




Ofgem Stakeholder Engagement & Consumer Vulnerability Incentive - 2017/18
Part Three Submission:

CONSUMER VULNERABILITY OUTCOMES



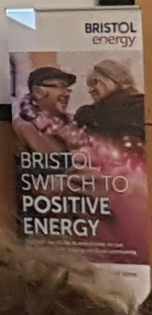
BRISTOL
energy



centre for
sustainable
energy

WESTERN POWER
DISTRIBUTION

No Cold Homes



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Welcome to Western Power Distribution's **Part Three submission** to Ofgem's Stakeholder Engagement & Consumer Vulnerability (SECV) Incentive for the regulatory year 2017/18.



2017/18 is the third year of the eight year Business Plan period called R10-ED1. This stands for Revenue = Incentives + Innovation + Outputs (Electricity Distribution 1) and is the regulatory framework introduced by Ofgem. It is designed to drive benefits for consumers, and provide companies with strong incentives to step up and meet the challenges of delivering a low carbon, sustainable energy sector.

Western Power Distribution (WPD) is the Distribution Network Operator (DNO) responsible for delivering electricity to 7.8 million customers across the East and West Midlands, South West England and South Wales.

Ofgem's SECV Incentive is an annual scheme, which encourages network companies to engage proactively with stakeholders in order to anticipate their needs and deliver a consumer focused, socially responsible and sustainable energy service.

WPD's submission is divided into three parts:

- Part 1: WPD's stakeholder engagement & consumer vulnerability strategy and key evidence (demonstrating that we meet Ofgem's minimum requirements).
- Part 2: Key outcomes resulting from WPD's stakeholder engagement activities.
- Part 3: Key outcomes resulting from WPD's consumer vulnerability activities.

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It is imperative that everyone who works at WPD focuses on delivering an inclusive and exceptional service for all our customers. We understand the huge impact our operations can have on people's lives, especially the quality of our response during power cuts. Safeguarding customers in vulnerable situations is therefore critically important.

This demands a comprehensive, dynamic understanding of vulnerability, recognising that the causes can be diverse, complex and transient. We must maintain quality data and earn customers' trust by forming long-term relationships. Most important of all is that we use this to deliver improved services for vulnerable customers, especially in power cuts.

Our approach

The issue of customer vulnerability is embedded at the heart of our business and processes. For example, we:

- Develop and regularly update our vulnerability strategy, welcoming external scrutiny of our approach every year.
- Use extensive stakeholder engagement to ensure we design our services inclusively.
- Train and empower staff so they have the flexibility, autonomy and skills to take ownership for vulnerable customers.
- Promote new services for vulnerable customers, and collaborate with others to share learning and turn effective innovation into industry-wide practice.

Our track record

Our commitment to address consumer vulnerability is a longstanding one – we are proud to have achieved British Standards Institution certification for the fifth consecutive year in 2018, the longest

of any company in the UK. WPD's Priority Services Register (PSR) data cleansing project is also now into its fifth year – we have proactively contacted over 2.5 million vulnerable customers in this period. This provides us with an excellent foundation on which to build, but we are never complacent and we refuse to stand still.

For example, in 2017 we completed our most in-depth social indicator mapping, forming a granular understanding of the needs of vulnerable customers across our region. A key strategic focus for 2017/18 was to use this data across our entire consumer vulnerability programme, ensuring that our efforts to identify hard-to-reach customers and provide proactive advice and support, is always targeted at the areas of greatest need. A 24% increase in direct PSR registrations, 47% increase in PSR customers contacted during power cuts (despite the number of outages falling) and a 39% increase in the saving (per head) achieved by fuel poor customers helped by our schemes, indicates that this is working.

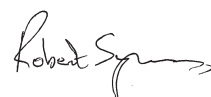
Ensuring a smarter future works for all

As outlined extensively in WPD's Part Two submission, WPD faces the biggest change in its history as it delivers smart networks and becomes a Distribution System Operator (DSO). We must ensure that vulnerable customers are not just protected, but

experience the benefits of change. For this reason, we introduced a new focus for our programme in 2017/18, seeking to make the following statement a reality: "no vulnerable customer should be left behind in a smart future". We have begun to adopt innovation and smart practices immediately to meet the needs of vulnerable customers (current and future) in the most efficient and cost effective ways possible.

Leading by example

I have met 85 MPs and policy-makers to seek views on our consumer vulnerability programme and to request their support promoting the PSR. Sign-ups increased by 28% as a result. I lead every WPD Customer Panel, including consultation on our consumer vulnerability strategy and action plan. I review this annually to ensure we have the appropriate resources in place and I monitor that it is delivering positive outcomes for customers through monthly reporting. Annually I meet WPD's 6,500 WPD staff face-to-face to reiterate the importance of taking personal responsibility to provide excellent service for all.



Robert Symons, WPD Chief Executive

Specifically introducing our Part Three submission



Steve Cross
Network Services
Manager – South West

I manage nine Operational Managers who are responsible for all aspects of the network in their area.

I instil in all my staff the importance of getting things right first time, every time for customers, especially our most vulnerable. For example, we provide bespoke contact to discuss their needs ahead of planned shutdowns, identify vulnerable customers during site works and initiate extra support during emergency power cuts. This can involve distributing free crisis packs containing handy items to help customers cope, providing generators to restore customers' supply quicker and activating British Red Cross welfare support.

Key to this is giving my teams the tools, skills and confidence to best support vulnerable customers, ensuring our approach is embedded across WPD's business. This starts with listening to stakeholders – my team and I attend WPD's annual workshops to engage attendees on a range of topics, including consumer vulnerability. I have since personally trained every one of my staff about the PSR and the support services we can provide during power cuts, and held refresher customer service training this year. Acting on staff feedback, we issued them with plastic cards displaying

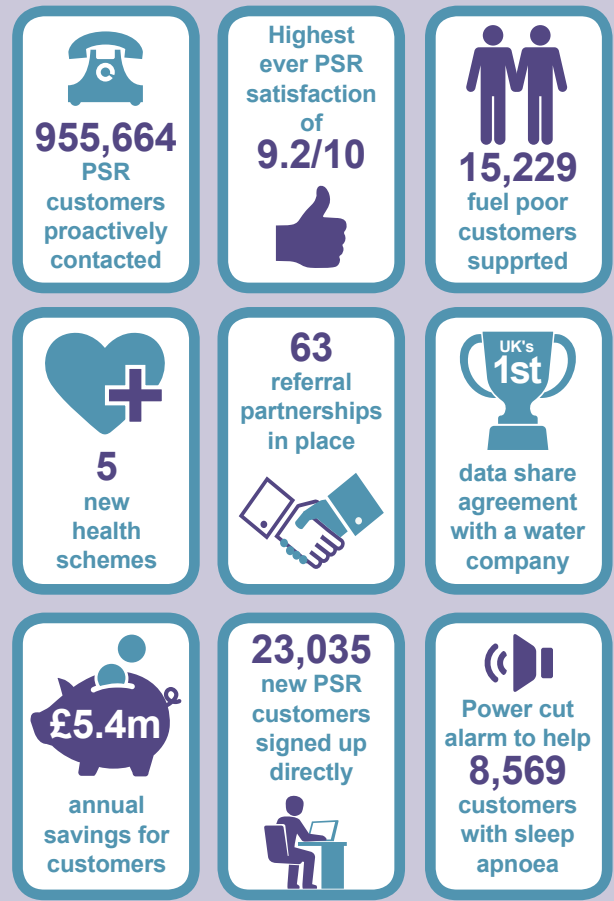
our PSR number and how to register, to distribute to customers. Within the South West region alone, we operate three ramp up call centres during storms, resourced by non-operational staff. This enables WPD's two main Contact Centres to become purely outbound, prioritising proactive calls to vulnerable customers.

Responding to the needs of customers in vulnerable situations is everyone's responsibility at WPD. Our consumer vulnerability programme is embedded in the wider business. This Part Three submission is structured around our strategic priorities for 2017/18, set out on page 2. Within every section/article you will find consistent components:

- **Enduring delivery** – efforts to embed successful delivery within our business as usual processes.
- **New innovation** – inventive steps we have taken to advance our approach.
- **Collaboration** – examples of joint-work with industry parties are peppered throughout, as this is now embedded in our approach.
- **Stretching targets** – that we set for all projects to drive improvements.
- **Track record** – an indication of our performance over the last five years.

