checking the contact information we hold, we now proactively contact all our PSR customers who we have not engaged with in the last 18 months.

Accurate, comprehensive data, combined with continuous improvement and partnerships that deliver clear outcomes, ensure that UK Power Networks continues to deliver the level of service that we believe all our customers are entitled to expect, and that customers in vulnerable circumstances regard as essential.

Basil Scarsella
Chief Executive Officer

BSI

accreditation for inclusive service provision



9.23

PSR customer satisfaction (Ofgem Broad Measure)



1.4 million

1,444,386 customers registered for priority service



AA

AbilityNet website rating



121

Outcomes for vulnerable customers



01

Our strategy for consumers in vulnerable circumstances

Our vulnerability strategy is to understand the needs of, and where appropriate support (especially in the event of a power cut), our customers who are more likely to suffer detriment, or substantially more detriment, than a typical energy customer.

Our commitment to being sustainably cost-efficient ensures that every penny we spend and every action we take is driven and informed by:

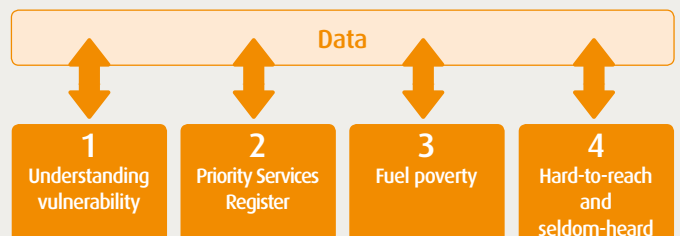
- Data on the full diversity of circumstances and social issues that impact our customers
- A sophisticated understanding of the changing needs of our vulnerable customers
- Embedded understanding of how an electricity distribution company can help address the needs of customers in vulnerable circumstances
- Clear targets that have a measurable impact for our vulnerable customers

This year our refreshed strategy includes a metrics-based approach where we take forward only those activities that will make a cost-effective difference, and track each activity against targets shaped and agreed by our stakeholders. To achieve this we have introduced monthly score cards to ensure that we are holding ourselves and our partners to account.

Vulnerability is complex, diverse, changeable and often interlinked. From vulnerable young adults leaving care in South London to families in fuel poverty in north Norfolk, data ensures that our strategy addresses the issues facing our customers. Timely, accurate data from our vulnerability mapping tool, published reports and our own customer data, ensures that we understand the social issues that place a customer in vulnerable circumstances and enables us to recognise and define our response.

We are now a company both fully committed to our role of serving customers in vulnerable circumstances and to driving clear outcomes for those consumers.

Four pillars of UK Power Networks' Vulnerability Strategy



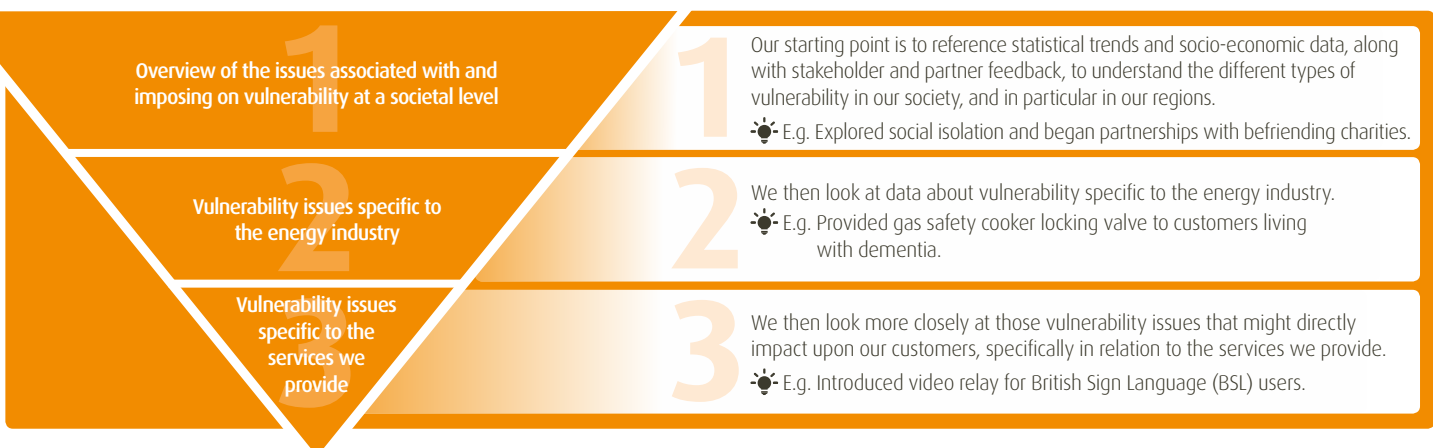
Each pillar is supported by objectives and targets, stakeholder and partnership maps and regular evaluation

“Around the topics of vulnerable customers and fuel poverty I do think that UK Power Networks is talking to and engaging / partnering with the right people. Furthermore, UKPN is also keeping up with what is going on in this field; fuel poverty is a huge and continuously evolving topic and it is difficult to tackle it effectively. Ollie Pendred, CEO Community Energy South”

Understanding social issues and our role in tackling them

Find out more here:
www.ukpowernetworks.co.uk/clip11

While many of the social issues faced by our customers go far beyond energy, their presence can nevertheless have a profound effect on how they experience issues around energy consumption and their exposure to potential harm. Our comprehensive stakeholder programme ensures that we learn about the different experiences faced by consumers in the areas that we serve. Part 1, page 06 explains the three-step process we follow to understand our role in tackling social issues relevant to our customers in vulnerable circumstances:



Our Critical Friends Panels (CFPs) reviewed and approved our vulnerability strategy in 2017/18, and in particular challenged us to consider the three factors that give rise to fuel poverty – income level, energy efficiency, fuel prices – alongside our commitment to being the lowest cost DNO, and to increase our provision of energy-efficiency and bill advice.

Outcome

As a direct result of our partnerships with Citizen's Advice, Repowering London, LSx and Community Energy South, our customers have saved £232,014.



