

Stakeholder engagement
and consumer vulnerability
submission 2017/18

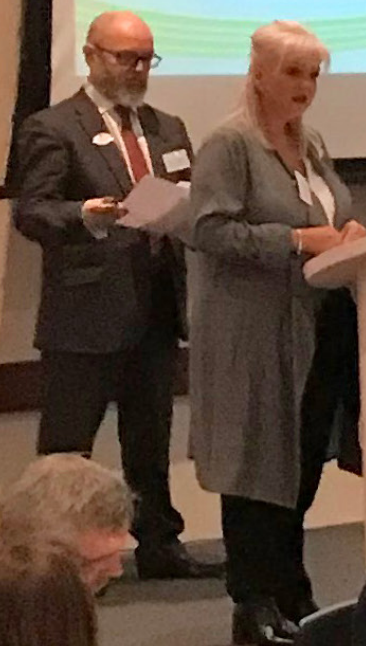


Part 2:

Outcomes and outputs



Scottish & Southern
Electricity Networks



Stakeholder workshops, Glasgow and Reading 2018

80 external stakeholders provided feedback on our business plan commitments, social obligations and transition to Distribution System Operator.

Contents

- 1 Introduction
- 2 Strategy
- 3 Stakeholder input in 2017/18
- 4 Improving digital communications
- 5 Supporting communities
- 6 Safety and connections
- 7 DSO and submarine cables
- 8 Outcomes



I am pleased to introduce Part 2 of this year's Stakeholder Engagement and Consumer Vulnerability Submission which summarises some of the key stakeholder-led outputs and activities for 2017/18.

As an organisation, stakeholder engagement is the responsibility of all employees, from the Board and senior management teams to the front line advisors and field staff who work tirelessly to keep the lights on for 3.7m homes and businesses 24/7, 365 days a year. Whilst this responsibility is not new, we recognise that we need to do more to ensure the views, needs and expectations of stakeholders continue to shape and influence how we do things.

We have come a long way over recent years to integrate stakeholder engagement throughout the organisation. I see on a daily basis the genuine passion and commitment of our people to ensure our stakeholders and customers come first. It is also vitally important to help us build a sustainable company that contributes positively to society and to the economy.

This submission demonstrates our commitment to place our customers and stakeholders at the heart of our decision making. In it, you can find out how we are supporting the continued shift to digital communications, as well as helping our customers and communities build resilience. And in Part 3, we set out the extensive range of support and services we provide to our vulnerable stakeholders, who may require extra support.

One of the most exciting changes in the energy industry is the flexibility revolution. To facilitate the shift to a smarter, flexible energy system, we are transitioning from a Distribution Network Operator (DNO) to a Distribution System Operator (DSO). The rapid evolution of the industry is happening around us now, and we are working with our stakeholders to understand what we need to do to ensure this transition works for all customers and stakeholders alike. You can read more about our principles-based approach to the transition to a DSO on page 8.

This transition to a smarter, flexible energy system has also led us to pause and reflect on our existing business plan commitments. Despite it only being three years since the beginning of our current business plan, the world around us is changing. Are our business plan commitments still fit for purpose, and more importantly, do they still meet the needs and expectations of our customers and stakeholders? We held two major stakeholder events this year to ask just this, which you can read more about, including some of the actions we are taking forward as a result, on page 3.

Finally, as well as the direct engagement we have with our customers and stakeholders, we continue to build on the role of independent external panels supported by appropriate internal structures. The Governance we have established to oversee our stakeholder engagement activities will ensure that we continue to meet and respond to the needs and expectations of our customers and stakeholders in the years ahead as we ramp up our engagement, becoming more visible and accessible to stakeholders as a result.

Colin Nicol

Managing Director, Scottish and Southern Electricity Networks

Key outputs in 2017/18

SSEN has demonstrated commendable efforts to cultivate a customer- and stakeholder-centric culture within the organisation, and a clear rationale and purpose for stakeholder engagement. This is driven by a dedicated stakeholder engagement strategy, a strategy that is structured on three clear levels – strategic, operational and organisational, and one that is informed by the outputs of stakeholder engagement activities.

AccountAbility assurance statement
April 2018



Extending strategic input

New internal and external
Inclusive Service Panels



Stakeholder engagement best practice

Successfully assessed against the AA1000
Stakeholder Engagement Standard



9/10

Customer satisfaction with our social
media channels



89.8%

Top performing DNO for
customer satisfaction with planned
and unplanned interruptions

