

Supporting our customers in vulnerable circumstances

2018/19 Stakeholder Engagement and Consumer Vulnerability Incentive



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Head of Customer Service introduction

Vulnerability is complex, multi-layered and personal. As our customers' circumstances change across our regions, we must adapt quickly and respond by widening and deepening our understanding of vulnerability in all areas. This year we've made a commitment to our customers and employees to be the most socially responsible Distribution Network Operator (DNO). To do this, we must continue to put each and every one of our customers' individual needs at the heart of our services.



Our customers face unprecedented change in today's world. Our role is to support them through this transition to a digitised, decentralised energy system. This year we commissioned leading research that seeks to understand how we can play an even greater part in supporting our customers through this energy transition. This is particularly important for those who are in vulnerable circumstances and/or living in fuel poverty.

The responsibility we all have to support our customers in vulnerable circumstances is ingrained in our business. I'm really proud that we have engaged face-to-face with over 1,200 stakeholders on consumer vulnerability at over 75 events, helping us to continue to build our understanding of consumer vulnerability. While our core services focus on providing additional support to households on our Priority Services Register (PSR), our commitment to supporting people who are more impacted, and/or less engaged in the energy industry can be illustrated by the following two examples:

- Our industry-leading vulnerability mapping tool is used daily by more than 500 of our employees who are planning work and responding in real-time to our customers' needs. It guides decisions such

as where to send our Community and Customer Support vehicles and where we plan to host energy efficiency workshops. The data we hold on our customers significantly shapes our decision making.

- Our staff, contractors and partners undertook 12,059 hours of targeted vulnerability training across 15 different packages. This is the most training we have ever completed in one year. It allows us to continue to embed in our company culture the focus we have on customers whose circumstances make them vulnerable.

We are committed to delivering real value and meaningful support for over 950,000 households we serve who are living in fuel poverty. Our business strategy is to be the lowest cost for our customers: this means that our bill to domestic customers is 10% less than the industry average.

As part of our work to alleviate fuel poverty we have worked with our partners to deliver energy efficiency advice and face-to-face personalised consultations and we're really proud to have saved households on our Priority Services Register £23.8m this year.

My team work with stakeholders that make up our expert Partners Forum and they continue to set us challenging targets. For example, our partners challenged our 90% Priority Services customer satisfaction target and last year we increased our target to 93%. I'm really pleased that we have achieved 94% this year especially as industry experts at the Institute of Customer Service recorded a third year decline in customer satisfaction levels in the UK.

Our service is essential for both life and for quality of life. Doing the right thing for our customers, especially those in vulnerable circumstances, is what we do.

Sam Fuller
Head of Customer Service

Highlights:



1.7m



Households on our Priority Services Register, 21% increase since last year



94%

Priority Services customer satisfaction



250

Over 250 PSR referral networks in place helping us increase PSR households by 21%



Customer Vulnerability Panel

2nd year, co-designed 20 initiatives with our customer panel



£23.8m

Saving our PSR households overall

80%

of our households and businesses can benefit from data sharing agreements in place with utility providers



60%
Water



98%
Gas

Recognised as the Utility Week Winner for Customer Care – Supporting Customers in Vulnerable Circumstances



Accreditations gained this year:

BS18477:2010 – inclusive service provision and Action on Hearing Loss.
We continue to retain the Action on Hearing Loss accreditation.



Vulnerability training:

Working with the following partners to deliver 12,059 hours of targeted vulnerability training:



Our consumer vulnerability strategy

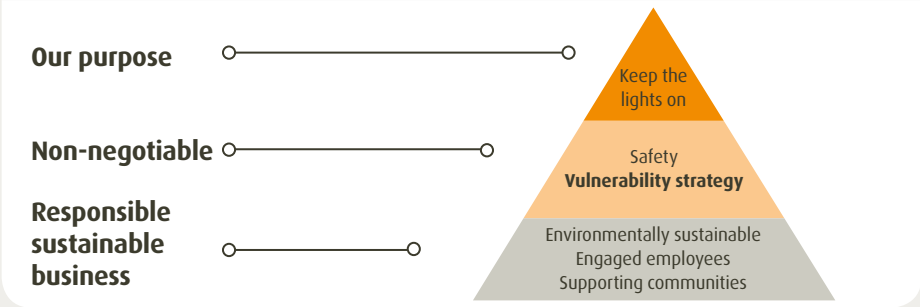
The nature of our business means we have a responsibility to keep the lights on, safely and sustainably whilst caring for our customers in the most vulnerable circumstances across our communities.

Our social role

A key part of our vision is to be a respected corporate citizen. To achieve this, we must fully embrace our social role. We define our social role in terms of our purpose, our non-negotiable responsibilities and our wider role in society as a responsible business.

Our stakeholders fully support us and our longstanding efforts to support our communities. The CEO Panel and Critical Friends Panels provide continual ‘touch-points’ for our CEO and senior management to explore and understand, first-hand,

the needs of our stakeholders. In 2018, following consultation with our stakeholders, we added ‘to be the most responsible Distribution Network Operator (DNO)’ to our vision. This reinforces our commitment to go above and beyond for customers in vulnerable circumstances, providing increased visibility and accountability for the support we provide. Last year we measured our performance against Business In The Community’s (BITC) Corporate Responsibility Index. This year BITC is changing this assessment to a Responsible Business Tracker. We will continue to measure our performance under this new framework. BITC stated that UK Power Networks is “part of a unique group of leading businesses: one of only 64 pioneering companies”, when referencing their trial of the new Responsible Business Tracker.