All of this outlines the progress we have made against our ultimate goal: to drive continual improvement, achieve the highest standards of service for vulnerable customers and deliver positive, measurable outputs.

Key outputs we've delivered:



OUR VULNERABILITY STRATEGY

Inclusivity is embedded into WPD's business culture and processes. We recognise that vulnerability can be diverse, complex and transient. A 'one size fits all' approach must therefore be avoided at all costs. We design our services inclusively, always consider the impacts of key decisions on different customer segments and invite external, expert scrutiny to ensure this is the case. We train and empower staff to have the flexibility, autonomy, skills and 'confidence to care' and seek to continually innovate for the benefit of vulnerable customers.

An enduring strategy

As agreed with stakeholders, the core focus of our strategy will always be to safeguard vulnerable customers during power cuts. As such, WPD's Priority Services Register (PSR) has overarching importance - helping to identify the most vulnerable, and engaging them regularly to update our understanding of their needs. This in turn enables us to provide bespoke, tailored support during power cuts.

WPD's consumer vulnerability strategy has been in place since 2013. Every year it is updated internally and undergoes extensive, external assessment. This

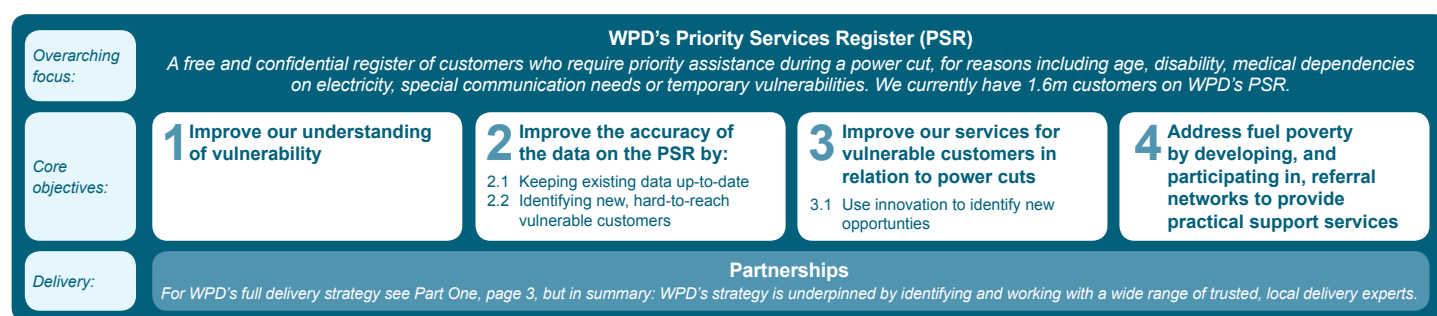
year the British Standards Institution concluded that WPD's strategy is leading to "extremely positive outcomes for customers" and "WPD's consumer vulnerability programme continues to develop. An embedded culture of vulnerable customer focus is evident throughout WPD."

The continued appropriateness of our strategy is ultimately demonstrated by the outputs it has led to for customers. In 2017/18 we contacted our highest ever number of PSR customers proactively during power cuts to offer support and delivered £5.4 million



**5th YEAR
FULLY
COMPLIANT**

of savings to customers facing issues relating to fuel poverty. Having a clear and enduring approach to consumer vulnerability is key to our success. It ensures that everyone at WPD understands both what we are seeking to achieve and their role in delivery.



Evidencing the correlation between power cut vulnerability and fuel poverty

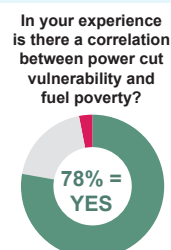
Enduring stakeholder engagement is key to maximising the effectiveness of our approach. 2017/18 saw our eighth consecutive year of bespoke consumer vulnerability workshops. Our understanding of vulnerability has greatly matured as a result.

Our focus has shifted from customers with permanent conditions to also include those in vulnerable situations that make them more likely to suffer in a power cut. Stakeholders tell us (e.g. at surgeries in 2017) that the causes are often interconnected, with non-financial impacts such as resilience and wellbeing during emergencies often hand-in-hand with financial impacts such as debt or fuel poverty. Our own delivery has also revealed this. When contacting customers to update their details on the PSR (see page 6) many also mention associated difficulties according to heat their home. In response, WPD created four

Power Up fuel poverty schemes to support these customers (see page 9). In the last four years alone, over 22,000 customers registered as vulnerable in a power cut have also received fuel poverty assistance.

In 2017/18 we sought to more robustly evidence this correlation. We surveyed 77 vulnerable customer support agencies (revealed by WPD's Horizon Scan – see page 4) including charities, local authorities and housing associations.

We then took this a step further to understand the correlation in greater detail. Working with the Centre for Sustainable Energy, as part of our new social indicator mapping (see page 4) we sought to identify customers that are both



PSR eligible and fuel poor. The analysis combined Housing Survey datasets, that contain indicators of fuel poverty, with additional data on household demographics (e.g. age, disabilities, etc.) and building features (e.g. stairlifts) that indicate likely PSR eligibility.

The results revealed that of the total number eligible for the PSR, 10% are also fuel poor. However, crucially of the total customers in fuel poverty, a huge 43% are also eligible for the PSR. Their fuel poverty status would suggest that they are likely to experience additional vulnerabilities (e.g. harder-to-heat housing) that reduce their resilience to power cuts. This has significantly informed our strategy by revealing that targeting fuel poor households is a highly valuable approach to identify hard-to-reach vulnerable customers for the PSR.

Updated strategy for 2017/18

WPD faces the biggest change in its history, as we become a Distribution System Operator (see Part Two, page 6). In 2018 we consulted stakeholders on our overall business strategy and they specifically raised a new outcome to ensure: "no customer should be left behind in a smart future". To lay the foundations for this and to drive improvement and innovation we identified key principles for our consumer vulnerability programme in 2017/18:

PSR and power cut vulnerability must be a core focus for every new project

Pg 10: Fuel poverty schemes used as a vehicle to identify hard-to-reach customers eligible for the PSR

Ensure vulnerable customers are not only protected but benefit in a smart future

Pg 5: Various new smart techniques to enhance our customer communication
Pg 5: Customers can customise the timing of WPD's proactive alerts when we are notified of power cuts by smart meters

All projects must use WPD's social indicator data to target the most in need

Pg 7: New PSR referral networks to target areas of highest PSR eligibility
Pg 10: Fuel poverty schemes targeted to highest deprivation areas.

Set stretching targets for projects and drive consistency across our schemes

Pg 6: PSR data cleanse targets remain (despite PSR numbers increasing)
Pg 9-10: Several tougher targets introduced for WPD's fuel poverty schemes

Deliver collaboration with the health sector to target hard-to-reach customers

Pg 8: New power cut alert feature rolled-out for sleep apnoea sufferers
Pg 9-10: New 'Power Up Health' and 'Affordable Warmth Health' schemes

Customers pay for everything we do, so they have a right to expect us to deliver value for money and provide opportunities to directly influence our approach. In order for WPD to deliver a consumer focused, socially responsible and sustainable energy service, it is essential that we develop a thorough understanding of how we create and measure social value.

Involving stakeholders at every stage

Last year we engaged over 8,000 stakeholders at 43 events specifically on our approach to consumer vulnerability. We tailor our methods to suit their knowledge and interest. For example, we engage expert stakeholders on our strategy at our quarterly Customer Panel meetings (see Part Two, page 5) which includes a consumer vulnerability sub-group featuring Citizens Advice, British Red Cross, various community outreach organisations, a supplier and a network company. We engage interested stakeholders as we build our action plans; for instance we consulted 250 stakeholders at vulnerability surgery sessions at our annual workshops. For those with a more limited knowledge of WPD, we seek input to refine our delivery and review the impact, e.g. surveying 1,550 PSR customers every year.