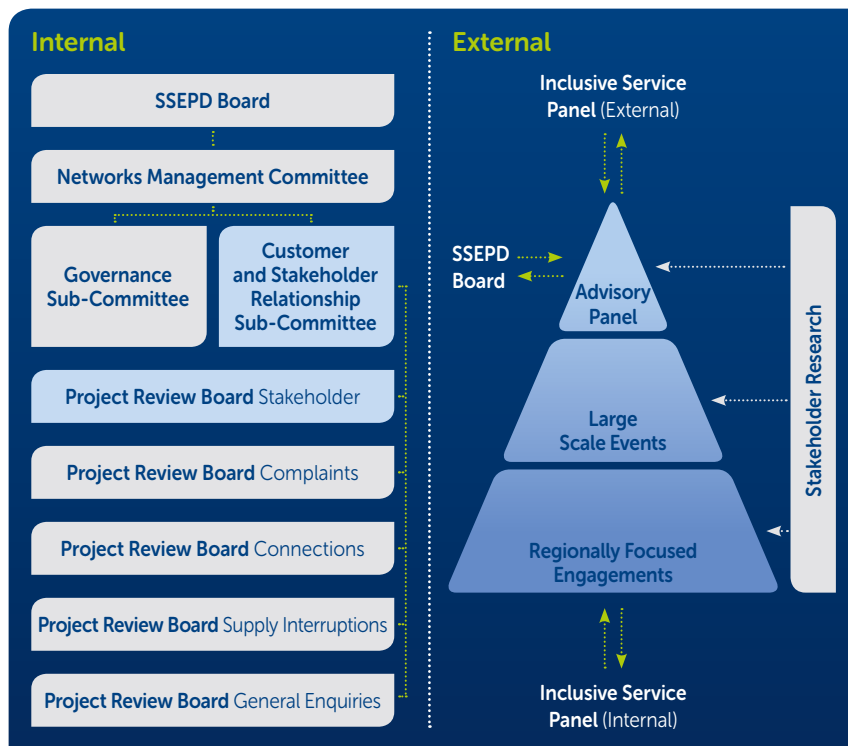
Stakeholder engagement strategy

As outlined in Part 1, our stakeholder engagement strategy is aligned to the AA1000 Stakeholder Engagement Standard, designed to deliver on the commitments we made to our customers, stakeholders and Ofgem in our RIIO-ED1 business plan. Recognising the rate of change in the energy industry, we regularly re-validate our priorities with our stakeholders so that we are focusing on the most important issues and improving engagement outcomes year-on-year.



Embedding engagement in our business

It is critical that stakeholders' thoughts and insights are fed back into the relevant area(s) of our business, including the SSEPD Board. We do this through robust reporting and management, allowing for effective change. Our central stakeholder engagement team is responsible for planning engagement activities throughout the year, as well as facilitating engagement for subject matter experts, who are responsible for delivering changes within our business in line with our stakeholders' views.



Consumer vulnerability: our six areas of focus for 2017/18

To deliver our vulnerability strategy, in 2017/18 we focused our efforts on six areas, working with our stakeholders to achieve meaningful outputs and outcomes.

1 Embed our Customer Mapping Tool 24 organisations were granted access to our tool	2 Drive forward PSR provision and promotion 17% increase in the number of new sign-ups	3 Widen our partnership network and collaborative activities 3,323 PSR referrals with data sharing partners
4 Expand on fuel poverty and energy efficiency initiatives Providing gap funding for our energy efficiency partnerships and collaborated with Home Energy Scotland on fuel poverty	5 Ensure our services are inclusive and accessible for everyone Established internal and external Inclusive Service Panels	6 Increased use of stakeholder feedback to inform our decisions Our regions have used the Customer Mapping Tool to promote the PSR more effectively

Consumer vulnerability strategy

Our consumer vulnerability strategy aims to deliver industry-leading support to customers in vulnerable situations by providing a best-in-class Priority Services Register (PSR); equal, inclusive and accessible service provision; and innovative energy efficiency and fuel poverty partnerships and advice.

Addressing consumer vulnerability is at the heart of our business strategy, our culture, our policy and all our services.

Identifying and responding to consumer vulnerability promptly 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.

Stakeholder priorities in 2017/18 and beyond

80 external stakeholders attended our stakeholder engagement workshops in Reading and Glasgow at the start of 2018. Stakeholders made it clear that there are two output areas they feel we should be prioritising, above all others, in the remaining years of RIIO-ED1.

Reliability and availability (74%)

Providing long-term reliability of supply, minimising the number and duration of interruptions, and ensuring adaptation to climate change.

Safety (42%)

Providing a safe network in compliance with Health and Safety Executive (HSE) safety standards.

Environment (17%)

Reducing carbon emissions and the environmental impact managing carbon footprint, visual amenity and pollution.

Social obligations (12%)

Helping vulnerable customers.

Connections (10%)

Connecting customers in a timely and efficient way.

Customer satisfaction (4%)

Maintaining high levels of customer satisfaction and improving service.

3 Stakeholder input in 2017/18

Key

- New
- Expanded
- Improved
- Embedded

Stakeholder Advisory Panel

Our Stakeholder Advisory Panel consists of a diverse range of industry experts providing input and challenge on business performance, meeting the needs of customers and stakeholders, and the future direction of the business.

Meeting quarterly, our Managing Director, Colin Nicol, attends every meeting, communicating discussion points and actions back to our senior management team, including the SSEPD Board.

Outputs and outcomes:

- Panel felt that senior leaders coming to meetings is a positive thing
- Shaped our connections improvement plan, Distribution System Operator (DSO) transition, financial impact of electricity networks on consumers
- Scrutinising the commitments in our RIIO-ED1 business plan

Whenever we ask questions, the people who present have never adopted a defence stance; they're open to criticism. What you say appears to be listened to and taken in, it's very positive.

Inclusive Service Panels

Two panels, consisting of industry experts and colleagues with a passion for inclusivity, diversity and equality, who scrutinise our thinking, provide innovative ideas, shape our vulnerability strategy for the future, and help drive change from within the business.

Outputs and outcomes:

- Initiated a site visit gap analysis including interviews with staff, reviewing company culture and commitment to inclusivity and diversity – highlighting where we are doing well and what we need to improve
- Work more closely with schools to educate children on electricity networks
- Consider creating a video that is a visual representation of what it means to be on the PSR



DSO engagement events

The DSO transformation appears complex and highly technical; therefore we have committed to taking a stakeholder-focused approach to deliver on our three principles – to achieve a **cost-effective** system that **meets customer needs** by **collaborating** with other network operators.