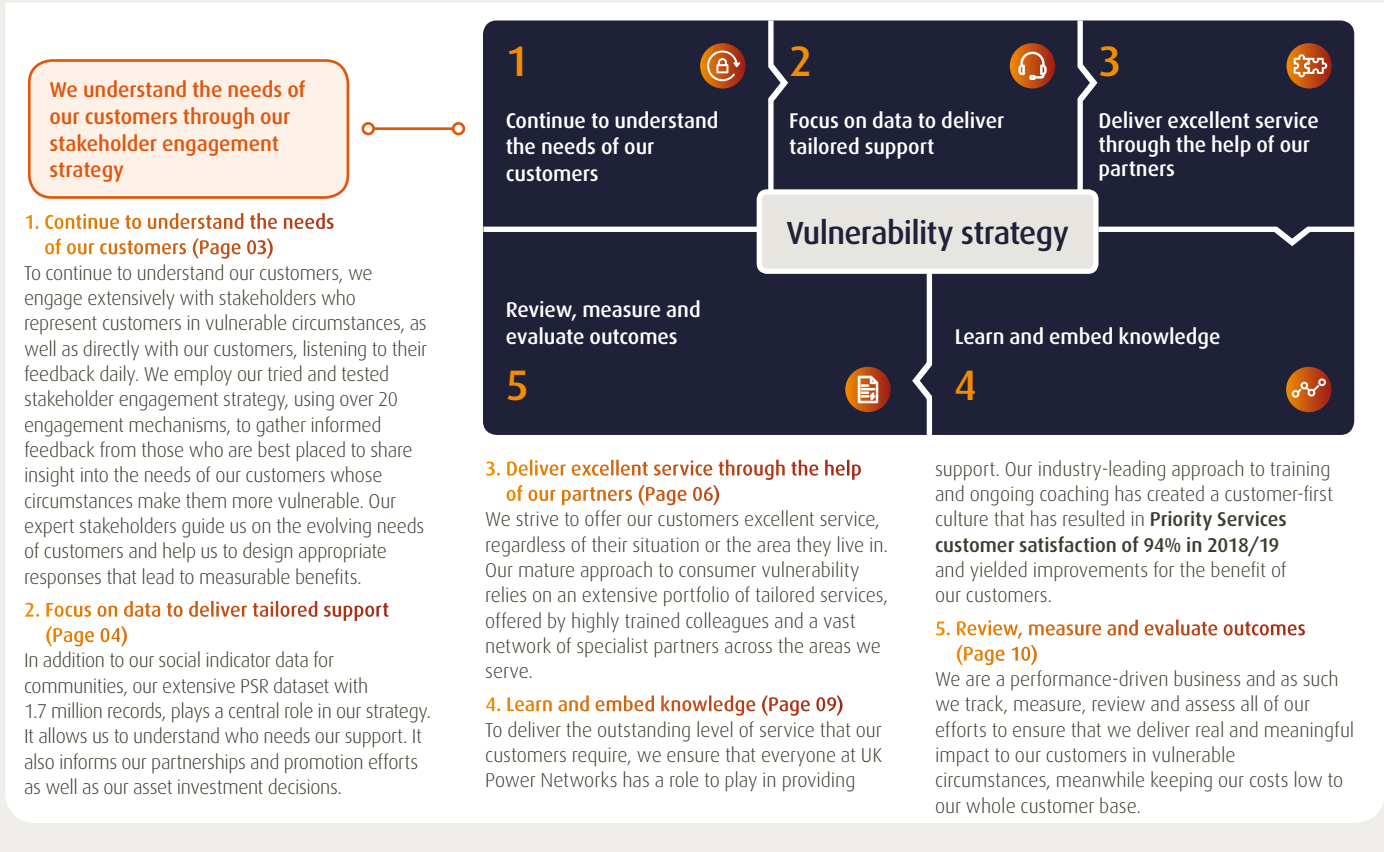


Our consumer vulnerability strategy

Our consumer vulnerability strategy has been in place since 2014 and is published and reviewed each year by the Executive Management Team and is at the core of our social role. Experience tells us that vulnerability is complex, multidimensional and ever-changing. Addressing it requires a sophisticated and mature approach that we have developed over many years. The strategy clearly lays out our approach to deliver tangible support for our customers in vulnerable circumstances, and we have worked tirelessly to develop and expand our level of assistance. Driven by our ambition to be the most socially responsible DNO, and guided by our diverse stakeholders through

extensive engagement, this year we have improved our understanding of vulnerability and refined how we address the needs of those who find themselves in difficult circumstances. In 2018/19, as we do every year, we reviewed our consumer vulnerability strategy and opened it up to our Customer Vulnerability Panel and expert partners at our Partners Forums. This year our CEO Panel challenged us, saying that our consumer vulnerability strategy had insufficient focus on training, even though they recognise that last year we carried out over 5,000 hours of training. As a direct result of this feedback, we have now added ‘learn and embed knowledge’ to our strategy and

reworked how the five areas of our strategy fit together, making it clearer. Our CEO Panel and Partners Forum helped set the challenging targets we use to measure our strategy, such as helping us set a PSR acquisition target of 40% and an 18-month target on data health. As per our stakeholder engagement strategy we do not always act on all stakeholder feedback. For example this year stakeholders asked us to advertise our PSR at supermarkets. We didn’t think that was appropriate on the basis that this may cause brand confusion with retail service providers. Our strategy is set out below:



1 Continuing to understand the needs of our customers

Our longstanding experience in addressing the individual needs of customers in vulnerable circumstances has taught us that no two situations are alike. Our customers can find themselves in circumstances, whether permanent or temporary, that could render them more vulnerable in their interactions with the energy industry or society at large.

Engaging with stakeholders to develop our understanding

EMBEDDED

We deliver a vital service to our communities and it is our role and responsibility to ensure we support those who find themselves in vulnerable circumstances. The complexity of their needs, reflected in the multi-dimensional nature of vulnerability, leads us to constantly challenge our understanding of what affects our customers as well as what we and our partners can do to support them.

Our embedded stakeholder engagement strategy

plays a central role in ensuring that we understand our customers' needs. Set out in Part 1, this strategy defines our clear approach to identifying key stakeholders, allowing us to engage with them in tailored and effective ways. This year we have proactively engaged face-to-face with over 1,200 stakeholders on consumer vulnerability at over 75 events, ranging from small focus groups discussing faith issues to our Customer Vulnerability Panel, and

co-designing ideas throughout the year. As a direct result, we have delivered 100 outcomes for customers who need additional support.