Our partnership with MyBnk supports vulnerable young adults leaving care

CFPs also highlighted the impact of Universal Credit and suggested that we provide emergency financial support to customers when they visit a foodbank. We rejected this suggestion as we do not believe that this is an appropriate role for an electricity network operator.

CASE STUDY – Societal issues affecting vulnerability: air quality

Our work with the London Mayor and the GLA identified that air quality disproportionately affected consumers in vulnerable circumstances. We engaged extensively on the decarbonisation of transport to facilitate the rollout of charging infrastructure supporting the uptake of cleaner forms of transport across London.

Outcome

In 2016/17 we connected the UK's first fully electric bus station at Waterloo in South London. In the first year of operation the bus routes operating from Waterloo saved 900 tonnes of CO₂.

Our social role

In our 2016/17 submission we explained how our vulnerability strategy sat at the heart of our social role and our vision of being the best-performing Distribution Network Operator.

Our company vision is supported by clear business targets, and we systematically measure the effectiveness of the actions we take to achieve these targets to continuously improve the service we deliver.



Following feedback from our CEO Panel and CFPs we added a new business objective to our vision: to be 'the most socially responsible DNO'.

Our business vision



Adding the new objective to be 'the most socially responsible DNO' commits us to fully understand our social role and integrate it into everything we do, as we have successfully done with our objective of being the safest DNO. Business in the Community (BITC), the UK's leading charity working with companies committed to improving their impact on society, benchmarked our performance against our new business objective, awarding us a score of 76%, higher than the average first-time assessment.

Integrating our social role

We ensure that our social role is understood and integrated into our operations by briefing all our 6,000 staff about our objectives and performance at monthly team meetings and at our twice-yearly leadership conferences attended by our 600 managers. We also measure understanding and commitment to our social role in our annual employee engagement survey, against the 'Giving Something Back' criteria. Following the addition of 'the most socially responsible DNO' to our objectives, employee engagement on 'Giving Something Back' increased.



Explaining to stakeholders how our vulnerability mapping tool informs our operations

We have successfully integrated awareness of vulnerability and hunger to act across all our staff.

CASE STUDY – Stuart Hill, fitter

'I was working on an underground fault when I noticed a gentleman standing back looking anxious. I approached him and asked if he was OK. He seemed confused and unsure as to whether he could walk along the path next to the barriers around the hole. I explained why the barriers were there and the work being carried out and I walked along with him past the barriers to make him feel more comfortable. I feel that the Dementia Friends session helped me understand how he was feeling when confronted with a situation he was not expecting. Walking and talking with him helped ease his worries.'

Last year we launched our Dementia Friends training programme, and this year, as well as training our own staff, we developed a Dementia Friends managers training pack, which is being used by the water and gas companies across our regions as well as our partner charity organisations.

Setting targets and measuring impact

Last year stakeholders approved the five pillars of our Social Role. This year we sought stakeholder feedback on the strategy and challenging targets – including targets for our fuel poverty programme – to deliver our Social Role. Example outputs and outcomes included:

- Use the BITC index to benchmark our Social Role.
- Deliver energy-efficiency advice to 100,000 customers including 2,000 face-to-face.
- Score 9.20 or above in the Broad Measure score from PSR customers.

- Distributed joint utility energy-efficiency booklet in partnership with gas and water companies.
- Provided energy advice to 305,527 customers.
- Produced a new Energy Smart video www.ukpowernetworks.co.uk/clip14
- Almost 41,000 customers received advice via utility booklet and Energy Smart video.
- Face-to-face energy advice helped customers save £232,014.
- PSR broad measure score of 9.23.

“Well done for exposing yourself to the challenge of external bodies. It’s easy for people to say it, but your targets are emphatic, which I think is brilliant, and you’ve exposed yourself to challenging benchmarks, which I know from when I was involved in the development of the BSI standard, are not easy to achieve.” CEO Panel member

02

Improving and using data to serve consumers in vulnerable circumstances

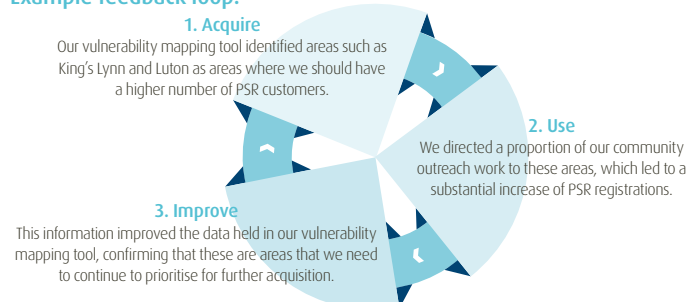
To improve our vulnerability data we map our stakeholders to ensure that they represent the full spectrum of diverse interests from across our three regions. We have the largest number of engagement events (180) of any DNO to account for the varied needs of our stakeholders (Part 1, page 04). We also move our engagement events around our regions, and hold our meetings in community venues, to maximise regional representation and stakeholder diversity.

Our data acquisition strategy

90% of stakeholders approved our data strategy

Our acquisition strategy makes use of publicly available and consented data from suppliers, trusted partners, other utilities, PSR forms and the thousands of daily customer interactions. It recognises that the accuracy of data erodes from the moment it is acquired, so it includes a challenging target to ensure that all PSR records are updated every 18 months, reducing this to 12 months by 2020. Our removals process compares our data against publicly available sources in order to identify records that should be removed, with the appropriate checks in place to ensure that no one is removed from the register without due diligence. This ensures that our data meets the needs of our customers, informs our business plans, takes account of privacy concerns, and meets the new GDPR regulations.

Example feedback loop:



Using feedback loops to increase PSR registrations

Outcomes	
Geographic areas	% growth in PSR registrations
King's Lynn	41
Peterborough	47
Brighton	24
Hastings	23
Luton	56

Our vulnerability mapping tool

Our interactive vulnerability mapping tool, developed in partnership with the National Energy Action charity, allows us to:

- target our PSR recruitment and advertising
- identify hard-to-reach/seldom-heard communities
- direct our outreach with partners
- inform our partnership strategy
- target the locations for our fuel poverty programme
- improve and focus our operational activities and planning
- prioritise our welfare and on-site support.