We held two events in 2017, attended by 100 stakeholders, to launch our initial action plan, inviting delegates to take part in interactive discussions to make sure we are heading in the right direction.

Outputs and outcomes:

- 96% of stakeholders found the approach used at the events helpful for putting their comments and ideas forward
- 85% of stakeholders agreed with our three principles
- Continuing engagement was cited by stakeholders as the most important thing we can do to ensure that all stakeholder interests are fairly represented as part of the DSO transition



Stakeholder workshops

In response to stakeholder feedback, we've committed to increasing our external presence to keep abreast of emerging issues and identify opportunities where joint working can maximise outcomes.

80 external stakeholders in Glasgow and Reading, including representation from our Regulator, Scottish Government and National Consumer Groups, provided valuable feedback on our DSO transition, business plan commitments and social obligations.



Outputs and outcomes:

- 100% of stakeholders found the day to be interesting
- 74% of stakeholders think we should be prioritising reliability and availability; 42% safety
- 65% of stakeholders want us to create a new PSR1+ category for customers thought to be at highest risk when without electricity, such as those who are reliant on electrically powered medical equipment

2017/18 core programme of engagement

April <ul style="list-style-type: none"> Community and Renewable Energy Scheme Annual Conference Stakeholder Advisory Panel meeting Paper to the SSEPD Board – Customer Service 	May <ul style="list-style-type: none"> All Energy Exhibition and Conference Paper to the SSEPD Board – Stakeholder Engagement ENA joint DNO group meeting
June <ul style="list-style-type: none"> Scottish Renewables Hydro Conference and Exhibition 	July <ul style="list-style-type: none"> Distributed Generation Owner/Operator Forum
August <ul style="list-style-type: none"> Stakeholder Advisory Panel meeting 	September <ul style="list-style-type: none"> Paper to the SSEPD Board – Stakeholder Engagement
October <ul style="list-style-type: none"> Independent Living Scotland Annual domestic survey Battery Storage and Flexibility Conference Paper to the SSEPD Board – Customer Service ENA joint DNO group meeting 	November <ul style="list-style-type: none"> Stakeholder Advisory Panel meeting Energy Action Scotland Conference Distributed Generation Owner/Operator Forum DSO transition stakeholder event
December <ul style="list-style-type: none"> Scottish Parliament resilience event DSO transition stakeholder event Low Carbon Networks and Innovation Conference ENA joint DNO group meeting 	January <ul style="list-style-type: none"> External Inclusivity Panel meeting
February <ul style="list-style-type: none"> Stakeholder workshops Priority Services Register survey ENA joint DNO group meeting 	March <ul style="list-style-type: none"> Stakeholder workshops Internal and external Inclusivity Panel meeting Electric vehicle charging consultation launch event Scottish Renewables Annual Conference SGN Annual Stakeholder event – Moving Forward Together NEA House of Lords event Brand survey

4 Improving digital communications

Key
 New
 Expanded
 Improved
 Embedded

At SSEN, we strive to provide best-in-class customer service for our online community. Recognising the rise in incoming volumes across social channels, such as Facebook and Twitter, we have worked hard to provide secure, efficient and high-quality stakeholder service to meet the changing demand of stakeholders communicating on digital platforms.

SSEN Website



Social Media



Promoting Messenger as a care channel

Noticing that a large number of customers who visited our Power Track page also called the 105 power cut number, we decided to proactively promote Facebook Messenger, increasing the range of methods customers can contact us on to suit their needs and preferences.



Measuring digital satisfaction

In order to truly measure the impact of our social media channels, we recently started reporting our digital performance as a customer care metric.



Scaling a team for social success

Due to the increasing change in customer preference for social media, we now have a team of over 20 people, compared to just two in 2013.

The digital team spent a significant amount of time determining internal processes, creating an online tone-of-voice, running scenario training and putting in place a crisis management plan, as well as setting up strong internal partnerships, allowing social media knowledge to be shared between departments and influence business decisions.

Expanding our online presence by offering a greater amount of choice has made us more accessible to stakeholders 24/7, and enabled harder to reach stakeholders to contact us at a time that suits them.



5 Supporting communities

Resilient Communities Fund

The Resilient Communities Fund helps communities to prepare for emergencies and the possibility of power cuts. Following consultation with over 600 stakeholders, to simplify the process, we created new criteria with a focus on vulnerability and resilience for emergency events:

1 Protect the welfare of vulnerable community members through enhancing their resilience and improving community participation and effectiveness

2 Enhance community facilities, services and communication specifically to support the local response in the event of a significant emergency event

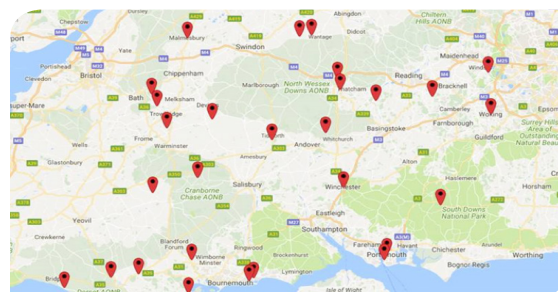
A focus for the 2017/18 fund has been to work with stakeholders at all stages to ensure their views and priorities are the focus of the fund.