Outcome:

- ✓ **94% Priority Services customer satisfaction** because engagement has made us more responsive to customer's needs

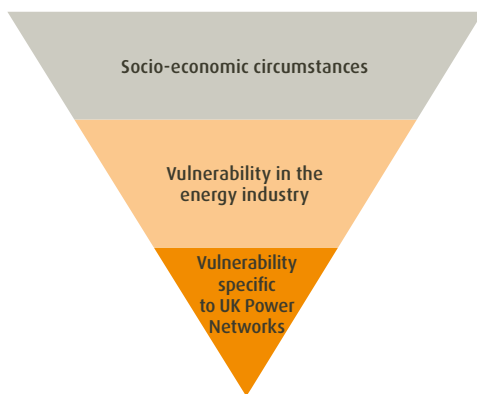
Horizon scanning

EMBEDDED

While it is important that we reach a wide range of stakeholders through appropriate channels, our mature method of engagement leads us also to consider carefully the topics we discuss. Our engagement focuses on long-term scenarios, anticipating and planning for future needs in the wider environment that will affect those customers who may be more vulnerable.

Over the years, we have developed a distinctive approach to explore the ways in which vulnerability affects community resilience and to co-create our responses with stakeholders.

Through this, we recognise that, in broad terms, our customers and communities can experience vulnerability on three levels:



1. Socio-economic circumstances

Societal issues, such as poverty and unemployment, can influence and exacerbate existing situations of vulnerability. Identifying these issues across our communities allows us to better understand our customers' needs and the challenges they cope with daily.

2. Vulnerability in the energy industry

We investigate how wider societal issues impact our customers' ability to engage with the wider industry. Fuel poverty is an example of how a wider societal issue reverberates throughout our customers' wellbeing.

3. Vulnerability specific to UK Power Networks

Finally, we always strive to understand how our processes, procedures and ways of working affect our customers in vulnerable circumstances. Our objective is to continue to change the way we operate so we can support our customers effectively, in ways that truly make a difference to them.

Example of a horizon scan: Assessing future risk of vulnerability

NEW: INNOVATION

Stakeholders said

In 2016 and 2017 we gathered feedback from a wide range of stakeholders that pointed to the need to consider the impact of future, smart technologies on customers. To explore the evolving customer needs in this space and to ensure we could respond appropriately, we developed our industry-leading Future Smart Strategy. As part of the consultation on this strategy, in 2018/19 stakeholders from our CEO Panel encouraged us to *"consider potential new areas of vulnerability as a result of future energy developments and explore who will serve and respond to their needs."*

What we did

In response, we partnered with the Energy Saving Trust (EST) to undertake research on the implications of the changing energy systems for our customers in vulnerable circumstances.

This research pointed to a number of factors such as how *"a lack of consumer capability, understanding and flexibility can impact a customer's ability to engage with the present and changing energy market"*.

One area where a changing energy market is having an effect on our customers who are in vulnerable circumstances is the transition to Electric Vehicles (EVs). To combat this, we engaged with a new partner, Motability, which offers motoring solutions for people with disabilities and their carers. Their specific knowledge on the issues faced by customers in vulnerable circumstances when they approach the decision to switch to an EV was invaluable to us in developing a targeted response. We have shared our EV guide and tailored literature that will help our customers in vulnerable circumstances to understand the implications of 'going electric'.

Focus group to build our understanding of faith communities in London on 26 February



This also gave us an opportunity to promote the PSR and the many ways in which we can support them in this transition. Further, we trained 300 of our front-line staff to enable them to support our customers in vulnerable circumstances with enquiries on this topic.

Outcomes:

- ✓ **Shared our EV Guide** to support our customers in vulnerable circumstances who are considering switching to an EV
- ✓ **Training ensures our front-line staff are more able to help with enquiries, ensuring our customers feel supported** and informed about the industry's transition
- ✓ **Motability is a new PSR referral network focused on hard-to-reach customer groups** ensuring more customers than ever benefit from a vast range of tailored, targeted and meaningful support

Example of a horizon scan for a hard-to-reach group

NEW: INNOVATION

Stakeholders said

Engagement at our Partners Forum highlighted research by the *Association of Directors of Children's Services* which pointed to a rise in home-schooled children. We subsequently found that of the top ten regions for home-schooled children, four are in our network areas.

What we did

We wanted to understand more about whether this had implications for vulnerability in these communities and the way customers use and rely on electricity. We undertook research to understand the personal circumstances of parents who are home schooling children along with how they access educational information and what support is in place.

We learned that mental health difficulties and additional medical needs are prevalent not only

among home-schooled children but in their families, and that social media is a key channel for families to support each other in these situations. Further, we found that home-schooled children often rely on the Scout organisation community to integrate socially.

As a result of our learning, we trialled a project with Brighton and Hove City Council focusing on 200 home-schooled families. As part of this we provided advice on energy and safety around electricity, along with promoting the PSR and other types of targeted support. We also set up a new partnership with the Scouts, reaching 5,683 families, and we also established a PSR referral network in Brighton and Hove to ensure a greater number of eligible customers could benefit from the support we and our partners provide. We are now taking learning from this trial and considering how to replicate and scale this work across our regions.

Scouts can earn a Local Knowledge Badge by learning how to stay safe around electricity substations and cables.



Outcome:

- ✓ 200 families have access to Priority Services Register support services
- ✓ Scout energy champions helping their communities with electrical safety and energy efficiency reaching 5,683 families

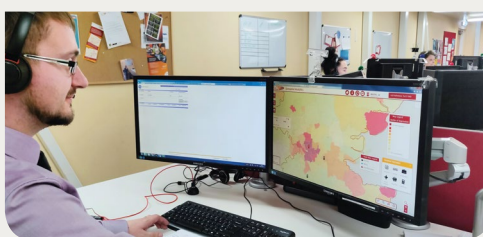
2 Focus on data to deliver tailored support

We use data to underpin everything we do. From planning infrastructure investments to promoting the PSR, designing new services, and setting our engagement agendas. Using the GDPR framework to maintain good data, this is a key enabler to allow us to achieve our vision to be the most socially responsible DNO in the UK.