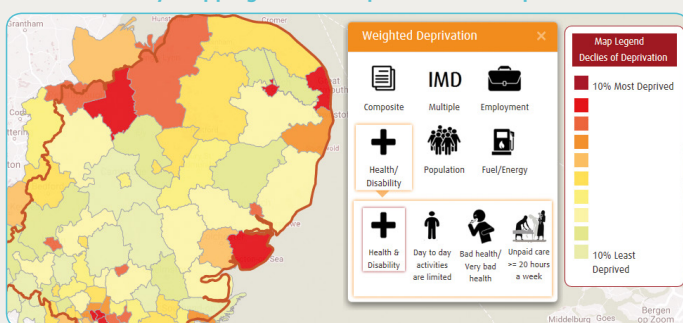
We demonstrated our mapping tool to stakeholders at Roadshows, asked what additional data could be added, and whether we should share the map with trusted third parties.

- 74% of stakeholders said we should share our vulnerability mapping tool.
- Mobile coverage data should be added to the map.
- Organised webinar for key stakeholders on how to use the mapping tool.
- Discussed using mobile coverage data with Mobile UK (mobile operators' trade body).

Outcomes

- We will make the mapping tool available to key partners in 2018.
- We use mobile coverage data to inform our community support during power cuts.

Our vulnerability mapping tool is compiled from multiple data sets



CASE STUDY – Tree trimming

We overlay asset data with our vulnerability mapping tool to inform our maintenance programmes. Where the mapping tool indicates that a large number of vulnerable customers would be impacted by a planned outage for tree maintenance near overhead lines, we aim to do the work without cutting the power. Where this is not possible we provide additional welfare support to vulnerable customers affected.

Outcomes

- 80% of all tree clearance work is done without cutting power.
- Our mapping tool was shortlisted for the Chartered Institute for IT Awards 2017.



Hard-to-reach/seldom-heard customers

Target: Use the vulnerability map to target initiatives within urban, rural and coastal communities

Some communities are harder to reach, due to their geographical remoteness, or seldom heard because they experience barriers to accessing services or are under-represented in decision-making. Our stakeholder engagement programme, approved by our CFPs, is designed to help us understand the specific needs of these communities and how best to communicate with them. Working with specialist partners helps us to engage cost-effectively with hard-to-reach/seldom-heard stakeholders across our diverse regions. (see Part 1, page 04 for details of the geographical reach of our engagement).

45p
net value per customer*



Urban

City: Our project with Repowering London delivers energy-efficiency advice to seldom-heard customers on the Loughborough Estate in the most deprived ward in Lambeth and in the 10% most-deprived areas in England. Repowering London held a community event to engage residents on energy use, ran two workshops for young people to establish good energy habits early, and an advice session on reducing energy bills.

Town: Our data showed that urban areas have greater levels of diversity. We identified Luton as an area with high levels of health issues and targeted GP surgeries in that area. We then researched the demographics of the patients in these surgeries and provided PSR information in multiple languages. This year we have established relationships with 18 new GP surgeries, increasing the total to over 40.



Rural and coastal

Our work with The Rural Coffee Caravan provides face-to-face advice in geographically hard-to-reach rural and coastal communities. Having access to face-to-face advice where mobile and broadband coverage is more limited, and where there are more older customers with limited or no digital skills, is vital. We also learnt that energy efficiency is a particularly significant issue within rural and coastal communities as fuel poverty in these areas tends to be linked to older and larger housing stock that can be less energy efficient.

- Partnership with Repowering saved customers £46,024.
- 56% increase in PSR registrations in Luton.
- 4,000 people received energy saving advice from the Rural Coffee Caravan.



Using data and feedback to improve services

Find out more here:
www.ukpowernetworks.co.uk/photo6

Target: Enable hard-to-reach and seldom-heard communities to interact with UK Power Networks through new channels and services

Rural and Coastal Focus Group

We held a focus group in King's Lynn, a rural and coastal community with high levels of deprivation according to our vulnerability mapping tool. The focus group brought together our field staff, dedicated vulnerability team, customers and stakeholder groups to better understand the impact that external issues in rural or coastal communities has on vulnerability.

- Libraries provide access to services, support groups and the internet.
- Customers in isolated areas freeze more food and a growing number of companies provide frozen meal services to vulnerable customers, therefore making the impact of a power cut greater.
- One-to-one contact was important, especially for customers who do not use the internet.
- Poor mobile phone coverage and/or limited broadband means that some customers are reliant on more traditional forms of communication.
- It may not be possible for takeaway food to be delivered during severe weather.
- We expanded last year's pilot of PSR promotion on pharmacy bags to hard-to-reach areas with multiple deprivation indicators.

- Provided power cut preparation advice and updates to local radio stations during Storm David.
- Where takeaway meals cannot be delivered, we use our community support vehicles and partners like the British Red Cross to reach customers, and also organise meals in hotels and pubs.

Outcomes

- Established links with 119 new rural community hubs and 44 libraries to provide PSR information.
- Made advice on fridges and freezers the first item in power cut advice on our website.
- Added advice on fridges and freezers to resilience advice for PSR customers.
- During Storm David we provided 2,700 meals to customers.
- Resilience advice has reached 435,436 customers.
- 420,000 pharmacy bags distributed, directly resulting in a 15% increase on the PSR.
- 35 updates aired by radio stations during Storm David in January.
- We use mobile coverage data to inform our community support.

An inclusive service shaped by data and feedback

Social isolation

Social isolation can affect customers regardless of where they live. This year we explored the potential impact this could have on our customers and the services we provide.



Emily Holzhausen, director, Carers UK, discusses social isolation at Stakeholder Roadshow

Outcome

- We piloted a partnership with two befriending charities to equip their volunteers with advice and information on preparing for power cuts, energy efficiency and the PSR.

Benefit

- More hard-to-reach customers received resilience advice and PSR support.