Findings	Actions
88% of evaluations from the 2015 and 2016 fund think their project was good/very good at improving community resilience	Initially run as a pilot, we pledged to extend the fund to 2023
Feedback from applicants and local Government stakeholders suggested the initial application window was too short	The fund opened earlier in 2017 and for a longer period
To ensure we achieve a varied and extensive application shortlist, we needed to improve communications	Promoted the fund through enhanced communication channels to ensure that it reached areas which had lower participation in previous years We used our Customer Mapping Tool to identify areas of lowest resilience, enabling the panels to make informed data-driven decisions on which funds to approve to provide the maximum possible benefit for the communities concerned

- ✓ We offer a dedicated Customer Relationship Manager to discuss how fund recipients can further improve community resilience, link into other SSEN services and for us to work together in times of emergencies
- ✓ The decision panels now benefit from new members, providing fresh perspectives from key stakeholders. Dr Kate Anderson from the Scottish Government joined the panel providing perspectives from her work with resilience in the third sector. This identified a method to work smarter together by promoting the Scottish Government community resilience evaluation tool to completed projects
- ✓ Colin Nicol, our Managing Director, met recipients of the fund at the Independent Living Scotland conference in October 2017 and at our Scottish parliamentary event in December 2017, learning first hand about grass roots resilience to inform SSEN strategy and priorities

Summary of 2017/18 Awards

	North of Scotland	Central southern England	Total
No. of applications	69	65	134
Value of applications	£730,000	£630,833	£1,360,833
No. of funded projects	41	36	77
Value of awards	£264,950	£244,770.37	£509,720.37
Total value of projects (SSEN funding and that from other sources)	£550,553	£592,578.44	£1,503,131.44 (£2.94 fund leverage)
No. of local authority areas supported	12 local authorities	6 local authorities	18 local authorities
Size of community supported	Over 126,000	Over 4 million	4,126,000+



Location of successful applications in central southern England and north of Scotland

Resilience Education Initiative

We are co-funding an Education Resilience Development Officer post over two years. SSEN, SP Energy Networks and Scottish Water will co-fund, each contributing £28k in total. An Advisory Panel was formed to take this forward and the new Development Officer took up post in March 2018.

The remit of the post is to further develop the Ready for Emergencies Website and to support activities in local authorities across Scotland in relation to community resilience. The website provides a comprehensive source of teaching and learning materials (including media footage, texts and learning journeys) relating to emergencies such as severe weather, flooding, terrorism, pandemics, etc., and community resilience.

Resilience training

In recent years, the Scottish Government has attached increased importance to resilience and is now progressing towards a position where practitioners within the civil contingencies profession are qualified as standard.

The Professional Development Award (PDA) in Resilience Management is fully accredited by the Scottish Qualifications Authority and aligned with the new National Occupational Standards.

Our business has recognised community resilience for many years and has ensured that our Customer Relationship Managers and Customer Community Advisers have completed a PDA in resilience and storm response.

In addition, formal training in storm response was rolled out to members of our central storm team and customer contact centre staff. The detailed content has been adopted as part of BAU and has proved hugely beneficial in ensuring that our storm/emergency response is timely and comprehensive. Understanding our statutory duties and responsibilities under the Civil Contingencies Act 2004 at regional levels better equips us to meet and beat the obligations imposed by specific legislation affecting our activities.

- ✓ Customers are better served and safer
- ✓ Communities are more confident and better able to manage their own resilience
- ✓ Communities avoid negative impacts from events

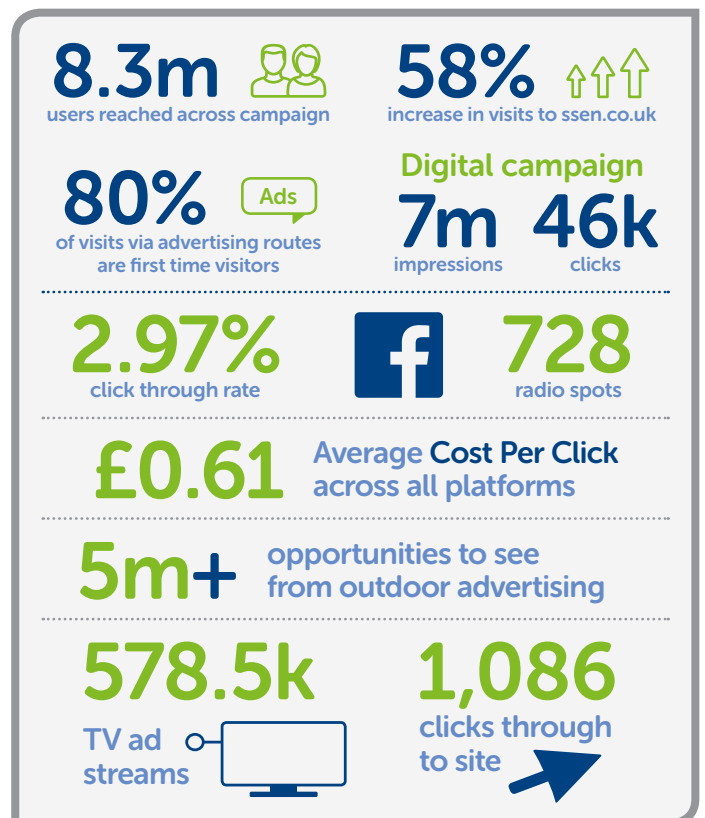
Winter communications campaign

Each year our media team works closely with representatives in the business to ensure we are communicating in preparation for winter in a way that suits our stakeholders. Through our annual domestic survey, we learned that 54% of stakeholders expect to be informed about upcoming bad weather via digital communication channels.