Our vulnerability mapping tool

EMBEDDED: INNOVATION

The importance of holding extensive and up to date datasets on the situations that affect our customers cannot be overstated. Our experience tells us that using data appropriately can unlock new levels of insight into how we can deliver tailored support to our customers on a case-by-case basis. At the very core of our customer data usage is our industry-leading vulnerability map. Built in 2014 in partnership with the National Energy Action (NEA), this map now aggregates over 60 datasets, ranging from Census to 'Off-Gas' data, to provide a deep and enriched understanding of the specific circumstances that affect customers across all of our diverse communities.



Matt Hudson, Customer Service Advisor, dispatching the community support team to a community that has high numbers of elderly residents impacted by a power cut.

60

60 data sets make up this map and 2 new data sets added this year

Since 2014

We have used the map since 2014

500+

Over 500 employees use this in their day-to-day work

Stakeholders said

At our Partners and Utility Forums in May 2018, our stakeholders again endorsed our vulnerability map and challenged us to continue to scan the horizon for new relevant datasets. Stakeholders told us they want us to share the map more widely so others can also benefit.

What we did

In response, we held 10 webinars with over 40 organisations including the Greater London Authority and Virgin Media, who have since begun to consider undertaking a similar exercise. Alex Stepney, Virgin Media's Senior Public Affairs Manager said, *"We're grateful to have UK Power Networks take us through what they do to identify and serve their customers in vulnerable circumstances, sharing best practice on vulnerability mapping, how they target and reach relevant groups and charities to provide tailored services. We look forward to further collaborative working as part of the Utility Networks Group."*

This year we identified two new datasets to add to our mapping tool. We now use Baby Bank location data to help target these locations and enable us to provide energy support to 927 people in crisis accessing Baby Banks that help new parents with items such as nappies and milk. Read more about this on page 6.

We also mapped mobile phone coverage onto our vulnerability map so we can make it a priority for our community support team to give face-to-face support to customers who are without mobile signal during a power cut, as they may be less able to tell us that they are vulnerable.

Over 500 employees from our planning, operational and customer services teams, have continued to use this map in their day-to-day work. This level of integration allows us to embed our understanding of vulnerability across our company-wide decision making; everything we do is driven, influenced or directly shaped by the consideration of the needs of our customers whose circumstances make them vulnerable. Examples of how we use this data to make better decisions in the interests of our customers include:

- Our asset planners use this map to focus our investment in areas where communities are less resilient and reliable electricity supply is most crucial. For example, when planning work during the winter months we look at the breakdown of customers in the area in terms of vulnerability. We do this so we can keep planned works to a minimum, limiting disruption to those who may have a greater than average reliance on their electricity supply.

- Our customer service performance team uses this map to inform their day-to-day plan. Jemma Doe, one of our customer services leaders says, *"I use this tool on a daily basis to help plan work and send the community support team to customers who need it the most. For example, if I see that there are a lot of medically dependent customers affected by a power cut in the area, I'll tailor my messages to those customers and arrange generators for them."*

Outcomes:

- ✓ Over 4,500 customers were helped with face-to-face support during a power cut because we knew they didn't have good mobile phone signal. We would not have known about these customers if it were not for the data.
- ✓ Held 10 webinars with over 40 organisations to share our vulnerability mapping tool, benefiting a wider range of customers who may be in vulnerable circumstances

We have already surpassed our R100-ED1 commitment to double the number of customers on our PSR, but we know we cannot stop there. Over the past year we have increased the number of PSR records by 21% to a total of 1.7 million, and 61,000 customers' records have been removed for reasons such as no longer being in vulnerable circumstances.

Acquiring new PSR data is informed by years of experience of trialling different collection approaches and continuous stakeholder engagement. Our mature approach has now shifted focus from sheer volume, to more targeted efforts. We recognise that our objective is not simply to acquire data, but to encourage customers to have the confidence, trust and awareness to give us their personal information in the knowledge that, in return, we will provide a more personalised service. Using a granular understanding of our data gaps, we aim to target the registration of hard-to-reach customers in remote communities through tailored and measured initiatives. Our data acquisition strategy focuses on growing our PSR in two key areas:

1. **Location:** focusing on the top seven locations in our regions that are the least represented on the register
2. **Vulnerability group (needs code):** focusing on the top three groups that are the least represented on the register

Cleansing our PSR data in real time

Our employees regularly update the data we hold about the households on our PSR. For example, ahead of a planned power cut, a field engineer found out that a customer had a stair lift by knocking on the door of a household registered on our PSR. He fed this back to the customer services team, who updated our records and called the customer to offer advice on how to continue using the stair lift during the planned power cut.

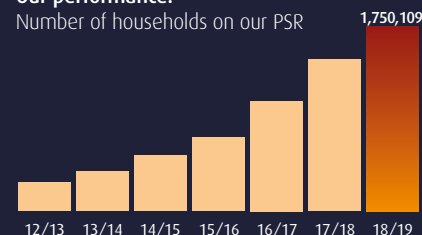
*We have calculated numbers based on our social indicator vulnerability mapping tool data and worked with partners to define the eligibility criteria.

Vulnerability group (needs code): focusing on the groups that are least represented

Vulnerability groups focused on	PSR growth since previous year	The number of customers we have on the PSR vs the potential who are eligible*
Mental health	112%	5%
Developmental condition	97%	25%
Dialysis, feeding tubes and automated medicines	49%	73%

Our performance:

Number of households on our PSR



Location: focusing on the top seven locations in our regions that are the least represented

Seven locations that we focused on	PSR growth since previous year	The number of customers we have on the PSR vs the potential who are eligible*		
		2017/18	2018/19	Target achieved
1. Bedford	23%	32%	40%	✓
2. Colchester	22%	40%	49%	✓
3. Forest Heath	23%	40%	49%	✓
4. Harlow	23%	39%	48%	✓
5. Ipswich	22%	37%	46%	✓
6. Sutton	19%	39%	47%	✓
7. Welwyn Hatfield	21%	40%	49%	✓

£8,964,000 net value to customers
(£1.08 per customer)



Outcomes:

- ✓ 1.7m customers (21% growth compared to last year) are benefiting from our Priority Services
- ✓ 13,684 new customers in our top seven locations are now benefiting from our Priority Services
- ✓ 57,428 new households in our top three vulnerability groups are now benefiting from our Priority Services

Example of our location-based approach

In these top seven locations, we used tailored information and materials through targeted channels to promote the PSR and the services we offer to our customers on the register. For example in Bedford, we:

- Continued to target local pharmacies by advertising on prescription bags;
- Used our vulnerability map to produce social media advertising targeted at key demographics in these locations; and

- Sent information packs, posters and PSR applications to targeted community hubs such as libraries and community centres.