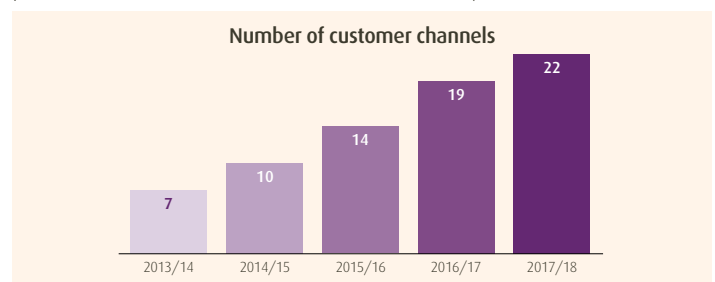
Emergency box for PSR customers

- We had only routinely sent our emergency box to customers with a medical dependency on electricity. Feedback from visually impaired PSR customers who were aware of our emergency box prompted us to revise our process and we now check with customers upon registration to determine whether the emergency box is appropriate to their needs.
- Previously we sent emergency boxes through the post, but many of our PSR customers said they were unable to open the door for the post and/or collect them from the post office, which led to a lot of undelivered boxes. We now use our partners to provide the boxes directly to the customer on registration.

Providing an inclusive service

We aim to provide an inclusive service for all our customers, and offer a wide range of channels that enable customers to contact us via their preferred channels. We added three channels in 2017/18.

£1.31
net value per customer*



Last year a focus group with disability organisations led us to add BrowseAloud (software that adds text-to-speech and translation functionality) to our website. This year we ran another focus group with similar stakeholders to understand how we could improve the accessibility of our website. The group identified a charity called AbilityNet that we could work with to inform and shape our new website.

An inclusive service shaped by data and feedback continued

Stakeholders said screen readers did not work with our old website, and online menus may not work if a user could not use a mouse. We improved our website, changing fonts and colours and removing certain menus to make it more accessible to disabled customers.

CASE STUDY – Making our services more inclusive

We began our long-standing partnership with the Royal Association for Deaf People (RAD) to produce BSL videos. Today it is a key partner and source of insight; for example, they highlighted that not all deaf customers use digital channels. To understand this further we attended Deaf Info 50 Plus (an event specifically for the over-50s) to engage this seldom-heard group. As the only DNO to attend, we referred a number of customers to the other DNOs as well as signing up customers to our own PSR.

Outcome

Our website is on track to receive our first AA rating from AbilityNet.

CASE STUDY – Making our advice accessible to all

- Representatives from Mencap on our CEO Panel, as well as attendees at both our rural and coastal and Life Change focus groups, identified the need for easy read advice for customers with learning disabilities.
- Video was identified as a key channel, particular for young people with low literacy levels.
- We became the first DNO to produce in an easy read format.
- Easy read versions of our PSR registration form and welcome pack are now available.
- We produced our energy efficiency advice in video format.

Using data to assess the future risk of vulnerability

Find out more here:
www.ukpowernetworks.co.uk/clip12

7 – 11%

households in our region are living in fuel poverty



416,000

estimated number of adults without bank accounts in our regions



20%

disengaged energy consumers living in London



6 – 8%

adults in our regions have never used the internet



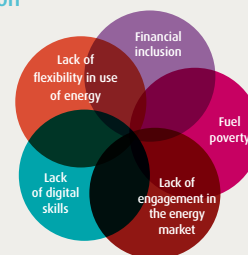
The transformation in energy could significantly alter the way individuals and households engage and consume their electricity, and there is the risk – as arose with the advent of broadband – of some customers being left behind and/or placed in vulnerable circumstances. Future Energy has the potential to bring together new and existing forms of vulnerability.

We explored these issues with our CEO Panel, who said:

- We should consider vulnerability as part of our Future Smart strategy.
- We should consider customers whose use of electricity cannot be flexible, i.e. those whose health is reliant on electrical equipment or on a constantly heated home.
- We should inform charities and NGOs about future energy so they can advocate for decision makers to take appropriate action.

“Your vision is the direction of travel but it won’t be this way for everyone; lots of people won’t be engaged in this new smart world even by 2030.” CEO Panel member, June 2017

Categories of exclusion



- We are commissioning research to understand how Future Energy will change the nature of vulnerability and the implications this will have for networks.
- We produced an A – Z of Future Energy to help inform charities and NGOs.
- We will use learnings from Energywise (LCNF funded) to inform the public policy debate around Future Energy. www.ukpowernetworks.co.uk/clip15

03

Managing the Priority Service Register and associated services

Ensuring our PSR data is accurate

Target: Proactively contact all PSR customers who have not been in contact in the previous 18 months

Providing timely support to our customers in vulnerable circumstances requires our PSR data to be accurate and up to date. We have therefore implemented an extensive programme of systematic and ongoing record checking and refreshing.

- 65% of stakeholders said we should contact all PSR customers through their preferred channel (SMS/email/post) and invite them to update their details.
- We introduced a new policy of proactively contacting 100% of PSR households with whom we had had no contact in the previous 18 months.
- We confirmed with PSR households whether they wished to remain on the register, that their contact details were correct and whether the reason for their registration remained accurate.
- In addition we maintained our approach of using specialist data company Nexis Lexus to check, update and refresh our PSR contact data.

Outcomes

- Proactively contacted 941,335 PSR customers through their preferred channel resulting in 142,472 updated records.
- 1,463,140 customer telephone numbers checked to see if they were still in use.
- 83.46% of individual telephone numbers found to be valid.
- 16.54% of individual telephone numbers removed.
- 144,077 new telephone numbers added.

£1.08
net value per customer*



Transitory nature of vulnerability

To ensure that our register remains accurate and captures transitory need, we enable temporary registrations and include a date when we expect the household to no longer require support, contacting them at this point. We take a similar approach for temporary needs codes such as hospital discharge.

Outcome

We removed 34,192 records.

Making every contact count, we also capture changes in vulnerability when contacting customers about power cuts and via our data-cleansing process.

We do not require a customer to be registered on the PSR to receive support. If a customer contacts us in a power cut in need of support, our customer service team will work with them to ensure that they get the reassurance and support that they need.