The annual winter advertising campaign is a targeted, customer-focused communications campaign to help our customers prepare for winter and know who to contact in the event of a power cut.

Our targeted press releases were issued in all seven regions, achieving widespread coverage in local newspapers, and were distributed to MPs and MSPs across our two licence areas to help highlight the benefits to their constituents and the services we provide should electricity supplies be interrupted.

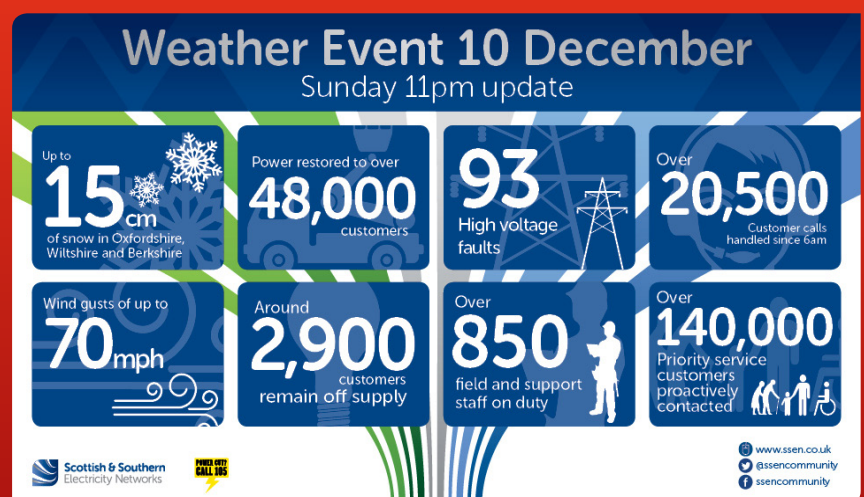
In addition, responding to feedback from our Stakeholder Advisory Panel, who told us to make our messaging more pictorial, we created a suite of visual communications, distributed via our digital channels.



Code red

In 2017/18 we wanted to go a step further in terms of how we warn and inform stakeholders ahead of severe weather events with significant potential for disruption on our networks.

In advance of Storm Caroline, we issued weather alerts directly to stakeholders as well as stepping up specific elements of our digital campaign 48 hours in advance. This 'code red' approach, and the level of information we were able to share, was commended by the Department for Business Energy and Industrial Strategy.



6 Safety and connections

Key



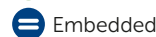
New



Expanded



Improved



Embedded

Putting safety first: Look Out Look up!

Safety was our number one priority when producing our RIIO-ED1 business plan and it continues to be our company's main focus, with 42% of stakeholders in agreement that we should continue to reduce incidents involving our people, contractors, and members of the public.

Being around overhead power lines can be risky, particularly for farmers who operate large machinery. In 2017/18 we recorded over 780 incidents on agricultural land where third-parties came into contact with poles, overhead lines and cables, cutting off local electricity supplies and having the potential to cause serious injury to those involved.

However, research carried out by the Energy Networks Association suggests people aren't always aware of the risks. Over two thirds (68%) don't know the minimum distance between the ground and an overhead power line, or the maximum voltage of an overhead power line (69%).

With a clear shortfall in knowledge, and farm machinery getting ever bigger, we came together with the five other DNOs to raise awareness among those most at risk by launching an award-winning, nationwide safety campaign, 'Look Out Look Up!'

Stakeholders often tell us that video and visual messaging is an effective way to get key messages across, therefore we used a mixture of online communications channels to deliver a consistent, nationwide message.

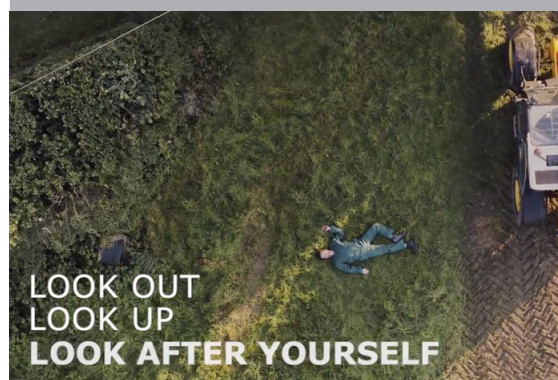
Facebook produced the best outcome with **173,417** impressions, **10,958** engagements and **37,837** video views.

We also worked with trusted organisations, which meant our information could be shared as widely as possible to reach relevant groups. For example, our Twitter campaign began with a Thunderclap message which reached 609,773 people, with support from the Health & Safety Executive (HSE), Police Scotland and the NFU (National Farmers Union).

Our Stakeholder Advisory Panel suggested we adopt a new slogan, 'Look up and live', to increase the impact of our communications. However, we wanted to remain a part of the Electricity Network Association's nationwide campaign with all Great Britain's DNOs and therefore decided to maintain the 'Look out Look up' strap-line.



The Look Out Look Up! film won the Gold World Medal in the Public Information category, and Bronze World Medal in the writing category at the New York Festivals World's Best TV & Films competition



Watch Look Out Look Up! here:

<https://www.youtube.com/watch?v=sdDT1Q4He9E>



See more on this subject here:

<http://www.energynetworks.org/electricity/she/safety/safety-advice/overhead-power-lines-safety-campaign.html>

Distributed generation owner operator forum

At the request of stakeholders, we set up a forum, in partnership with Regen, for owners and operators of large scale renewables connected to our network.