We always measure the outcome of our various data acquisition approaches to ensure we learn what worked well, with the objective of improving our methods year after year. Together with our stakeholders, we agreed a stretching target of 40% coverage for each of our PSR group categories (i.e. percentage of customers on our PSR vs estimated eligible population).

As can be seen in the table above, we surpassed our target across the targeted areas, demonstrating that our data acquisition approach is effective. This local approach benefits communities directly, as shown with our example below of Bedford.

Outcome:

- ✓ 2,320 customers in Bedford are now benefiting from our Priority Services services

Example of our vulnerability group (or needs code) approach

Mental Health was added as a new PSR group two years ago. But we knew we were only reaching a fraction of those affected by such difficulties in our regions. To target this group effectively, we initially carried out structured interviews with organisations representing them. Working with organisations such as Scope, Rethink and Julian Support, we aimed to identify the needs of these customers and understand how best to reach them, so that we could encourage them to join our PSR and support them appropriately.

This research helped us to learn more about the anxiety and stress that those affected by mental health issues are subject to during a power cut, as well as their difficulty coping with energy bills. Crucially, we also learned that the best way to engage with this hard-to-reach group is

through their support workers. We took this on board and using 22 support workers from Julian Support, we set up a trial in Norfolk and Suffolk, whereby support workers could provide energy advice at the same time as helping customers sign up to the PSR. The success of this trial led to the expansion of training to an additional 423 support workers. Over two years this has led to more than 60,000 new PSR registrations of households affected by mental health difficulties. We recognise that although this is an improvement, we have not met our very challenging target of 40%. This has taken us longer to achieve than we originally expected. Next year we will take the learning from the acquisition approach we used to meet our 40% target of patients suffering from kidney disease, and apply it to our mental health approach with a view to increasing our mental health percentage.

SCOPE = Equality for disabled people



Outcome:

- ✓ 60,000 additional PSR registrations of households affected by mental health difficulties, allowing us to provide tailored support and services to meet their needs, including priority support during a power cut

Stakeholders said

Our Partners Forum brought to our attention new groups that were in temporary situations of vulnerability, specifically refugees and asylum seekers and people using Baby Banks. Our partners told us in London about a 90% rise in demand for Baby Banks over the last year.

What we did

Using our vulnerability mapping tool we took targeted action, working with 20 Baby Banks in London to help signpost the PSR and to offer direct and meaningful support to those customers in need. This example shows how the training we give can benefit customers:

"Ms H came to a Baby Bank after months of struggling to pay her energy bills and feed her four children. She was paying off an old tenant's bill on her pre-payment meter, spending far more than she needed to. I was able to refer her for an urgent Green Doctor visit, where they helped her liaise with her energy company to stop paying off the old tenant's debt and reclaim this money. We were also able to refer her for support accessing the benefits she was entitled to, with the encouragement that she should not feel shy about claiming the help she needs to support her family." Groundwork London, customer helped via the Green Doctor service.

We understand that some customers are vulnerable for a set period of time; they need extra support yet they

don't want to be on our PSR. So this year we helped 39,459 customers in a temporary situation of vulnerability during a power cut, or when they were requesting another service from us.

Outcomes:

- ✓ Adding Baby Banks to our map meant 927 customers in a temporary situation of vulnerability saved a total of £251,522 thanks to our energy support
- ✓ Over 39,459 customers in a temporary situation of vulnerability, which resulted in more customers receiving priority support, tailored to their circumstances

Data maintenance

EMBEDDED: INNOVATION

Stakeholders said

With the introduction of GDPR, this year we balanced the need to increase the reach of our PSR, so that it represents the communities we serve, with the importance of maintaining our existing records to ensure our customer information is up to date. At our Partners Forum in 2018, we shared our approach and targets. Stakeholders challenged our target to reduce the average age of PSR data from 24 months to 12 months. Their concern was that taking into account our nine month removal cycle, we would need to start any data refresh campaign three months after initiating or updating a record. This would mean we contact customers too often. We put this to our Customer Vulnerability Panel, where 82% said 24 months was the right target.

What we did

We adapted our target to 24 months and this year we contacted all households where data was over 24 months old (503,051). We updated 195,713 customer records and removed 61,442. This year we contacted customers via their preferred communication channel either through email, phone, text message or letter. We had the highest ever response rate at 39%, up from 15% last year due to our engagement work with our Customer Vulnerability Panel to improve our messaging for customers in vulnerable circumstances.

This year we have also worked with water and gas utilities to update our data. For example we have a dual branded PSR form with Thames Water that has helped us update over 11,000 PSR customer records this year.

Outcome:

- ✓ 39% response rate resulting in 195,713 customers being updated and 61,442 records being removed
- ✓ 80% of our households and businesses can benefit from data sharing agreements in place with other utility providers (98% gas companies and 60% water companies)

£9,877,000

net value to customers
(£1.19 per customer)



3 Deliver excellent service through the help of our partners

The ultimate objective of our consumer vulnerability strategy is to deliver meaningful support that our customers want and need. Addressing our customers' ever-changing, multi-dimensional and complex needs has led to the development of a sophisticated portfolio of services, delivered by an engaged workforce in collaboration with a vast network of partners.

Extensive list of services

We are proud of the extensive range of services we have worked hard to develop year after year, but we always strive to deliver more bespoke support for our customers who require it. For example, this year we provided over 9,500 meals, over 2,600 emergency kits and over 11,420 tailored services, such as connecting a generator, calling a carer or delivering hot water to our customers.