Our advisers are trained to listen and respond to the specific needs of our customers

Transitory nature of vulnerability continued

CASE STUDY – Temporary access to PSR services

A customer contacted us about a power cut while her family were staying with her. One of her guests used an oxygen machine and another needed to keep medication refrigerated. As guests their needs were not registered on the PSR, however, we quickly arranged for a generator to provide power for the fridge, oxygen machine and heating. The customer felt reassured and supported during a stressful time.

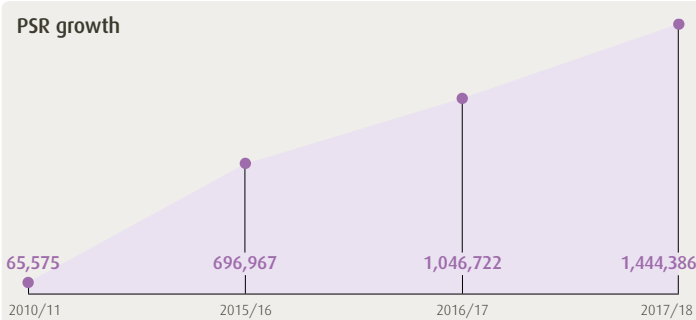
Using data to proactively identify and contact all eligible PSR customers

Targets:

- Develop new partnerships with organisations that work with hard-to-reach/seldom-heard communities
- Establish 60 regular referral partners

£1.08

net value per customer*



Through our data and vulnerability mapping, we are increasingly able to identify vulnerable customers outside of the 'core' groups, with a focus on those who are under-represented, hard-to-reach or seldom-heard.

This year we led a project on behalf of all the DNOs to look at future trends in PSR data. This work included benchmarking 2017 populations and this, coupled with our own data analysis, helped us estimate what the overall population would be, by specific needs code, if every individual who was eligible was on the PSR.

Our referral partners told us that on average 50% of possible referrals decline to go on to the register; this was supported by customer feedback. Factoring in that households may have multiple reasons to appear on the register but only register against one code, we set a target of 40% of potential maximum registrations per code and our CEO Panel approved this target.

This year a number of new needs codes were added to the PSR:

- Life changes
- Developmental conditions
- Mental health
- Careline and telecare
- Dialysis, feeding pump and automated medication
- MDE electric showering

These new codes were under-represented on our PSR; we therefore identified referral partners who could improve awareness among these groups and two other under-represented codes.

Outcomes		
Needs code	Partner	% growth
Developmental condition(s)	National Autistic Society, SENCO school coordinators	74
Mental health	Local Mind groups	3,752
Care line or telecare system	Careline providers	1,478
Dialysis, feeding pump and automated medication	Kidney Care UK	7
MDE electric showering	Provide	3,032
Hearing and speech difficulties including deaf	RAD, Sign Live, Interpreter Now, Deaf Clubs	79
Dementia	Dementia Alliances	23

Established over 100 referral partners.

60p net value per customer*

Promoting the PSR – pharmacy bags

- Our vulnerability map helps target the use of PSR information on pharmacy bags in geographically hard-to-reach areas with multiple deprivation indicators.

Outcomes

- 247% increase in phone call registrations during our pharmacy bag campaign.
- Over half the pharmacists surveyed said they were likely to tell vulnerable customers about the support they could receive.

We also used online and offline methods to promote the PSR:

- GP surgeries and NHS support
- Social media campaign
- Google Search optimisation
- Website
- Email
- Community partnerships
- Community advice services and hubs



Comprehensive services for PSR customers

Targets:

- 1. PSR customer satisfaction** – 92% customer satisfaction for PSR customers in 2017/18. This will increase to 92.5% and 93% in the next two years
- 2. Community support vehicles** – Welfare vehicle to support a minimum of 2,000 vulnerable consumers in 2017/18, 4,000 in 2018/19 and 5,000 in 2019/20
- 3. PSR customers during a major event** – Contact and offer support to 100% of affected PSR customers in the event of a power cut

£1.32

net value per customer*



Support in a power cut

The primary purpose of the PSR is to enable us to provide additional support to those who may need it during a power cut. We have an established process to ensure that during a power cut or a planned shutdown, PSR customers are contacted, and we tailor the advice, support and communication method to their individual need.

100% of PSR customers contacted in a power cut/planned outage.

CASE STUDY – Storm David

Embedding our learning from Storm Doris we sent over 30,000 proactive messages to PSR and transient PSR customers ahead of Storm David. This meant we only received 4.1% of inbound PSR calls compared with over 12% in Storm Doris. Additionally we made over 2,000 proactive calls to keep PSR customers updated and helped over 2,500 PSR customers on the ground with welfare provisions.

Developing our PSR emergency box

Feedback from our partners prompted us to replace the 'glow stick' with a room temperature guide to help customers ensure that rooms are the right temperature for their health.

3,900 emergency boxes distributed.

Community support vehicles

Data informs the location and nature of welfare support during outages. For example, if the area has a high population of a specific faith we provide catering specific to the dietary requirements of that faith.

“Wow! Halal meals and during Ramadan. What a surprise and really nice to see you seem to have thought of everything. Thank you. Customer”

Example PSR services

Core services	Additional services
Proactive weather and outage alerts	SignLive for British Sign Language users
Dedicated telephone line, bypassing Interactive Voice Response (IVR)	Emergency box
Welcome pack	Easy Read Welcome Pack
Community support vehicle	Generators and batteries
Dedicated customer service team	Medicine cool bags
On-site customer champions	Bespoke examples: hotel rooms/family travel paid

Adapting to differences in vulnerability and the changing needs of vulnerable consumers

Target: Deliver training to all our staff and contractors to support them in identifying and supporting customers in vulnerable circumstances

12p

net value per customer*



We have always understood that one size does not fit all and we train and empower our staff to respond appropriately to the individual needs of our customers.

4,269 hours of vulnerability training delivered in 2017/18.

CASE STUDY – Adapting to differences

When we offered a hotel room to a PSR customer during Storm David it became apparent that he was concerned about his dog if he had to leave his home. The customer service adviser therefore arranged for accommodation in a dog-friendly hotel.



Inclusive communication

With over 100 languages spoken across our regions we recognise that our customers have specific communication needs. We added two new languages (Lithuanian and Portuguese) to the Think Customer app used by our field staff.