A key consideration when acting on feedback, is to ensure we deliver maximum value to customers. Some activities have a clear financial benefit against which the delivery costs can be weighed. For example, WPD's 14 fuel poverty schemes (outlined on page 9) cost £899k, but led to confirmed savings of £5.4m for the customers supported - a cost benefit of £2.20 per referral. For many actions where the benefits are qualitative, it can be less straightforward. WPD's efforts to maintain accurate, up-to-date PSR records benefit customers by enabling WPD to make more proactive calls during power cuts (to provide reassurance and tailored support services) and provide advice to improve their resilience to cope in advance of a power cut. Whilst customers undoubtedly benefit, it can be difficult to judge if they sufficiently value that benefit to justify the cost of delivery. Measuring social value can also influence the *method* of delivery, e.g. deciding between blanket mail-outs with a lower success rate but lower cost, versus making direct telephone contact to discuss each individual's needs, which is more expensive, but results in higher rates of successful contact, resilience and satisfaction.

Identifying a best practice approach

Over the last three years we have greatly refined our approach to measuring social value - from initially carrying out retrospective calculations after key projects were completed, to now conducting annual research to shape our approach to all aspects of our consumer vulnerability programme before we act.

Building on this, in July 2017 we commissioned Price Waterhouse Coopers (PWC) to undertake a study of 13 existing social value measurement techniques, including Social Return on Investment, in order to draw out best practice principles for energy networks to use. The study engaged 11 organisations considered leaders in the area, including Social Value UK, Big Society Capital and Welsh Water. Whilst there is still not a universally-accepted, single technique, our research revealed an increasing convergence in what constitutes good practice. Crucially, it concluded that WPD's technique to measure social value must encompass three strands:



Quantitative

- Express the impacts of WPD's service improvements on the lives of vulnerable customers in numerical, non-monetary, terms (see the quantified outputs in green throughout this submission).



Monetary

- Ask customers directly what value they place on a range of potential outcomes. As such: *"Willingness to pay/stated preference research is considered to be a robust technique to measure value."* - PWC



Qualitative

- E.g. Opinion surveys and focus groups (see examples of our engagement above).
- Case studies to provide greater context and meaning to the numbers.

Stated Preference Valuation Research

For the second year in a row we joined forces with UK Power Networks to apply a consistent methodology in our regions. We worked with research specialists Accent to survey 614 domestic and business customers. The stated preference method uses specially constructed questionnaires to derive the intrinsic value customers place on a range of outputs we can deliver. Social value is inferred based on the amount of money people would *hypothetically* be willing to pay to see them delivered.

We are not asking customers to pay more to fund these activities, but using the technique to reveal the intrinsic value to them of the actions we can deliver.

The derived values should not be used in isolation to justify expenditure. The research should be used as a mechanism to prioritise actions (based on the value of the benefits they are likely to bring). PWC therefore recommends they should be triangulated by qualitative feedback from stakeholders. Acting on this, we commissioned follow-up focus groups with 200 customers to test the values and customer's overall priorities.

In total we tested 16 potential actions, grouped in the categories of customer satisfaction, smart networks, vulnerable customers and community engagement. The results pertinent to this Part Three submission were as follows:

	Action	Value per customer
1	Help 5,000 fuel poor customers every year through partnership schemes that deliver a range of support services: from free energy efficiency measures to help switching energy suppliers	£2.20
2	Proactively contact 100,000 vulnerable customers a year during power cuts to offer updates, advice and practical support	£1.40
3	Help customers with special communication needs to access information in an accessible format of their choice	£1.30
4	Contact 50,000 PSR customers every year to update their details and offer advice	£1.20
5	Ensure vulnerable customers receive a one-stop-shop service for PSR with details automatically shared with suppliers, gas and water networks	£1.15
6	Identify and sign up 20,000 new PSR customers	£1.10

The cost benefit of our actions

This exercise helps us to prioritise actions, resources and expenditure. We use the results to shape our entire consumer vulnerability approach - not simply to evidence that our actions have value, but to ensure we deliver the *maximum* value possible. For instance, we seek to surpass the delivery levels attributed value by customers where it is possible to do so for an expenditure cost lower than this maximum value.

	Key actions valued by customers	Value	Outcomes delivered by WPD (incl. any additional savings)	Cost	Cost benefit
Vulnerability	100,000 PSR customers contacted proactively during power cuts	£1.40 per customer	170,254 supported in emergencies & 785,410 contacted to update their PSR details (making a total of 955,664). Plus associated outputs, e.g: • Wrote to 316,250 PSR customers whose records were 3+ years old • British Red Cross welfare support provided during 22 power cuts • Specialist empathy training for contact centre staff e.g. dementia	12p per customer (£965k total)	£3.57 per WPD customer
	Contact 50,000 PSR customers to update their details and offer advice	£1.20 per customer			
	20,000 new PSR customers signed-up	£1.10 per customer	23,035 direct sign-ups with WPD. Plus associated outputs, e.g: • 63 PSR referral networks in 78 locations identifying the hard-to-reach • 13,673 records shared with Welsh Water - first agreement of its kind • Horizon scan of existing community-based outreach schemes/partners	1p per customer (£49k total)	
Fuel poverty	5,000 fuel poor customers supported	£1.20 per customer	15,229 customers supported to save £5.4m annually: • x4 Power Up referral schemes (customers identified via WPD's PSR data cleanse). 7,975 customers saved £2.1m a year • x1 Power Up Health referral scheme. 46 customers saved £27k a year • x4 Affordable Warmth outreach schemes (customers not known to WPD supported and identified for PSR). 6,387 customers saved £3m a year • x4 Affordable Warmth Health schemes. 409 customers saved £193k • x1 Affordable Warmth collaboration (Cadent). 412 customers saved £89k	12p per customer (£899k total)	£1.77 per WPD customer

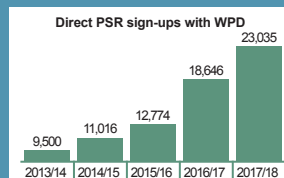
SUMMARY

Reach: 1,478,689

Cost: £431k

Benefit: £2.45* per customer

Track record:



*Based on value for money research on page 3 (value of actions 3 and 5)

27
OUTPUTS
OVERALL

For example:

156

expert
partner
agencies
identified

Expanded social
indicator maps
available for all
partners

Smart meter power
cut trials led to new
customer contact
processes

UK's
1st

PSR data share
agreement with
a water company

Driven by our strategy:

With smart meters to be rolled out across the UK and smart networks enabling flexibility in the way we generate, use and pay for energy, we are on the cusp of a digital revolution in energy. As WPD's operations change, the potential impact on vulnerable customers may broaden. While support with the installation of their smart meter or subsequently understanding their energy use is the core responsibility of suppliers, there may be a role for WPD as part of our resilience advice, for example. Smart meter alerts will also enable us to offer more proactive, targeted support to vulnerable customers than ever before.

The phrase "no customer should be left behind in a smart future" is often used and is a critical concern for WPD's stakeholders (as revealed by our DSO consultation), but to date there has been limited industry progress to articulate what this means in practical terms. WPD is seeking to change this and our approach is as follows:

- **Stage one:** aligns with our overall consumer vulnerability strategy to 'improve our understanding of vulnerability'. This should be extended beyond identifying customers to also identifying partner organisations and service innovations.
- **Stage two:** is to use this to provide improved, personalised communication to vulnerable customers in power cuts.
- **Stage three:** is to apply a wider-system view to vulnerability by collaborating with others.

Stakeholders said:

Customer Panel: Identifying areas of highest vulnerability and deprivation is essential to targeting WPD's support to the areas of greatest need. **Sustainability First:** WPD must ensure our services are inclusively designed. Innovative, smart approaches from elsewhere in the industry should be quickly identified and adopted.

Horizon Scans deliver a detailed understanding of vulnerability

ENDURING DELIVERY

Horizon Scan 1: Identifying vulnerable customers

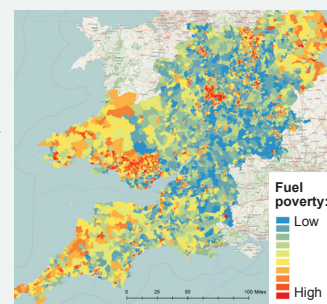
Target: • Undertake analysis to gain a better understanding of the nature, scale and distribution of different types of household vulnerability across our region.