The aim of the forum is to enable us and Distributed Generation (DG) owners/operators to work together more effectively and improve communication on issues such as:

- ✓ Work to address grid constraints
- ✓ Improving communication on outages and constraints
- ✓ Potential approaches for forecasting and mitigating outages

Following a successful first meeting in the south of England, we established a similar forum aimed at tackling these issues in Scotland.

Findings	Actions
We currently look to provide one months' notice for a planned outage, and a minimum standard of two weeks' notice, however some communication on outages has been late	Committed to extending the notice given to connections customers for planned outages to six months
Members of the forum were keen to get a post-outage report for all outages, including the cause of an outage, whether it was planned/unplanned, and more details of works completed	Committed to providing post-outage report with additional details
Forum members are keen to get information as early as possible and accept there may be some uncertainty	We are currently reviewing our three year ahead plan for strategic works – expected to be published July 2018
SSEN have lacked the correct contact details in the event of an outage for some sites	Continue work to manually update contact details relating to sites as we develop a new portal

7 DSO and submarine cables

Transition to Distribution System Operator

To support the evolution to a smarter electricity system, we are transitioning from being a distribution network operator to a distribution system operator.

Whether this is connecting new technologies or facilitating the use of flexible demand to help reduce bills, we must be ready to adapt to a rapidly changing environment.

Rather than producing a plan that assumes we know what the future holds, we are engaging with stakeholders, directly and through the ENA's Open Networks project, to achieve a phased transition that is customer-focused, cost efficient and collaborative.

To gather stakeholder feedback, we held two engagement events, in Perth and Oxford. The events were targeted at a wide range of stakeholders from local councils, academia, power distribution companies, regulatory and representative bodies. 98 external stakeholders attended to learn more about our initial plans and participate in breakout sessions to elicit their views.

The evidence from the stakeholder events, as well as an online written consultation, points to a high level of support among stakeholders for the five principles guiding and governing our transition to DSO.

Five DSO principles

1. SSEN's DSO must work for all customers
2. 'Learning by doing' will give the best outcomes for customers
3. SSEN's transition to DSO must be coordinated and cost efficient
4. Neutral facilitation is paramount
5. SSEN's DSO should unlock local solutions

Findings	Action
36% Prioritised the principle of 'unlocking local solutions' and removing barriers for community-level projects	We are already looking to open up local solutions by trialling flexibility platforms
85% Agreed with the guiding principles we have adopted to govern our transition to DSO	Stakeholders welcome the progress SSEN and other network operators are making towards a DSO model, however, there is a desire for us to be bolder and even more progressive
10% Whilst there is broad agreement that as a DSO SSEN should strive to be a neutral facilitator, a survey ranked it the lowest priority of the five principles	A number of stakeholders believed that DSOs should, in some cases, own and operate flexible devices such as batteries
Engagement was most commonly cited by stakeholders as the most important thing that SSEN can do to ensure that all stakeholder interests are fairly represented as part of the DSO transition	There is unanimous support for SSEN and the ENA via the Open Networks programme to be more engaging with industry
There are strong calls for greater transparency , particularly on data, but stakeholders also want simplification and to avoid complexity	We have embedded DSO governance across the business to ensure our approach is coordinated, clear and simple, and we have made DSO a key element of all our engagement activities to ensure we develop our network in accordance with our stakeholders' view

Submarine cables

59 Scottish islands are connected to the mainland electricity network via submarine electricity cables.

As these cables naturally come to the end of their operational life, we make arrangements to replace them to ensure a continued reliable electricity supply to Scotland's islands.

The introduction of Scotland's National Marine Plan (2015) means we may need to change the way we install new or replacement cables within the marine environment.

Based on an extensive programme of engagement with regulators, customers and stakeholders, a decision was made to make this replacement programme one which was sustainable and puts the communities we serve and work amongst at its core.

Our submarine electricity cable replacement programme is guided by a clear set of values – ensuring every decision is ethical, responsible and balanced:

- To determine the best route and installation method to maintain the health of the cable
- Harness knowledge to help us make the best value decision around how we install and protect our cables
- To determine whether the way we intend to lay cables is sensitive to other marine users and the environment
- To drive value for customers around the way we install cables rather than blindly following the policies detailed in the National Marine Plan

In 2015/16, together with our stakeholders, we co-created a methodology which helps us to balance the health and safety; socio-economic; environmental; and engineering impacts associated with the way in which we install submarine electricity cables in the marine environment. This helps us to evidence that each cable we install represents the best value solution.

To ensure our methodology is continually updated in response to our stakeholders' changing expectations, in 2017/18, we consulted again to understand whether or not we are adequately valuing the natural capital of the seabed.

We engaged stakeholders via an online consultation, focus groups at Energy Action Scotland annual conference, and other environmental conferences. Stakeholders felt our 2015 Cost Benefit Analysis (CBA) methodology did not fully account for the health impacts caused by fuel poverty and suggested that we also valued and captured the wider health impacts of fuel poverty.

We also learned our stakeholders wanted us to take into consideration changes in seabed natural capital value, i.e. the impact of submarine electricity cable installations on ecosystems within different habitats.