Life changes

We organised a focus group to inform our understanding of the needs of customers covered by the new 'life changes' PSR code. One of the key learnings from our life changes focus group was that a broad mix of situations could make the transition to being newly responsible for energy bills more difficult.

Outcome

Established PSR referral partnerships with SSAFA (ex-military), Wavelength (social isolation), Catch 22 (care leavers and ex-offenders), Cruse (bereavement) and the Salvation Army.

Benefit

Expanded partnership to deliver support for consumers in vulnerable circumstances beyond the core vulnerability groups.

CASE STUDY – Supporting customers going through life changes

We began working with Lighthouse, a charity that provides support to women and children who have suffered from domestic abuse, and Wavelength, a charity supporting ex-offenders, refugees, ex-homeless and survivors of domestic abuse. We supported Lighthouse in a community event and created a blog for Wavelength. Both partnerships are raising awareness of the PSR, our emergency box and energy efficiency.

Dementia

The number of people over 65 living with dementia is projected to increase to 1.2 million by 2025; our ability to serve this growing customer segment is therefore increasingly important.

Last year in partnership with leading reminiscence charity, Age Exchange, we organised a focus group of younger people living with dementia. This year we held a focus group of older people living with dementia.

Advice on how to save money and how to keep warm would be welcome.

Complex telephony options were confusing and unhelpful.

We reviewed our Interactive Voice Response (IVR) for PSR customers.

We updated our PSR welcome pack to include tips on how to keep warm.

Outcome

PSR customers bypass our IVR and are directly connected to an adviser.

All customer-facing teams are dementia friendly.

04

Using partnerships to best serve consumers in vulnerable circumstances

Partnership strategy

Find out more here:
www.ukpowernetworks.co.uk/clip13

Our strategy is to identify partnerships that can raise awareness of our PSR, co-design and deliver fuel poverty programmes, ensure our services are inclusive, and provide support to our vulnerable customers during a power cut.

We also use partnerships to help us improve our understanding of vulnerability. We recognise that we are not experts in vulnerability and that organisations already embedded within our communities are better placed to support and engage our vulnerable customers.

Systematic analysis of our data enables us to review and refine our partnerships to ensure that they are aligned with our targets and able to deliver what is required to achieve our overall strategy.

We believe in making every contact count and work with partners who are able to deliver against all of the pillars of our vulnerability strategy wherever possible.

Over 100 partnerships developed.

CASE STUDY –

Responding to the limitations of an existing partnership – LSx and 'Faith and Power'

We continued our award-winning partnership with the London Sustainability Exchange (LSx) delivering advice, via a bespoke toolkit², to Muslim communities. However, ongoing evaluation established that LSx's networks outside of London were not strong enough to deliver our targets; therefore we brought in Community Energy South to extend the programme geographically and enable LSx to focus its growth in London.

Outcome

Faith and Power reached 256,284 people in 2017/18.

Benefit

£21,152 of savings for customers from face-to-face interventions.

² <http://www.lsrx.org.uk/media/sites/2/2017/03/Faith-and-Power-Communication-Toolkit.pdf>

CASE STUDY

Delivering solutions without unnecessary work – MyBnk

We wanted a new partner to deliver energy efficiency advice to young people in schools with higher-than-average pupil premium (an indicator of potential fuel poverty) without creating unnecessary work for our staff. We chose MyBnk because they had an established network of schools where they already delivered curriculum activities and also ran a programme to support young adults leaving care (a seldom-heard group). Our partnership also delivered PSR promotion and helped grow our understanding of vulnerability, particularly in relation to financial capability, which we believe will become more relevant as energy is decentralised and digitised.

Outcomes

257 children received advice through our schools programme – 50% of whom pledged to turn off lights.

60 young people reached through our Money House programme – 50% pledged to use less electricity by turning plugs off at the socket.

Benefit

1% of income of fuel-poor householders saved if all five tips followed.

CASE STUDY

Wider limitations on network companies – The Trussell Trust

Assessing new partners can necessitate difficult decisions about potential limitations. We were optimistic that a partnership with foodbank charity The Trussell Trust would open up new avenues to support vulnerable consumers with energy efficiency and advice on their energy bills. However, the targets we had for helping customers in fuel poverty required the provision of advice and it became clear that foodbank clients are often in a state of crisis and therefore not in the right frame of mind to receive that advice. We therefore directed our resources to partnerships that would enable us to have a greater impact.

Leading and utilising partnerships to identify and deliver solutions

Target: Share 50,000 copies of our utility energy efficiency and safety booklet

Utility forum

In 2016/17 we established the first cross-utility forum, with representatives from all the gas networks and water companies across our three regions. The forum is now a key part of our vulnerability programme, enabling us to work with other utility companies to share best practice and co-design and co-deliver projects to serve our mutual customers. This year we formalised the work of the forum and agreed terms of reference.

- ✔ Published a cross-utility energy efficiency and safety booklet.
- ✔ Shared our bespoke Dementia Friends managers' training pack.
- ✔ Worked with Kidney Care UK to produce a joint utilities PSR registration form.

Outcomes

- 📄 41,000 booklets shared through our and the forum's networks.
- 📄 Trained eight utilities in the Dementia Friends programme and provided our Dementia Friends managers' training pack.
- 📄 Shared best practice in data management and vulnerability training.
- 📄 Data-sharing agreements agreed with Gas and water companies in our regions.

Benefit

- 🤝 One-stop-shop booklet prevents a proliferation of information to customers.

“The PSR referral scheme has really helped us. As a GDN we do not have our own Priority Services Register, so working with UKPN to be able to refer customers who could benefit from the additional support available has enabled us to look after our customers who need it the most. Dan Edwards, SGN”

“I am genuinely overwhelmed at how generous and sharing UKPN are with their time, ideas and learning. This is very helpful and I am very grateful. Liz Freitas, Affinity Water”

Partners Forum

Our established partners Forum enables us to share best practice and to develop, review and improve the services we deliver.