Inclusive channels	13 information services	14 tailored services	Helping over 100,000 PSR customers face-to-face on site
• Online PSR Registration Form	• PSR Welcome Pack	• Dedicated team managing support services	• Community Support Team and vans
• Online service for all service types	• PSR Welcome Pack – 14 languages	• Power cut emergency kit	• Hotel and transport
• Twitter	• PSR Welcome Pack – Easy read	• Refrigerated medication cool bags	• Hot meals and refreshments
• Facebook	• PSR Welcome Pack – Large print	• Corded telephones	• Torches
• Facebook Messenger	• PSR Welcome Pack – Braille	• Password scheme	• Blankets and emergency lighting
• Instagram	• PSR Welcome Pack – Audio	• Proactive planned outage notifications in appropriate formats	• Solar-powered chargers
• Video Chat	• Service videos in BSL	• Proactive unplanned outage notifications in appropriate formats	• Generators for use during a power cut
• Video Relay – BSL	• Proactive Weather Alert scheme	• Personalised Energy Consultations and Home Energy Audits	• Mobile Wi-Fi
• Next Generation – Text Relay	• Email notification for planned outages	• Energy café	• Large scale catering for major incidents
• Text PSR and your postcode	• Proactive Council alert scheme	• Bill checking services	• Locking cooker valve
• BrowseAloud web Access	• NEW Service videos in Makaton	• Ways to keep you safe and save you money booklet	• Safe & well visit
• Dedicated contact number	• NEW Proactive Smart Meter alerts	• Intervention referrals to support services	• Customer Champions
• NEW PSR FastTrack across all channels	• NEW Smart Meter Benefits leaflet	• NEW frontline training for partners & community	• British Red Cross
		• NEW Power Partners Fund – community grants fund	
Customer benefit: Customers can choose a channel that best suits their needs	Customer benefit: Customers are well informed and understand the services available to them	Customer benefit: Customers have a tailored service delivered to meet their unique needs	Customer benefit: Customers are well supported during a power cut

Evaluating and improving our services

This year alone, we read and learned from over 100,000 customer comments, resulting in over 150 improvements to our power cut processes as well as fantastic feedback from customers.

We listen to this feedback to improve services and this year we have seen lots of feedback from our own employees. For example our field and customer service employees told us that they were speaking to many customers whose first

languages was Nepali. So we translated our PSR form, literature, employee translation app and website into Nepali and added these to our suite of ten existing translated languages.

New fast-track service for our customers in vulnerable circumstances

NEW

Stakeholders said

Through our enduring relationship with the Alzheimer's Society we learnt that customers with cognitive disability struggle with the choices presented by companies' automated telephone menus. They told us that people have anxiety and confusion on a good day let alone a stressful situation for example calling about a power cut.

What we did

We set out to remove this potential customer pain point and used technology to implement a fast-track service across our channels, removing additional steps by speaking with a highly trained colleague. For example, bypassing telephone options and automated messages and connecting our PSR customer straight through to an employee.

Outcome:

- ✓ Over 47,000 customers in vulnerable circumstances have contacted us more easily when they needed to. In particular, our process improvements aim to reduce distress to those affected by mental health difficulties when they make contact with our teams

New inclusive channel launched

Stakeholders said

In early 2018, Derek Love, one of our Distribution Planning Engineers, learned about Makaton, a language programme using signs and symbols to help people communicate. He was aware that our services were not available in this format, so he worked to address this using our Think Customer feedback scheme to raise this need with our Customer Service team. This is a great example of how we empower and train our staff so they can identify customers' needs and suggest ways in which we can address them.

What we did

We identified The Makaton Charity to work with and meet this challenge and to learn how we could launch a new channel to interact with this section of the community. We learnt that over 30,000 customers in our regions were using this programme to communicate. As a result, we co-designed the new communication channel with them and shortly afterwards, Makaton was added as our twenty third inclusive communication service and has been used over 3,000 times.

NEW: INNOVATION

We've created new videos with The Makaton Charity to help during a power cut and keep people safe around electricity.



Outcome:

- ✓ Rolled out a new inclusive communication service to our customers, enabling 30,000 customers affected by cognitive difficulties to communicate more effectively with us

"I was really glad to see that a suggestion I had put forward to improve the support we offer our customers has been added to our customer support toolkit; it means we can serve customers with disabilities much better."

Derek Love, Distribution Planning Engineer



Promoting our services

EMBEDDED

Stakeholders said

At each of our events, from Partners Forum to Focus Groups, our customers continue to tell us that, when promoting the Priority Services Register in a fair and inclusive way, the services we offer should continue to be a key focus, so that more eligible customers can benefit.

What we did

By understanding the hard-to-reach communities, under-represented areas and specific needs codes, we

tailored our approach delivered through local trusted partners and referral networks. Our approach to promoting services is mature. It is the result of feedback from customers and stakeholders as well as direct experience of what works and what doesn't.

Our approach to promotion goes hand-in-hand with our data acquisition efforts (as demonstrated on page 5). Using data, we created campaigns that targeted key demographics across our regions such as promoting our services at 198 libraries, 522 NHS providers including

pharmacies, and 334 schools catering for people with special educational needs and disabilities.

Outcomes:

- ✓ 21% increase in households registered on our Priority Services
- ✓ 94% Priority Services customer satisfaction

Some examples of how we promote the Priority Services Register

• NHS groups e.g. CCG, GP surgeries, support groups, hospitals, pharmacies	• Renal Units
• Hospital radio	• Housing association and supported housing schemes
• Referral Networks	• Nurseries, children's services and Baby Banks
• Talking Newspapers	• Neighbourhood Watch and good neighbour schemes
• Deaf UK Clubs	• Befriending and social isolation groups
• Faith centres	• Military support
• Community centres and hubs	• Crisis Support e.g. Salvation Army, food banks, refugee units
• Libraries	• Schools and special education
• Job centres	• Disability Support Services e.g. Motability, Equal Lives
• Local Authorities	• First responders e.g. fire and rescue visits

Promoting the PSR at Ipswich hospital



How we have gone above and beyond for our customers

Although we have a clear list of services developed to support our customers with recurring and common needs, we believe that our real strength lies in our ability to deliver bespoke services that fit a customer's exact requirement. Our highly-trained and empowered workforce enables us to deliver tailored and meaningful support for those who require it.