Overview: Acting on feedback at our consumer vulnerability surgeries in 2017, we committed to refresh our social indicator mapping (first introduced in 2015) every two years. Working with the Centre for Sustainable Energy (CfSE), in 2017 we conducted new research utilising 24 publicly available datasets and mapped them onto WPD's network, now down to postcode level.

In line with our strategy to avoid a 'one size fits all' approach and deliver services bespoke to the needs of our customers, WPD's analysis goes further than many industry approaches by utilising finer-grain "Mosaic" data. This provides a detailed and accurate understanding of each citizen's location, demographics, lifestyle and behaviours, to enable us to deliver better value for money by focusing services around the needs of the individual.

Need: The mapping helps WPD to target our consumer vulnerability projects to areas of greatest need and ensure that we are tackling the most prevalent issues, by identifying three key things:

- **PSR:** Gaps in WPD's existing PSR coverage by revealing the total number of customers eligible.
- **Fuel poverty:** The location of households finding it difficult to affordably heat their homes.
- **Resilience:** A view of community-level resilience to inform our local network operations and investments.



ENHANCED DELIVERY

Horizon Scan 2: Identifying relevant expert partners

Target: • Map relevant stakeholder groups and existing vulnerable customer support schemes.
• Identify partnership opportunities to target hard-to-reach customers via trusted agencies.

Overview: Our research identified 156 existing vulnerable customer support agencies as part of a much wider scan than ever before. Our first horizon scan in 2015 revealed fuel poverty schemes, whereas in 2017 we expanded this to include providers of resilience support and those working in off-gas grid areas who may be able to help promote the PSR. We conducted in-depth surveys to reveal the specific services they provide. This has helped to significantly develop our approach: from working in 2013 with a handful of partners that emerged organically, to now working with over 100 strategic partners. These partners are selected due to their service provision, impact and resourcing, in order to best suit the specific customer needs revealed by our social indicator mapping.

Need: Identifying vulnerable customers, in particular hard-to-reach groups, can be challenging. Grass-roots agencies that have contact with some of the most vulnerable can be resource-constrained and may not be aware of WPD's shared objectives and the assistance we can provide. This horizon scan helps WPD to tackle consumer vulnerability to power cuts and fuel poverty in a cost-effective and strategic way by working with, rather than duplicating, the activity of existing organisations.

Performing this exercise biennially is vital as the landscape of agencies and types of support provided is regularly shifting, particularly in the light of changes to government funding. 60 ECO (Energy Company Obligation) installers were removed in 2017 for example, while 60 new providers were identified, including local resilience forums, housing groups, community energy groups and charities.

Specific outputs

- By utilising this mapping, WPD now has a network of 63 PSR referral partners and 85 fuel poverty partners
- The ability to target outreach projects to areas of the highest vulnerability and deprivation has led to:
 - A 24% increase in vulnerable customers signing up to the PSR direct with WPD
 - A 39% increase in savings per head achieved by our fuel poverty support schemes
- WPD has published the data in a downloadable format to help groups to better target their own services

- WPD produced an e-learner about the PSR and how to sign-up customers directly as a referral partner, and sent it to the 156 organisations identified
- WPD will host two workshops for the 156 organisations, to encourage innovative use of WPD's social indicator data and launch a new 'innovation fund' for 2018
- WPD's horizon scans received a Gold Award and winner of the "identifying vulnerability" category in Sustainability First's Project Inspire (see page 5), judged by a panel including Citizens Advice, Age UK, Mencap, StepChange Debt Charity and National Energy Action

NEW INNOVATION

Horizon Scan 3: Identifying opportunities for innovation

- Target:**
- Identify how innovation, including creative use of data and smart technologies, can improve service for vulnerable customers and help us respond to changing customer needs.
 - Learn from others and implement best practice smart solutions.

Working with the charity and think tank Sustainability First, WPD sponsored 'Project Inspire' alongside Ofgem, the Department for Business, Energy & Industrial Strategy (BEIS) and energy suppliers. The aim was to identify how businesses are using innovative technology to meet the current and future needs of vulnerable customers. Over 100 global organisations took part, with best practice highlighted across energy, water and financial institutions. WPD's participation was driven by a desire to improve our awareness of smart approaches and seize the opportunities they bring to benefit vulnerable customers and improve the inclusivity of our services.

The project formed a panel of industry and consumer experts to assess initiatives across four categories: identifying customers with additional needs; improving access to services; affordability, and; security and peace of mind. We participated in an "Energy for All: Innovation Day" with industry, regulators, government and vulnerable customer representatives to evaluate and showcase the initiatives identified. WPD were delighted to achieve a silver and two gold awards for our proactive PSR cleansing, vulnerability horizon scan

and use of two-way text messaging, respectively. The project culminated with a launch event for the "Energy for all: Innovate for all" report (containing 70 case studies of smart innovation), at which WPD presented to help others to replicate our initiatives. The report highlights future opportunities that a smart energy future may bring for vulnerable customers, including smart meters, health monitoring, more affordable energy and greater financial control and energy management. Most importantly, this extensive collaboration across multiple industries has led us to adopt a number of best practices from others. We are the first DNO in the UK to have launched:

'ReciteMe' website feature

It offers a range of features to improve access for customers with communication needs. E.g:

- Provision of 'text to speech' - reads out content for sight-impaired people.
- Translation into 103 languages - for people for whom English is a second language.
- Text-only view, reading ruler and adjustable colour schemes - for people with dyslexia and sight impairments.

'Robobrain' document conversion system

This is a document conversion system that customers can use quickly and independently.

- It allows PDFs, images and other files to be

converted into an e-book, text file, audio or braille and covers over 30 languages.

- WPD has met with EDF to support them in rolling out the feature to their customers.

'InterpreterNow'

- This enables deaf customers to contact us in British Sign Language (BSL) via an online interpreter. Users simply download the free app and tap the WPD logo in the services list.
- In addition, we now provide a series of customer information videos in BSL.

'Next Generation Text' (NGT) Service

- Customers can use the NGT Lite app to make direct text calls to WPD, without the need for a relay assistant. Alternatively, to suit the user's preference, an assistant can type what WPD say to the text-user and speak their reply or enable WPD to speak direct to the text-user and then read out their text reply.



Project Inspire also led us to introduce several new processes to help vulnerable customers in power cuts (see page 6). The overall impact of these initiatives has been commended as industry-leading by the British Standards Institution and resulted in our highest ever vulnerable customer satisfaction of 9.2/10.

NEW INNOVATION

Personalised power cut contact - enabled by smart meters

Further to the steps outlined above to adopt smart approaches developed in other industries, we are also seeking to utilise the opportunities smart meters will bring to improve our services.

You said: Workshops 2018:

The latest smart meters (SMETS2) offer a "last gasp" feature that notifies WPD immediately when a customer goes off supply. This should trigger proactive contact from WPD, with customers able to fully customise the timing of calls.

We did:

Contacted every vulnerable customer currently with a SMETS2 meter

While the number of installed SMETS2 meters on WPD's network remains low we have taken the opportunity to contact every vulnerable customer to offer them the ability to request proactive contact from WPD during a power cut, outside of the usual 8am-9pm sociable hours policy our Customer Panel encouraged us to adopt for proactive calls. This led us to introduce new processes to enable customers to set individual preferences for the timing of calls anytime 24/7 ahead of the wider roll-out.

- This process is now being extended beyond smart metered customers to wider PSR customers who would like proactive alerts, starting with those with sleep apnoea who tell us they often rely on contact from WPD for medical reasons (see page 8).

Developed and installed an innovative plug-in power outage device (POD) in 246 vulnerable customer homes

Utilising our mapping data, we targeted PSR eligible customers in a deprived inner-city area with a high dependency on electricity due to being off the gas grid. We worked with trusted social housing provider, Walsall Housing Group (WHG) to install the devices, and at the same time directly sign-up customers to the PSR and offer a range of fuel poverty support measures. We engaged 892 people and installed 246 PODs (target 250). This led to:

- 326 new PSR customers registered.
- 444 energy surveys and fuel poverty measures saving customers £60k a year.
- 107 proactive calls made and six power cuts attended.

NEW INNOVATION

Applying a wider-system view to vulnerability



You said: Workshops 2017:

Customers should be able to join the PSR with one company and this data should be seamlessly shared with their energy suppliers, electricity, gas and water network providers.