✖ Emergency button

Last year we proposed an emergency button for vulnerable customers to press to alert us to a power cut. However, our Partners Forum highlighted that many of the people they work with already have a Careline button and providing another may confuse and result in the wrong button being pushed in an emergency. The expertise of our partners prevented us from making a costly and risky mistake.

🧑‍🤝‍🧑 Dementia Friends

Last year we introduced Dementia Friends training for our staff. This year we extended that training to 12 partners delivering services for customers and carers groups.

14,877
customers will save an average of
£45 a year^{**1}



Collaboration with partners

Find out more here:
www.ukpowernetworks.co.uk/photo8

Utilising partnerships

We have a duty to spend customers' money wisely to achieve maximum impact. Therefore, every partnership we fund has agreed targets and reporting requirements, and payment is made only when those targets are reached. Where possible we work with an already successful delivery programme and support the partner to deliver more. This means that we often look to work with a partner already embedded in the community.

CASE STUDY – Suffolk Family Carers

For non-financial partnerships the approach is to integrate into their existing services and reporting rather than create a new process. Working with Suffolk Family Carers we have enhanced their home resilience support to their clients through the distribution of our Emergency Box.

Suffolk Family Carers
Living Fuller Lives

Outcomes:

- 📄 136 Emergency Boxes.
- 📄 Over 400 carers received energy savings advice.
- 📄 251 referrals recorded.

“Suffolk Family Carers has expanded our understanding and knowledge of being a carer and has also made great introductions to other organisations and helped our HR teams understand what support is available in the community for our employees who are carers. Cody Prior, UK Power Networks Partnership Co-ordinator”

Cody Prior, UK Power Networks Partnership Co-ordinator

“The opportunity to have something that can help in an emergency is of great benefit in this rural county of ours. The Emergency Boxes and torches have been extremely popular with our mental health team. A torch can be important to someone whose anxieties may be raised by darkness. David Grimmer, Project Manager Health and Social Care, Suffolk Family Carers”

David Grimmer, Project Manager Health and Social Care, Suffolk Family Carers

PSR Needs Codes (New)	
1	Chronic/serious illness
2	Heart, lung & Ventilator
3	Dialysis, feeding pump and automated medication
4	Oxygen Concentrator
5	Nebuliser and Apnoea monitor
6	MDE Electric Showering
7	Caroline/telecare system
8	Medicine refrigeration
9	Stair lift, Hoist, Electric bed
10	Oxygen Use
11	Poor sense of smell
12	Physical impairment
13	Unable to answer door
14	Restricted hand movement
15	Pensionable Age
16	Families with young children 5 or under
17	Living

🧑‍🤝‍🧑 Providing full and effective support

When identifying partners we begin by looking at vulnerability in its broadest sense and then examine where those issues converge with the energy industry and identify partners we can work with to tackle these issues. This has led to the development of partnerships that provide full and effective support for all our vulnerable customers, without creating additional work for either ourselves or our partners.

We also map our partnerships against all of the PSR needs codes, ensuring that every code is served by a partner and that all customers who may be adversely affected by a power cut receive the additional support they need.



Working in partnership to tackle fuel poverty

Find out more here:
www.ukpowernetworks.co.uk/photo7

Targets: • Help customers to save £100,000 on their energy bills in 2017/18 • Face-to-face advice to 2,000 and the provision of energy efficiency advice to 100,000 customers

We work with trusted partners to deliver energy efficiency advice to our customers, prioritising our focus in the communities that need it most. We deliver this work in two ways:

- Through face-to-face consultations where our partners are able to really understand the customer's circumstances and provide tailored solutions.
- Through targeted energy efficiency literature that we have developed and co-designed with our partners.

We aim to secure significant benefits with a cost to our broader business and on our general customer base that is proportionate to the benefit. For 2017/18 we set ourselves a neutral cost target but in fact saved customers £177,546 over and above the money spent.

CASE STUDY – Repowering Brixton

We worked with Repowering London to provide tailored energy saving advice and support to residents of one of the UK's most deprived council wards. This innovative, community-based approach also aimed to raise awareness of UK Power Networks and the PSR amongst in a hard-to-reach community and provide us with a better understanding of these customers and their needs.

We also provided training for people who regularly come into contact with vulnerable people as part of their work. This strategy is recommended by the National Institute for Health and Care Excellence (NICE) as a means of maximising the impact of energy efficiency advice and support for those in need.

Outcomes

- £4,325 saved through on-the-spot switching advice.
- £1,960 saved through benefits advice.
- 1,550 customers reached, including one school through a solar panel making workshop.

305,527

customers received advice

4,702

customers received face-to-face advice

£232,014

saved from face-to-face advice

£2.06

net value per customer*

CASE STUDY – Faith and Utilities

Last year we shared the findings of our Faith and Power partnership with other utilities in our region and this year Scottish and Southern Energy Power Distribution, SGN and Thames Water joined the partnership to create 'Faith and Utilities'. Working collaboratively has increased the support we provide to this seldom-heard community.

Outcomes

- 266,063 people reached via multichannel approach (18,497 through events, khutbahs and personalised consultations, and 237,513 through social media and online).
- 257 PSR registrations.

Benefit

- This programme provides 10 times the added value to customers.*



Faith and Power won Utility Week Stars Award for Collaborative Work with a Customer Community

*Based on our qualitative Willingness To Pay Research

05

Embedding our strategy and managing customer contact

Embedding strategy and managing consumer interactions

All front-line staff are trained to recognise and record consumer vulnerability, and empowered to provide a flexible, personal response.

To ensure that we continue to fulfil our vision to be the best-performing DNO, we set ourselves the target of delivering 2,000 hours of vulnerability training.

- Delivered 4,269 hours of vulnerability training to 1,558 staff.

Over the last three years from our pioneering sensory training, specialist training on hearing loss, innovative virtual reality training to understand autism and our extensive Dementia Friends training, we have continuously expanded the core training our staff undergo to enable them to identify and record consumer vulnerability.

Monitoring and evaluation

All of our customer services staff are monitored on a monthly basis by both independent quality analysts and team leaders. Part of this process involves the analyst or team leader assessing the call, listening in to what the customer has said and assessing how well the person taking the call met the customer's need. At regular performance meetings staff share situations that they have faced that month that may be out of the ordinary and the team brainstorms ideas on what they could do in those situations. The results are then disseminated in monthly team meetings.