The resulting updated CBA methodology incorporates these two new impact areas and will respond to 72 observations and clarifications around the impact of fuel poverty and natural capital of seabed.

In April 2018, we were successfully granted a Marine Licence to install a 33kV electricity cable measuring between the islands of Rousay and Westray in Orkney.

Next steps

1. The next CBA model (to be published in autumn 2018) will respond to 72 observations and clarifications around the impact of fuel poverty and natural capital of the seabed. Once the model is published it will be used to support every marine licence application in the north of Scotland.
2. We will seek to evidence the health impacts of fuel poverty with a seminal piece of work we have funded by Professor Christine Liddell of Ulster University.
3. We will contribute to the development of the Oceans Supplement to the Natural Capital Protocol, to help individual businesses understand their dependencies and impacts on healthy oceans.

The supplement is being co-ordinated by the Natural Capital Coalition. The Natural Capital Coalition is a unique global multi-stakeholder collaboration that brings together leading global initiatives and organisations to harmonise approaches to natural capital. The Coalition is made up of over 250 leading organisations that have united under a common vision to create a world where we conserve and enhance natural capital.

Issue	Action	Outcomes	Cost
Distributed generation and energy users	Connections Customer Steering Panel Over 250 stakeholders engaged	Generated and endorsed our connections business improvement plans	–
	Connections surgeries 24 surgeries held across the north of Scotland and central southern England	Project specific queries and issues resolved. Additional support provided to customers 'new' to our connections process	–
	Operational generator forum	Information sharing with registered Distributed Generation owners/operators on planned outages	–
	Wayleaves workshops	Improved understanding of wayleaves processes and requirements	–
	Online application workshop	Improved understanding of connections applications, how to complete the form and benefits of using the online system	–
	Unmetered workshop	Improving engagement with local authorities	–
	Independent Connection Provider and Independent Distribution Network Operator workshops	Information sharing on non-contestable processes and authorisation options for Independent Connections Providers looking to conduct connections work in our area	–
	Distributed Generation Forums	Provision of information from Ofgem and BEIS, opportunity to share best practice across DNOs and engage on a broad spectrum of industry topics	£25,000
	Constraint workshops	Provision of constraint information and sharing best practice across DNOs	–
	Battery storage workshop	Improved awareness on innovation in battery storage, the process for applying, and options for customers to consider when looking to install storage	–
	Online application process	A new fast track connection application process that allows customers to 'connect and notify' energy storage units that meet certain requirements, within 28 days of commissioning	–
Consumer vulnerability and resilience	Customer Mapping Tool Embedding our mapping tool across business departments and sharing best practice with external organisations	Over 70 key individuals personally trained on mapping internally and shared externally with over 45 people in 24 organisations	£0 (funded in 2016/17)
	PSR survey Survey of over 600 PSR customers	Ensures we are delivering the priority services stakeholders need	£16,000
	Regional PSR promotion Delivered over 100 PSR promotion events with various partners across the country	Engaged over 5,000 people	–
	Resilient Communities Fund On the back of stakeholder feedback we've opened our fund application window earlier and kept it open longer, as well as prioritising applications from areas of low resilience	Over 4 million people supported	+£500,000
	Winter communications campaign Ensuring our stakeholders are ready for winter through print, broadcast and digital media channels	Our campaign reached over 8 million people	£201,000
	Independent Living Scotland conference Exhibited and held focus groups at Scotland's premier event focusing on health, care and mobility	892 direct interactions with stakeholders, leading to changes to our resilience packs	£15,000
	Scottish Parliament reception Engaging with policy makers on our Resilient Communities Fund, PSR and Customer Mapping Tool	Sharing best practice to improve understanding of socio-economic indicators	£890
	Proactive PSR contact We contact people registered on our PSR, giving them advance warning of upcoming adverse weather and the potential for power interruptions	1,064,200 texts sent to PSR customers ahead of adverse weather	£28,000
	BS 18477 Inclusive Service Provision standard Awarded by BSI the verification recognises organisations which can demonstrate that their policies, procedures and services are accessible and fair to all customers	Continuing to provide an accessible service to stakeholders	£11,270
	Thames Valley: Faith and Utilities project with London Sustainability Exchange Collaboration to enhance customer communication with different faiths and minority groups across communities in our central southern England licence area	222,781 people reached online and through social media 2,780 people reached through Mosque engagements and Khutbahs	£9,891
	Power Pack Pals Through our Power Pack Pals initiative we developed a pack of educational materials that can be used in schools and online activities in an interactive way to teach children about safety around electricity infrastructure	Piloted educational materials to over 200 pupils in primary schools Children's safety and education in accidents around our assets	£39,000
	Increased online PSR promotion	PSR webpage visits have seen a 145% increase year-on-year	–
	Home Energy Scotland partnership Partnership to sign-up customers to the PSR and cross refer consumers to energy efficiency advice	1,225 customers referred to the PSR	£0
	Warm Works Our Warm Works gap funding has helped 50 households access energy efficiency measures this year, six up on last year, it has also installed an 307 measures, 69 more than last year	Average annual savings for households receiving funding – £264 Total lifetime savings for households – £211,720	£20,000
	Warm Safe Homes collaboration between Groundworks, SGN and SSSEN to help people stay safe and warm in their homes	367 homes fitted with energy efficiency measures with average estimated lifetime savings for customers of £46,000	–
	Wiltshire Gap Funding with CSE We partnered with Warm Zones to provide gap funding for energy efficiency measures	£2,629 has been awarded to date, resulting in energy bill savings of £40,187	c.£3,000