"I received a report that a little girl dropped her Dora the Explorer doll into an open excavation. She was autistic and was distressed, and couldn't settle without it. I prioritised my jobs because this customer was on our Priority Services Register, and went out to retrieve the doll and return it to her. I was overwhelmed by the impact this had on her and her family. Her parents couldn't believe that we would do this. It was such a small thing for me to do, but I left feeling that I made a difference to a little lady."

Gary Wheeler, London Lead Field Engineer



During a conversation with an elderly customer during a power cut we learnt that the customer had recently had a heart monitor fitted. This needed to be connected to power each evening and the data uploaded to the local hospital so their treatment could be adjusted where required. We delivered a battery pack that could be charged using a 3-pin plug and would ensure the customer always had power in the evening to complete this critical update. The customer said to me "I can't believe you sent me the battery pack, I am so grateful, you don't know what this means to me to not have to worry anymore, thank you so much."

Simon Whitfield, Customer Care Manager



Partnership strategy

EMBEDDED

Our partners play a crucial role in the success of our efforts to address consumer vulnerability. As some of our closest stakeholders, they help us understand customers' needs, providing support in identifying and signing up PSR households. They also help co-design appropriate and tailored responses with our staff.

We recognise we are not always best placed to deliver the support our customers require, so our contracted partners can help fill these gaps to ensure customers receive a complete and rounded service.

Reflecting the key role our partners play, we have embedded a clear partnership strategy that allows the allocation of defined roles to each organisation towards the achievement of our goal: delivering excellent services to customers in vulnerable circumstances.

Ensuring we have the right partners to serve specific vulnerability groups

Each year we map our partnerships against the PSR needs codes (vulnerability groups) to make sure we have a partner to help deliver a service for customers in unique situations. New examples this year include working with Julian Support targeting mental health needs code; Harlow Talking Newspapers helping our blind and partially sighted customers; and our Baby Bank partnership targeting our young families under five and temporary life changes needs codes.

Selecting new partners

We have developed and embedded a range of tools and processes to ensure we can identify and address our partners' strengths and weaknesses. One of our five tools is our Partnership Scorecard.

Whenever we identify that we are not best placed to deliver the desired response to a customer need, to ensure we pick the best possible partner for the job, we evaluate them against six key criteria:

1. Alignment with our vulnerability strategy and principles
2. Innovative approach
3. Ability to reach our hard-to-reach and seldom heard communities
4. Additional benefits to our customers beyond consumer vulnerability
5. Scalability across our geographic footprint
6. Reciprocal learning opportunities

Understanding limitations with existing partnerships

We review all partnerships annually or more frequently if needed. For example, after our annual review with the British Red Cross, we performed a cost-benefit-analysis of an 'activation' call and identified room for improvement. Customer and staff feedback also told us that the British Red Cross are perceived as a crisis organisation, expert in the event of extreme events and emergencies such as floods and terror attacks. They would not expect to see them providing support during a power cut.

We have four partner categories:

Delivery Partners

Partners delivering services to customers on our behalf.

Examples: Community Energy South who deliver our fuel poverty programme and Haste who support our customers face-to-face in the community.

Strategic Partners

Partners helping us to scan the horizon and act as our challenge group on our vulnerability strategy and targets.

Examples: Kidney Care UK and the Alzheimer's Society who attend our quarterly partnership forum.

Industry Partners

Partners from the electricity, water, gas and telecoms industry working with us to share best practice and combine resources to deliver more for less across our shared regions.

Examples: Thames Water and Virgin Media participating in our quarterly utility forum.

Referral Partners

Trusted partners in the local community who promote the PSR making people aware of the services we offer.

Examples: Hospital discharge units, pulmonary rehabilitation groups, hospice from home nurses who actively refer eligible customers onto the PSR.



Mapping our partnerships against the Priority Services Register Needs Codes

PSR Needs Codes (New)									
Medically Dependent Equipment (MDE)	Chronic/serious illness								
	Heart, lung & Ventilator								
	Dialysis, feeding pump and automated medication								
	Oxygen Concentrator								
	Nebuliser and Apnoea monitor								
	MDE Electric Showering								
	Careline/telecare system								
	Medicine refrigeration								
	Stair lift, Hoist, Electric bed								
	Oxygen Use								
Safety	Poor sense of smell								
	Physical impairment								
	Unable to answer door								
	Restricted hand movement								
Mobility	Pensionable Age								
	Families with young children 5 or under								

Listening to this feedback and looking at costs, we changed the way we worked with this partner. We focused British Red Cross to support customers in vulnerable circumstances only in the event of storms and crisis events, and reduced contract spend by 50%. To ensure this change in service did not adversely affect service to customers, we worked with Haste, an existing partner, to expand our Community and Support Customer vehicles.

We moved to a 24/7, 365 model, with dedicated vehicles and teams. By re-purposing our expenditure in this way we were able to reach over 24,000 additional customers this year (over 100,000 in total) compared with the previous year.

£8,984,000 net value to customers
(£1.08 per customer)



Jerome Daniel, Community Support Officer providing onsite support to customers during a power cut in Colchester



Outcome:

- ✓ Supported over 100,000 customers face-to-face during a power cut, ensuring they had access to a set of vital services such as hot food and drinks, blankets, torches, a microwave, emergency boxes, hot water flasks, Wi-Fi and generators
- ✓ Supported 24,000 additional customers for no additional investment

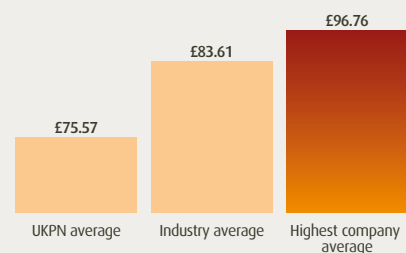
Working with National Energy Action (NEA) we understand that over 950,000 households we serve are living in fuel poverty and have to make the incredibly difficult choice between eating and heating. We believe we have a responsibility to help tackle this.

1. We were the lowest cost DNO, saving our 1.7m PSR households over £14m

Part of our strategy is to be the lowest cost DNO. This means our customers pay 10% less than the average DNO cost and 22% lower than the highest DNO cost in the UK, saving our PSR households over £14m last year.