CASE STUDY – Doing the right thing for customers

A bed-bound customer contacted us after a power cut to report that his bed was stuck in the horizontal position. The adviser sourced a backup battery for his bed. This gave the customer peace of mind. 'I am very grateful for this goodwill and thank you for your kind words and time taken to talk to me on the telephone recently.'

External evaluation

Though not an end in itself, we consider that external recognition provides an important quality assurance.

BSI Standard 18477: 2010 inclusive service proposition

We are pleased that we continue to meet the BSI standard for inclusive service provision, demonstrating that inclusivity is embedded across our business regardless of the service or the channel.

bsi.

“By achieving verification against BSI 18477, UK Power Networks have demonstrated that they have the relevant policies and procedures, training plans and fair and accessible practices in place when dealing with consumers. Identifying and responding to consumer vulnerability is important for any organisation dealing with the public and we're delighted to have supported the team with this achievement. BSI”

AccountAbility
institute of social and ethical accountability

“UKPN demonstrates understanding and awareness of its social role and the role it plays in society. It has set itself the objective to become the most socially responsible DNO. The organisation's consumer vulnerability strategy considers the constantly evolving nature of consumer vulnerability and addresses issues specific to both the energy sector and the services that the company provides. In 2017/18 UKPN worked to identify and reach a more diverse range of vulnerable stakeholders, utilising partnerships to guide and inform this process. AccountAbility”

Embedding strategy and managing consumer interactions continued

Dementia friendly organisation

Over 3,000 staff trained; co-developed the Alzheimer's Society Dementia Friendly Utilities guide.



Action on Hearing Loss charter

We continue to retain the Action on Hearing Loss accreditation.



Ability Net AA standard

Our website is on track to achieve the AA standard

“I am pleased to see the collaboration between the Alzheimer's Society and leading utilities companies. This is a fantastic initiative, offering guidance on many issues that are faced daily by people affected by dementia and ensure the utilities sector is more accessible to them.”

Greg Clark, Secretary of State for Business, Energy and Industrial Strategy

Value for money – measuring the benefits

Our long-term vision is to be both sustainably cost efficient and the most socially responsible DNO. To fulfil our objective to be the lowest cost DNO and ensure that all our customers receive the service they deserve, we test our projects and services with a broad range of stakeholders, and measure the value of these to our customers.

We and Western Power Distribution commissioned specialist research company Accent to conduct willingness to pay research.

In a quantitative study of over 400 households and businesses we set out to:

- Explore customers' valuation of the outputs of our projects.
- Establish customer priorities between a range of service improvements.
- Use what (notional) monetary value customers place on these improvements to conduct cost/benefit analysis.

In addition we also conducted our own qualitative research to better understand the customers' reasons for these choices and look more specifically at the initiatives that support these outcomes.

The combined results of these can be found throughout part 2 and 3 as the net value to customers, calculated by subtracting the cost to deliver these outcomes from the value customers were willing to pay.

£9.94

Overall net value per customer*



Calculating the net value per customer

Value to customers (WTP) – Total cost of outcome = Net value per customer

Outcome tested	UK Power Networks projects	Total cost (£)		Value to customers		
		Cost of projects £	Total cost of outcome £	Value to customers £	Cost/benefit factor (value divided by cost)	Net value per customer £
Improve accessibility for customers with special communication needs	Language Solutions – for those whose first language is not English	3,298	0.004p per customer (total 28,833)	1.31	328	1.31
	Sign Live – for BSL	3,000				
	Interpreter Now services – for BSL	2,700				
	Converted our PSR form and PSR welcome pack, including resilience advice to easy read format	400				
	Printing braille, large print, audio and language translations	2,000				
	BrowseAloud for visually impaired customers	2,000				
	Worked with AbilityNet to achieve an AA rating for the accessibility of our website	15,435				
Identify and sign up new vulnerable customers to the PSR	Proactive email campaign	19,340	1p per customer (total 80,715)	1.09	109	1.08
	Advertising in the BT Phone Book	26,607				
	Stream Design forms banner, joint registration forms	32,345				
	Advertising campaign via Hospital Magazine/Radio & Enable Magazine	1,177				
	Redesign our PSR forms	1,246				
	A wide range of engagement activity with partners to target specific groups of customers	–				
	Advertising in GP surgeries	–				
Contact existing PSR customers every year to update their details and offer advice and practical steps	941,335 PSR customers contacted this year to update details 431,856 PSR customers provided with resilience and energy savings advice	118,544 1,295,568	17p per customer (total 1,414,112)	1.20	7	1.03
Send details of newly registered PSR customers to their suppliers and other utilities to ensure that vulnerable customers receive a one-stop-shop service	Established data-sharing agreements with other utilities	–				
Proactively contact and offer support to vulnerable customers during power cuts	Welfare support provided by the British Red Cross	63,999	9p per customer (total 696,984)	1.41	16	1.32
	Community support vans	79,383				
	Emergency Boxes	49,922				
	Catering provisions during an emergency	43,680				
	Dedicated PSR contact and support team	460,000				
Help fuel-poor customers every year through initiatives such as helping to access free energy efficiency	Produced and shared an energy saving video	3,500	1p per customer (total 101,935)	2.20	220	2.19
	Community Energy South	20,000				
	Ipswich Citizens Advice Bureau	22,335				
	London Sustainability Exchange	17,000				
	Repowering London	10,500				
Educate schoolchildren to stay safe around electricity and about other key topics such as energy efficiency	MyBnk	28,600	0.006p per customer (total 52,803)	1.86	446	1.85
	548 young people engaged through school visits; 35,000 students reached at youth events; 98,000 visits to Power Up youth website	24,203				
	257 schoolchildren provided with energy efficiency advice through our MyBnk pilot	28,600				



Working in partnership to support customers with a transitory need



Supporting Community Energy in one of London's most deprived areas



Innovating to overcome barriers

*based on our quantitative and qualitative Willingness To Pay Research as described on p 10