Outcomes continued overleaf

Issue	Action	Outcomes	Cost
Consumer vulnerability and resilience (continued)	Warm and Safe Wiltshire Partnerships with Wiltshire Council, Dorset Fire and Rescue and the Centre for Sustainable Energy to help residents with energy, power cut and PSR advice	638 households registered for PSR £38,407 saved on energy bills or grants awarded	–
	National fuel poverty events Exhibited at National Energy Action and co-sponsored Energy Action Scotland annual conferences	151 attendees at SSEN speeches 29 people attended our subsea cables workshop 11 customer mapping tool demonstrations	£20,000
	PSR data sharing partnerships Increased our data sharing partnerships to include Wales and West Utilities, Home Energy Scotland, SGN, Portsmouth Water, and NHS Highland	3,323 PSR referrals from data sharing partnerships	£0
	Cross utility working group Working with all water companies across our regions and with SGN to maximise PSR sign-ups	Data sharing with Thames Water and Portsmouth Water with Wessex Water and South East Water soon to be agreed Three PSR promotion pilots in places, all in high fuel poverty areas identified by mapping data	£0
	Dementia Friends In partnership with Eastleigh Alzheimer's Society and Alzheimer Scotland, 371 colleagues have become Dementia Friends this year	Offering better support to customers with dementia	–
	Healthcare PSR campaign Stakeholders told us the best way to promote the PSR is via healthcare professionals	Promoted the PSR to 700 healthcare locations and over 35,000 LinkedIn adverts served	£11,000
Innovation	Electric vehicle consultation launch event Launched a consultation on EV charging, inviting views on how best to avoid potential overloads on local electricity networks caused by increases in the use of electric vehicles	Over 130 stakeholders attended two events	£7,000
	DSO transition events Seeking views from a broad range of interests, from industry and academia, to end users and consumer groups on our key principles and any other considerations as we transition to a DSO	More than 120 stakeholders influenced our future DSO plans	£27,000
	Future Networks newsletter Quarterly newsletter exploring our innovation portfolio. Each issue is sent to over 1,000 stakeholders	Ensuring stakeholders are informed of our future innovation projects and consultations	–
	New Thames Valley Vision (NTVV) and Northern Isles New Energy Solution (NINES) events Nearly 20 presentations were delivered across the event, with two workshops and a panel session for more than 200 stakeholders	Disseminating learning from innovation projects to the wider industry	–
	Low Carbon Networks & Innovation Conference Exhibited at the annual LCNi conference, attended by over 1,000 stakeholders	Opportunity to demo our thermal imaging cameras, view the new Power Track app which allows stakeholders to track and report network faults	£30,000
Customer, business and industry engagement	Farm safety campaign Video and social media campaign with other DNOs to raise awareness of the dangers of overhead lines around agricultural machinery	Our campaign reached over 173,000 stakeholders	£26,506
	Annual domestic survey 2,063 customers were surveyed, helping to inform our current service provision	Face-to-face interviews help to elicit honest and meaningful feedback	£48,000
	AA1000 Stakeholder Engagement Standard Assurance of our stakeholder engagement strategy, governance and operations	Independent validation of stakeholder engagement performance using a recognised global standard	£18,000
	Stakeholder Advisory Panel Met four times in 2017/18 to discuss a range of topics, including RIIIO-2 and our business plan commitments	Representing the views of our stakeholders on a strategic level, providing input to senior leaders, including our Managing Director	£15,000
	External Inclusive Service Panel This new panel brings together representatives with a wide range of expertise on disability, diversity and equality	In 2017 the chair conducted a business-wide review with over 50 employees leading to 36 observations and nine actions	£10,000
	Internal Inclusive Service Panel Comprises 16 members drawn from across our business areas who share a passion for inclusivity and helping customers	14 actions, five specifically to improve inclusivity and accessibility	£10,000
	Improving website accessibility Translated PSR information on our website into 11 different languages	Sitemorse, an external auditor, rated us as the best performing DNO for website accessibility	£0
	Increasing social media presence 286,000 engagements on our posts. +63,000 social messages handled, a 65% increase	9/10 – our average social media satisfaction score in 2017/18	–
	Brand survey In-house, face-to-face interviews with 2,071 domestic customers to assess brand awareness and impact of communications campaigns	Ensuring stakeholders are aware of their local DNO, what it does and how to contact them, especially in the event of unplanned power cuts	£50,000
	Institute of Customer Service We became a member of the Institute of Customer Service in 2017/18 with a view to achieving the 'ServiceMark' in future years	To understand how we compare to others and benchmark our service and customer experiences	£30,000 (two years)
	Stakeholder engagement workshops Held two workshops in Glasgow and Reading, attended by 80 external stakeholders	Stakeholders have influenced our business plan commitments and our approach to our social obligations and Resilient Communities Fund	£43,000
	Online community Opportunity to engage with customers on a range of topics to get their feedback and views through surveys, polls and discussions	Regular stream of feedback on our business activities	£15,000
	Joint DNO engagement Examples of joint working in 2017/18 include promoting the 105 national power cut number, launched a farm safety campaign, created community energy guides, DSO transition	Driving forward change, delivering efficiencies and working to better serve our customers with quality outcomes	£34,506
	Schools Energy project Encouraging energy savings in schools and promoting PSR to families	5,050 pupils reached in 3 months One school achieved an annual saving of £23,580	£5,000