We did:

The UK Regulator's Network have called on utilities to collaborate and securely share non-financial vulnerability data. An industry working group has been set up to progress data sharing between networks and all water companies by 2020. WPD is leading the key work stream focusing on data and systems. At present many water and gas companies do not have formal PSRs, which restricts their ability to share data, as well as receive it from DNOs. An industry-wide solution will

take time, so WPD's Customer Panel encouraged us to take a lead by ensuring we have processes in place to share and receive data, and proactively engage utilities in our region to initiate data sharing. In readiness we now:

Capture customers' informed consent to share data with other utilities

This was introduced in July 2017 for all new registrations and all customers successfully contacted by our rolling PSR data cleanse. We now have informed consent for 692,655 customers. WPD have formal agreements in place with the three gas networks in our region to sign-up customers to the PSR on our behalf and for this data to be automatically shared with WPD.

Building on this model, we contacted all eight water companies in our region to offer to send them details of PSR customers in our shared areas. As a result in November 2017 we:

Launched the UK's first DNO-Water PSR automated data share process

We now automatically send PSR data to Welsh Water to avoid customers having to sign up twice. This greatly benefits customers who, by the very nature of their vulnerability, will benefit from simple and straightforward processes. We are waiting for the remaining water companies to implement internal systems capable of receiving this data, with agreements set to go live with Severn Trent Water, South West Water and Wessex Water later this year.

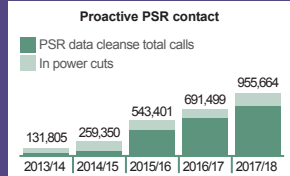
SUMMARY

Reach: 980,949

Cost: £1.21m

Benefit: £3.70* per customer

Track record:



*Based on value for money research on page 3 (value of actions 2, 4 and 6)

30
OUTPUTS
OVERALL

For example:

955,664
PSR customers
contacted in
2017/18

170,254
Highest ever
PSR customers
proactively
contacted during
power cuts

9.2/10
highest ever
PSR customer
satisfaction

63
PSR referral
partnerships
in place

23,035
new PSR
customers
registered
directly
with WPD

Innovative power
cut alarm to help
8,569
customers with
sleep apnoea

Driven by our strategy:

Our core priority is to protect customers in vulnerable situations during power cuts. This will always be our primary focus, and our consumer vulnerability strategy is heavily weighted to reflect this. Having developed a comprehensive and dynamic understanding of vulnerability, it is essential that we next put huge effort into identifying customers and engaging them early in order to enhance their overall preparedness ahead of a power cut even occurring. Quality data is therefore critical to the success of our delivery. In turn, this enables us to offer services tailored to the individual needs of our customers if a power cut does happen, to ensure they not only do not suffer detriment, but that they receive exceptional service to mitigate their vulnerability. The intent behind our engagement with stakeholders in this area has therefore been threefold:

- Improve the quality of WPD's existing PSR data.
- Identify new, hard-to-reach customers for the PSR.
- Deliver best-in-class, tailored services for customers during power cuts.

Stakeholders said:

Stakeholder surgeries & Customer Panel: WPD's identification of new PSR customers must be strategically targeted at areas of highest PSR eligibility but lowest take up. WPD should work with a diverse mix of expert partners who deliver a variety of outreach services to enhance our ability to capture a broader range of customers for the PSR. Once registered, maintaining regular and personal contact with customers is essential to build their resilience.



Embedded delivery:

WPD's Operational Managers facilitated vulnerable customer surgeries at our annual workshops and personally delivered refresher training to all field staff on our PSR services during power cuts (pictured - session at our Nottingham depot in September). WPD's Contact Centre Manager engaged with Sustainability First's Project Inspire and led the introduction of various new best practice initiatives as a result (see page 7).

Improve the quality of WPD's existing PSR data

ENDURING DELIVERY

PSR data cleanse reaches new heights

Target: • Contact every PSR customer every two years to update their records and provide power cut advice (800,000 customers contacted per year).

Overview: WPD has two dedicated data cleanse teams (20 staff), with 47 wider Contact Centre staff trained to top-up this activity during quiet periods, who contact every PSR customer every two years as a minimum. We do so to update their details, give advice on what to do during a power cut and offer them additional support if they are struggling to afford their energy and/or heat their home.

While our focus is on data, behind each record is a customer with bespoke needs and preferences that must be recognised and addressed. PSR customers have therefore told us that personal contact from WPD staff should be prioritised at all times over remote data improvement exercises. Far from distressing customers, this enables WPD to explain the services we offer and provide essential context and reassurance that their needs are being listened to. Record vulnerable customer satisfaction of 9.2/10 achieved in 2018 demonstrates that customers highly value WPD's approach.

We attempt to telephone every customer, following a process designed by stakeholders and reviewed annually by them. This includes setting the call windows and number of call attempts, and reviewing the follow-up letters we send to customers that do not pick-up.

Need: During power cuts, poor quality PSR data can restrict our ability to contact customers to offer them

tailored support. It leads to inefficiency with WPD staff spending time attempting to use out-of-date data rather than speaking to customers with the most critical needs.



WPD continues to play a lead role in industry efforts to improve data exchanges between suppliers and networks. The introduction of automated two-way data-flows and common 'needs codes' in July 2017 has delivered improvements. WPD has since sent over 325,819 accurate, complete customer records to suppliers. There continues to be challenges with the accuracy of data WPD receives however, and some customers still tell us they were not made aware that their data would be shared with us. WPD's stakeholders are therefore clear that personal, periodic contact from WPD, where we take the time to discuss their individual needs, offer suitable advice and start to build a relationship with WPD, remains invaluable.

Impact: The enduring nature of our approach is resulting in unrivalled outputs for customers. We now have up-to-date, accurate information on around 65% of the 1.6m records we hold, with no records where the last contact with the customer was more than three years ago.

NEW INNOVATION

Project Inspire prompts multiple process innovations

Target: • Achieve higher PSR customer satisfaction than 2016/17 (9.13/10).
• Achieve a rate of successful contact and updated records of 40%.

The fact that the data cleanse project is into its fifth year does not mean that we rest on our laurels and just accept more of the same. While our project is at a stage of maturity where core processes are well established; regular customer surveys and ongoing consultation, such as with WPD's Customer Panel vulnerability sub-group

and stakeholders at our annual vulnerability surgeries, continue to drive key refinements.

In 2017/18 we acted on feedback that despite us leaving clear voicemail messages for customers who do not answer (explaining the purpose of the call and how to contact us), the fact that WPD's calls appear as 'withheld' was leading some customers not to respond.

✓ We made system changes to release our telephone number when making PSR data cleanse calls, to increase customer trust and confidence. Incoming calls on our PSR line have increased by 30% as a result.

In addition, utilising the output of Sustainability First's Project Inspire, WPD's Contact Centre Team Manager reviewed all 70 best practice case studies, leading WPD to develop several new smart practices to enhance our PSR services:



Learning from them,
WPD introduced:

- A PSR 'Care & Assessment Tool'



When speaking to vulnerable customers we now ask what assistance they need from WPD in a power cut rather than assuming their needs based on the PSR industry needs code they are assigned. Depending on the customer's response, WPD's call agents are prompted to ask appropriate questions in order to build a personalised picture of their bespoke needs. This is logged in our system and will be added to the reports generated during power cuts to prompt proactive calls to affected PSR customers.



Learning from them,
WPD introduced:

- Support for customers with Cancer
- Dementia Friendly Organisation



British Gas (BG) work with cancer support charity CLIC Sargent, who provide direct customer

referrals to BG staff whom they have trained to deal with customers with cancer. We have replicated this by working with Velindre Cancer Centre who now sign-up new PSR customers on our behalf and deliver expert face-to-face training to help all Contact Centre staff to better tailor our PSR services to those effected by serious illnesses.

Replicating a second best practice initiative, 138 staff in our Contact Centres have been accredited as "Dementia Friends", following expert face-to-face training from Dementia UK. In 2017 WPD became a member of the Dementia Action Alliance. We have also worked with MIND (Mental Health), Parkinsons UK and Royal National Institute of Blind People (RNIB) as part of our extensive annual training programme to ensure staff have the awareness, understanding and skills to effectively engage customers with a wide variety of vulnerabilities.

We tailored each training package to specifically include sections on appropriate language to use. This alleviated any apprehension amongst our teams about asking potentially difficult questions when updating and discussing the PSR categories, by giving them practical skills to broach them in an appropriate, tactful way.



Learning from them,
WPD introduced:

- Power of attorney



As part of our PSR data cleanse we capture details of nominated contacts on behalf of vulnerable customers, including carers and relatives. This information is made available to WPD call agents when handling inbound calls from customers and their representatives. We are now altering our 'call back' system to ensure that during proactive calls we contact both the customer and the nominated person, to discuss their needs. This in turn informs our decision on actions to take such as the deployment of mobile generators or the British Red Cross, for example.



Learning from them,
WPD introduced:

- Peace of mind for home visits



If we need to visit a customer's property during a power cut, we offer a password scheme to help them confirm that the caller is genuine. Building on this, we are replicating Uber's arrival alert service, to call customers to give the engineer's name and estimated arrival time, and again once they arrive. We will also offer these alerts via text message (to customers and nominated alternatives) in summer 2018.

Specific outputs

- 955,664 PSR customers proactively contacted in 2017/18 - an annual increase of 38% (785,410 via data cleanse teams, 170,254 via PSR calls during power cuts)

- 34% of records successfully updated
- Highest ever PSR customer satisfaction of 9.2/10, improved for 5th consecutive year
- 250,923 out-of-date records removed.

- Overall PSR accuracy greatly improved, aiding our ability to prioritise contact with customers in greatest need. Total proactive calls to PSR customers during power cuts increased by 47% (see page 8)

Identify new, hard-to-reach customers for the PSR

ENHANCED DELIVERY

PSR referral networks undergo a major strategic expansion

- Target:**
- Minimum of three referral partners in each WPD operational district by 2019 (81 total).
 - Activity targeted at areas of greatest need. Target minimum 40% PSR take-up versus total eligibility per region.

Need: Stakeholders are strongly in favour of WPD increasing direct PSR sign-ups with us. This enables us to ensure we capture accurate, complete details from the outset. It is also imperative that we are proactive and innovative in engaging hard-to-reach groups that are unlikely to self-identify themselves to energy networks or suppliers.

Overview: In 2015 we began to create a network of trusted community-based organisations, with relevant front-line services that bring them into contact with vulnerable customers every day. These groups do not sign-post the PSR (which rarely results in action being taken), but gain the customer's informed consent to directly register them on our behalf. In 2016 we simplified the sign-up process, utilising our website forms and a new, specific smartphone app. This increased annual sign-ups to around 18,500 and enabled us to track the effectiveness of each agency.

WPD provide training to enable partners to give effective power cut advice. They sign agreements to identify hard-to-reach customers and make PSR referrals. They provide monthly reporting and have regular catch-ups with WPD to monitor progress. These referral partners initially emerged organically as part of our wider engagement with stakeholders on vulnerability.

A new strategy for 2017/18: Building on this, we introduced a more strategic, targeted approach to PSR referral networks. First, we expanded our referral partner Horizon Scan to incorporate groups specifically working in communities to tackle wider vulnerability and resilience. We then overlaid this onto PSR eligibility maps revealed by WPD's social indicator mapping. This enabled us to identify the top 10 areas of highest PSR eligibility but lowest take-up, in each of our operational areas. We then approached relevant organisations in these areas. The data also influences the type of referral partners we target. For example, when mapping indicates high levels of medical dependencies and health issues that can impact customers' ability to cope during power cuts, we target NHS Trusts or other health organisations. For older populations we have worked with local authorities to integrate PSR referrals as part of stair-lift and mobility-aid installations.

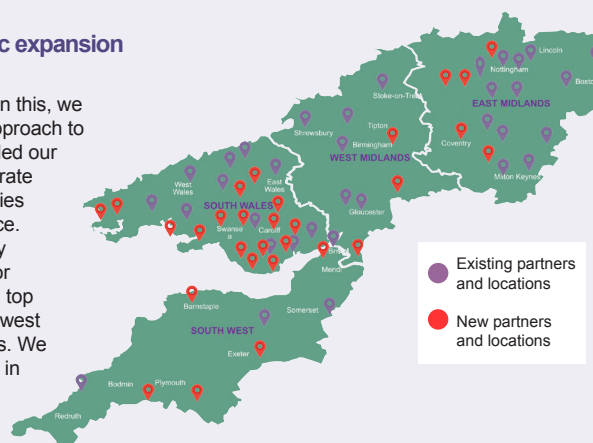
Our new strategy is to identify three diverse referral partners in each of WPD's operational districts, to exclusively target areas of highest vulnerability, making a target of 81 by 2019:

Each of WPD's
27 operational
districts

1 Health

1 Local authority

1 Charity



Our delivery is already well on track:

Specific outputs

- 29 new PSR partners in 2017/18
- Formal referral processes now in place with a total of 63 groups, in 78 locations
- The ratio of PSR take-up to total eligibility has increased to 38% (25% in 2015). E.g.

Lowest areas of PSR take-up: 2015	2017
Ceredigion - 12.9%	38.2%
Cotswolds - 13.3%	26.1%
Powys - 15.3%	48.6%
Largest increase: Gwent - 27.4%	78.1%

- We have introduced a new 'pay per referral initiative' to engage eight health charities - offering £1 for every successful PSR referral

NEW INNOVATION

PSR e-learner launched to aid PSR referral partners



You said: *Bristol 'No Cold Homes' Conference: Existing, community schemes share WPD's objectives to improve customer resilience. They are eager to support PSR referral networks, but often lack the time or resources to train staff face-to-face about PSR. This is especially true of those whose core operations are not directly concerned with vulnerability to emergencies (e.g. Shelter) but can see a role for themselves to support.*

We did:

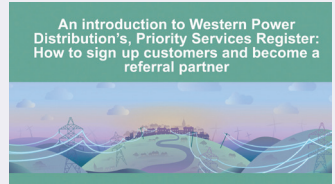
We created a short, animated e-learner to train staff at these organisations about:

- WPD and our role during power cuts.
- The benefits of registering on the PSR.
- Advice for how to cope during a power cut.

- How to register customers on the PSR and become a formal PSR referral partner.

The video is accessible, clear and designed to support independent learning. It enables agencies

to circulate it to their staff and add the PSR as an additional tool for them to use when supporting vulnerable clients. It will also act as a refresher for well established partners such as local Citizens Advice and Resilience Forums.



NEW INNOVATION

"Power Cut Energy Envoy" Duke of Edinburgh (DofE) scheme launched



You said: *Vulnerability surgeries 2017: WPD should engage future customers to raise awareness of the PSR and what to do in a power cut. WPD should utilise the value of "pester power" where young people are more likely to be listened to and affect change when they engage grandparents and vulnerable people within their communities.*

We did:

Working with National Energy Foundation we piloted a new scheme for young people looking to complete the volunteering section of their Bronze, Silver or Gold DofE Award. The aim is to harness the energy and enthusiasm of young people to help their local communities to improve their preparedness for power cuts and sign-up eligible customers to the PSR. We

initially targeted areas in Leicester and Birmingham, revealed to have high PSR eligibility by our social data mapping, aiming to build a replicable model to roll out across WPD's areas. We delivered tailored outreach events at 10 schools to develop relationships with DofE Centre leaders and pupils. We developed bespoke presentation materials to engage students about the causes and consequences of power cuts

and created a 'Power Cuts Energy Tutorial' to generate innovative ideas to promote the PSR, including a grandparents PSR sign-up campaign within their school, visiting elderly neighbours to raise awareness of power cut resilience, having a stand at a GP surgery flu clinic and attending an Age UK coffee morning to distribute WPD's free crisis packs.

**Specific outputs**

- 23,035 direct sign-up to WPD's PSR - an increase of 24% on 2017/18
- PSR e-learner sent to over 250 organisations including 156 revealed by our Horizon Scan
- 13 DofE participants signed up to be an 'energy envoy' following engagement with 143 schools
- New online power cut advice and PSR interactive game launched for children
- Engaged MPs at WPD's annual parliamentary reception to promote the PSR to vulnerable constituents - 4,564 direct PSR sign-ups (28% increase) in the two months following MP promotion to constituents

ENHANCED DELIVERY

Deliver best-in-class, tailored services during power cuts

Such an extensive focus on improving the quality of data we hold on the PSR, including targeted identification of the most in-need hard-to-reach customers, has enabled WPD to fulfil our core priority – to deliver exceptional service to customers during power cuts. A number of key initiatives have been introduced as a result of engagement with stakeholders this year.



You said: *BSI assessment: To fully embed WPD's vulnerability services, training and responsibility for PSR customers should extend to all front-line staff, not just the Contact Centre. This is likely to prompt staff-led innovations.*

We did:**Customer service & PSR-refresher training for all 5,000 field staff**

Led by WPD's Operational Managers, the course covered the steps we can take to support PSR customers during planned and emergency power cuts, including activating support from the British Red Cross and distributing WPD's free power cut crisis packs. Staff were trained to identify signs of vulnerability for customers engaged during field works and to arrange for them to join the PSR.

Staff discussed case studies of customer interactions, opportunities to provide bespoke support and the importance of taking personal responsibility and having the freedom to use their initiative to put things right.

"New" Innovative power cut alerts for customers with sleep apnoea (SA)

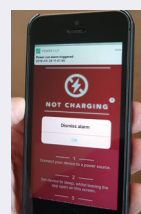
Following a local customer enquiry, WPD's Operational Manager in Telford, Andy Barton, suggested a major new innovation. SA is a condition where the walls of the throat relax and narrow during

sleep, which can cause a total blockage of the airway and be potentially life threatening. Many sufferers are monitored by equipment that will fail during a power cut and often does not have an in-built alarm. The customer said that despite being on the PSR, when he experienced a power cut at 3am he did not receive a proactive call from WPD, which was a key service he wished to receive in order to wake him up. He understood our social hours policy not to call customers after 9pm, but requested to opt out of this.

- ✓ WPD's new process to enable smart metered customers to customise when they receive proactive power cut alerts 24/7 (see page 5), has been extended to all 8,569 SA sufferers.

Taking ownership, Andy investigated if we could do more for the customer by purchasing a power cut plug-in alarm. Contacting WPD's Social Obligations Manager to discuss the idea, led to a brand new initiative. We added a new 'Power Cut Alarm' feature to WPD's Power Cut Reporter App for smartphones and tablets, to wake up customers if their medical equipment fails. It was designed in consultation with WPD's Customer Panel, two members of which suffer from SA. Users simply open the app (it can hibernate in the background), plug in the power cable and go to sleep. It also benefits anyone with electrically dependent equipment running overnight such as fish tanks, baby monitors or medical equipment.

We now promote this feature to every SA customer contacted by WPD's PSR data cleanse and are



promoting it alongside information about the PSR via the SA Trust, targeting customers who may not already be registered.

"New" WPD helicopters available to Local Resilience Forums

The Head of WPD's Helicopter Unit facilitates WPD's stakeholder events every year. In March after heavy snowfall (dubbed the "Beast from the East") he led an initiative to offer WPD's helicopters free-of-charge to support Local Resilience Forums (LRF) with measures such as food drops to vulnerable customers in areas isolated by snow. A formal process has since been promoted to every LRF in WPD's region.

Specific outputs

- 170,254 PSR customers proactively contacted during power cuts - highest ever (while total number of power cuts fell)
- Highest ever PSR satisfaction of 9.2/10
- WPD rated number one for satisfaction in the month of every named storm in 2017/18
- WPD's new power cut alarm app promoted to 8,569 customers registered with SA
- 22 British Red Cross call outs assisted 98 vulnerable customers following field staff training. Support extended to planned works
- After an employee suggestion, 50,000 reminder cards distributed via field staff to customers who may not need immediate help but will benefit from keeping our PSR number handy

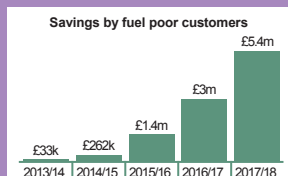
SUMMARY

Reach: 15,229

Cost: £899k

Benefit: £2.20* per customer

Track record:



*Based on value for money research on page 3 (value of action 1)

24

OUTPUTS
OVERALL

For example:



15,229
fuel poor
customers
supported



£5.4m
saved by
customers
annually

39% increase
in savings

per customer
by targeting
the most
in-need



3rd year:

Core fuel poverty
schemes embedded
as business as usual



9.2/10
Highest
ever PSR
satisfaction

5

new health
schemes



Driven by our strategy:

Our objective to provide holistic support to vulnerable customers requires us to consider broader factors that impact vulnerability, such as cold homes (which may be exacerbated further by a power cut) and energy affordability. Our strategy hinges on working with the most appropriate partners to suit the needs of customers in each area (revealed by WPD's data mapping) and operating a 'hub' model where one lead partner coordinates a group of partners with diverse expertise. New for 2017/18 we mandated that every partner scheme must target the areas identified with highest deprivation.

• **Priority one:** As our research indicates (see page 2) around 1 in 10 customers registered as power cut vulnerable also struggle with fuel poverty. It is therefore essential to have programmes in place to adequately support customers facing these issues. Customers rarely reveal they are struggling to afford their energy, so it is vital we train staff to have the skills to pick up on warning signs of vulnerability and give them the tools to act.

• **Priority two:** Research also reveals that fuel poverty is a vital gateway to identify hard-to-reach customers vulnerable to power cuts. Looking at these issues in reverse reveals that where customers are in fuel poverty, over 43% are PSR eligible. We will therefore initiate a range of targeted outreach schemes with relevant partners in our region.

Stakeholders said:

Vulnerability workshop surgeries: While we are not the direct cause, WPD has a key social responsibility to tackle fuel poverty. WPD should specifically explore health-related schemes as this is a key factor in both power cut vulnerability and fuel poverty. WPD should also set clear targets for every project to measure success.



Embedded delivery:

WPD's Contact Centre Team Managers facilitated discussions at our best practice meeting with Power Up partners to drive service improvements and consistency in delivery. WPD's Operational Manager in Swansea, Carolyn Hinchey (pictured), engaged the NHS oxygen provider Air Liquide about PSR data sharing and our wider vulnerability programme, leading to a new fuel poverty health referral scheme (see below).

ENDURING DELIVERY

- Target:**
- 5,000 referrals a year.
 - 80% contact success rate, of which 85% should result in an in-depth fuel poverty intervention.
 - 100% of referrals achieve a measurable, reported outcome.

WPD has created four Power Up schemes (one per licence area) to deliver fuel poverty support measures to existing PSR customers referred directly by WPD to a network of partner agencies. WPD's staff undergo extensive training to help identify warning signs of fuel poverty and wider vulnerability when engaging PSR customers (see page 7). In addition, every PSR data cleanse call ends with a short explanation of our Power Up programme and an offer to refer the customer for support.

Stakeholders are insistent that WPD's actions must tackle root causes of fuel poverty and deliver measures that aim to permanently lift them out of fuel poverty, rather than temporarily alleviate the issue (e.g. via hardship funds). Every scheme must have the capability to deliver six key interventions:

- Income maximisation (e.g. benefits and debt advice).
- Tariff switching assistance.

Power Up schemes (existing PSR customers)

- Energy efficiency measures (e.g. access to local insulation schemes).
- Boiler replacements.
- Behaviour changes (e.g. efficient use of heating systems).
- Health and wellbeing measures (e.g. NHS referrals, mobility aid installations, etc).

WPD has established a hub model where one lead agency receives all referrals and contacts the customers to assess their needs. To guarantee we provide holistic support, the hub leader manages a network of sub-partners with differing expertise to cover the six intervention areas. Crucially this model ensures every referral is tracked to completion and achieves a recorded outcome.

New developments 2017/18:

We held a best practice event with partners to set targets, share learnings and align processes for consistency. As a result we:

- ✓ Set new targets for successful contact and number receiving in-depth advice (see left) after previous targets of 70% and 75% respectively were achieved.
- ✓ Set target for all customer contact <two weeks (previously three).
- ✓ Introduced text message appointment confirmations.
- ✓ Added referrals to water social tariffs as a new measure.
- ✓ Rolled-out consistent average savings for behaviour change measures (e.g. LED lighting) and adopted Citizens Advice's benefit entitlement calculator.

Specific outputs

- 7,975 customers supported to save £2.1 million a year

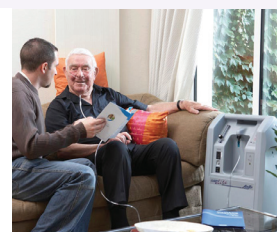
	East Mids	West Mids	South Wales	South West
Hub lead	Northants Citizens Advice	Coventry Citizens Advice	energy saving trust	Centre for Sustainable Energy
Sub-partners	E.g. Age UK/Cymru, Warm Zones, British Gas ECO, Money Advice Service, NEST, Care and Repair, Turn 2 Us, Shelter, Dementia UK, Carers UK			
Referrals	1,322	1,484	2,370	2,799
Annual savings	£897K	£355K	£425K	£410K
Satisfaction	8.6/10	8.9/10	9.0/10	9.0/10

NEW INNOVATION

'Power Up Health' scheme launched

Air Liquide (AL) provides medical equipment to almost every oxygen user in our region. As part of this they gain informed consent from around 300 oxygen recipients every month, to refer them directly to WPD to be added to the PSR. When renewing this agreement, WPD's

Operational Manager Carolyn Hinchey, shared details of WPD's Power Up Schemes. This prompted AL to mention that as part of their interactions with patients, they find high numbers on prepayment meters and/or living in cold, damp homes, which can exacerbate their respiratory issues.



Although patients receive NHS payments towards the cost of energy for their oxygen, this often does not cover the full cost and is a blanket payment - without reviewing the customer's tariff or use.

As a result, many patients reveal to AL that they do not use their oxygen for the full amount of time prescribed due to concerns over their energy costs.

Replicating the Power Up model, we have launched a new pilot fuel poverty referral scheme initially in the South West, where AL support 9,000

patients a year. It will deliver practical fuel poverty support covering the six interactions outlined on page 9, but with a particular focus on tariff switching and energy efficiency measures.

Two weeks after the patient receives their oxygen, AL carries out follow up calls. As part of this, they now offer the opportunity to be referred into WPD's scheme and give an overview of the types of support available. Interested customers are referred to WPD alongside their PSR registration. We have then established

a brand new scheme with the Centre for Sustainable Energy to support these customers, but with a particular weighting on more time intensive home visits, given the health-related vulnerabilities being addressed.

Specific outputs

- We have provided £16,800 funding for an initial pilot with 250 customers. In the first four months we delivered total annual savings of £27,390 to 46 customers

ENDURING DELIVERY

Affordable Warmth schemes (identifying new PSR customers)

Target:

- Average saving per fuel poor customer should be >£75.
- In terms of reach, we have set increasingly stretching targets:

	Customers	PSR referrals
2014/15 - Pilot (1 area)	600	300
2015/16 - Roll out (1 area)	900	450
2016/17 - Expand (4 areas)	4,000	2,000
2017/18 - Roll out (4 areas)	5,000	2,500

WPD's four Affordable Warmth (AW) schemes (one per licence area) deliver the same six fuel poverty interventions, but crucially they do not receive referrals from WPD. Instead we have formed partnerships with existing, trusted fuel poverty outreach programmes (identified by our Horizon Scan, see page 4), who via their existing front-line services seek to identify hard-to-reach customers not already known to WPD.

Replicating our Power Up hub model we work with one lead agency, which coordinates several smaller agencies. The aim is to act on the key insight that, due to common vulnerability factors, a high proportion of fuel poor customers are also likely to need priority assistance during power cuts. The primary goal is to provide assistance to fuel poor customers, but to utilise this to directly register customers also eligible for the PSR.

Historically, partners largely used their own local expertise to identify target areas. In 2017/18 we

sought to improve this by utilising our new social indicator mapping and mandated that each project specifically targetted the top 10 areas of highest fuel poverty deprivation.

- ✓ As a result, the annual savings per customer increased dramatically by 66%.

Acting on a request from our Customer Panel we extended WPD's vulnerable customer satisfaction

surveys to cover our four Affordable Warmth schemes to help drive further improvements to the services provided. We also:

- ✓ Significantly expanded the total partners involved in our schemes from 12 to 23.
- ✓ Appointed a new hub lead in South Wales due to poor reporting and overall delivery in 2016/17 compared to other WPD schemes.

Specific outputs

- 6,387 customers supported. Saved £3 million a year (200% increase)

	East Mids	West Mids	South Wales	South West
Hub lead				
Sub-partners	x2 - Papworth Trust; Lincolnshire Home Independence Agency	x2 - Beat the Cold; Marches Energy Agency	x10 - e.g. ACE (Action in Caerau & Ely); Care & Repair Newport	x5 - e.g. Community Energy Plus; 361 Energy; Exeter Community Energy
Referrals	1,300	1,330	2,274	1,483
Annual savings	£722k	£669k	£1.5m	£138k
Satisfaction	8.9/10	8.3/10	9.3/10	9.1/10

Case study - the value of targeting highest deprivation areas

Customer, 56, suffers from fibromyalgia and arthritis in their back, knees, feet and hands, severely worsened by the cold. Ten GP and six hospital visits last year. Existing boiler had a pair of mole-grips attached permanently to prevent an ongoing leak. Hot water available intermittently, causing the boiler to over pressurise. Customer therefore using only a portable electric heater. WPD's scheme installed a new heating system, helped them to switch energy tariffs and carried out benefit entitlement checks. The customer saved £1,925 as a result.



NEW INNOVATION

Four 'Affordable Warmth Health' schemes launched

In 2016/17 we launched an innovation fund to identify new approaches that utilise health-related services to tackle fuel poverty and identify hard-to-reach customers for the PSR. Stakeholders reviewed the output of the resulting pilots in 2017 and asked us to expand and replicate the two most successful schemes.

Firstly, Derbyshire County Council's "Healthy Homes" scheme, working with GP practices and social care providers to support low-income rural residents with long-term illnesses exacerbated by the cold, has been replicated with Derby City Council, targeting urban areas. The projects bring together a large network of partners, including front line staff from Adult Care and Public Health, GP Practice Managers and Occupational Therapists, Derbyshire Fire & Rescue and Citizens Advice. The projects differ to our core AW schemes, by prioritising home visits to help to fully understand each client's needs. Holistic support covers WPD's six interventions, but with a particular focus on measures to improve the fabric of their homes (e.g. insulation, LED lighting and new boilers).

Secondly, we expanded our project with Cornwall Rural Community Charity, supporting carers of rurally isolated people in fuel poverty by delivering health checks, energy efficiency measures and

fuel debt advice. We then replicated this with Devon Communities Together. The projects are unique to our core AW schemes by working with hospitals to offer a home support service for people waiting to be discharged, specifically the elderly, adults with learning disabilities and mental health issues and unpaid carers. Home visits are again prioritised, given the complex and personal nature of each individual's vulnerability.

Specific outputs

- 409 customers supported to save £193k
- 90% of referrals resulted in a home visit
- Average saving per customer of £472, delivering a cost benefit of £310 per referral
- 477 health care workers trained at 60 events to explain the PSR and how to register, and improve their understanding of the impact of cold homes on long term health conditions
- 239 customers signed up to WPD's PSR



Two broader industry collaborations



"No Cold Homes" event & strategic needs assessment

The joint conference brought together Bristol's charities and community organisations to agree to collaborate to ensure "no one in the city suffers a cold home by 2028". WPD facilitated a workshop on 'energy referral schemes and health outcomes', which generated the idea for WPD's PSR e-learner to train time-poor organisations. WPD has since joined Bristol City Council's Joint Strategic Needs Assessment working group, contributing to the creation of an action plan, with measurable targets. This recommends WPD's Power Up and AW Health schemes for replication by other utilities and support agencies.



Affordable Warmth Off-gas scheme

This innovative partnership used data to target non-gas customers in areas with high power cut rates. Working with YES Energy, the scheme offered the six fuel poverty interventions, plus facilitated connections to the gas network and new heating solutions to reduce customers' dependence on electricity. 412 customers were added to the PSR and given resilience advice and fuel poverty support to save £89k.