We are the lowest cost DNO

Average domestic distribution costs per year

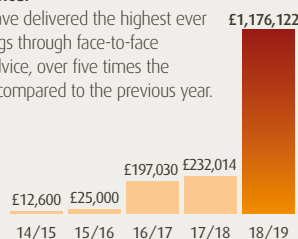


3. We helped more than 3,000 customers through face-to-face personalised support saving them £1.1m

This year, we have worked with nine partners to deliver advice on how to reduce energy bills, the implications of smart metering, information about our PSR, how to switch suppliers and all aspects of dealing with energy debt. This advice is provided face-to-face and tailored to each person and as a result saved customers £1.1m.

Our performance:

This year we have delivered the highest ever customer savings through face-to-face personalised advice, over five times the amount when compared to the previous year.



At the very heart of our approach is our commitment to being the lowest cost DNO to our customers, combined with our fuel poverty programme working with trusted local partners to target those who are most in need through a combination of face-to-face interventions and energy efficiency advice.

2. We provided energy efficiency advice to 520,000 households on the PSR, saving them £8.7m

We provided information on how to be more efficient with electricity and save money on energy bills. Our advice included, keeping central heating between 18-21 degrees or reviewing your energy tariffs as well as water and gas efficiency saving tips.

Our energy efficiency advice is about leaving a legacy and empowering communities to share our advice more widely. For example we have trained over 423 support workers who care for people with mental health difficulties or are undergoing kidney treatments. These support workers share our energy efficiency advice.

Building on our work with MyBnk, this year the focus was to expand Money Buzz, a highly interactive workshop designed for 9-11 year olds at schools where on average 47% of pupils are eligible for a Pupil Premium Grant. This targeting ensures that the programme reaches children from low income families whose energy costs are a significant proportion of family income. MyBnk also trained additional trainers to build capacity to deliver 45 workshops, to work with approximately 1,100 children throughout the 2018/19 academic year.

"Great educational programme teaching children how to save, budget, spend wisely."

Teacher, Ark Brunel Primary Academy



MyBnk, delivering energy efficiency advice to young people in schools

£18,094,000 net value to customers

(£2.18 per customer)



"I met a socially isolated, elderly refugee in London who was confused about his energy bills, not knowing where to get advice. We helped him switch energy tariffs, referred him to IncomeMAX benefits that he was entitled to, showed him how to use his boiler efficiently and talked him through his local community groups. He was so grateful, said he felt welcome in London finally, after living here for ten years."

Groundwork London, customer who was helped via the Green Doctor service

We run energy cafes with Community Energy South at local mosques to help customers benefit from tailored energy support



Outcomes:

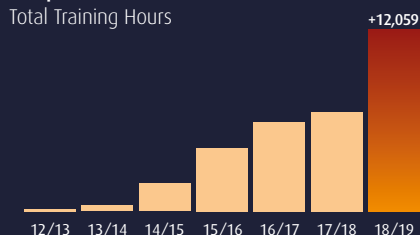
- ✓ Lowest cost DNO saving our customers over £14m
- ✓ Providing energy efficiency advice to over 520,000 customers, saving them over £8.7m
- ✓ Delivering targeted face-to-face personalised support to over 3,000 customers, saving them over £1.1m
- ✓ Saving our households on the Priority Services Register £23.8m in total

4 Learn and embed knowledge

Our vision to be the most socially responsible DNO will be met only if every single one of our employees is empowered to meet the needs of our customers. Our expert stakeholders, through our Critical Friends and CEO Panels, support our training efforts and keep challenging us to do more.

Training programme

Our performance:
Total Training Hours



Stakeholders and employees said

Training and knowledge of frontline staff is always raised as a priority and we constantly receive feedback that we should encourage learning.

What we did

Building on our mature training programme, we continued to recognise the importance of having a highly trained workforce. Our staff, contractors and partners undertook 12,059 hours of targeted vulnerability training across 15 different packages. Our embedded approach to training spans four areas:

1. **Induction training** – this training is delivered to our entire workforce, our partners and our contractors, to act as the foundation of our customer-centric, vulnerability-focused culture. It covers an introduction to consumer vulnerability and the services we can offer our customers on the PSR. In our annual anonymous employee survey, one employee told us *"The environment and support you receive from day one is mind blowing, the training and development options are also incredible, it really helps me deliver a great service."*

EMBEDDED: INNOVATION

- **Specialist training** – we offer a vast range of training focused on different kinds of vulnerability. These courses give our colleagues the tools and understanding they need to address the vast range of customer needs and circumstances they will encounter during their work. For example this year, in response to employee feedback, we introduced a new company-wide Mental Health First Aid (MHFA) Programme. We trained over 100 employees, including members of the Executive Management Team, as MHFA champions. This is part of our effort to reach more customers affected by mental health difficulties. Over 600 engineers from our London teams were trained face-to-face on our Customer Support Toolkit. This brings together our inclusive services, onsite support, PSR and information on medical dependency into one place for our customer-facing staff.

- **Embedded training** – we offer targeted vulnerability training across our service types, ensuring it is always relevant to our colleagues' and contractors' jobs. When we identify a new customer need, we review our training programme to ensure we always provide our colleagues, contractors and partners with the skills necessary to properly understand and relate to our customers in vulnerable circumstances. This year we delivered 25 vulnerability learning sessions, facilitated by our learning team, to help attendees identify and share best practice across the organisation.

2. **Partner training** – Partners play a key role in addressing the needs of our customers in vulnerable circumstances and this year we delivered over 2,000 hours of tailored training relevant to their interactions with customers.

For example, we have long-standing partnerships with the London Fire Brigade, Essex Fire and Rescue Service and Kent Fire and Rescue Service. This year we worked closely with their Safe & Well teams to provide our Vulnerability Awareness and PSR training. This will enable them to identify vulnerability, assess eligibility to the PSR and refer customers in vulnerable circumstances to services available to them.


Outcomes:

✓ 12,059 training hours for employees, contractors and partners which has led to an increase of 5% in the employee engagement score and a rise in Priority Services customer satisfaction to 94%

5 Review, measure and evaluate outcomes

We are a performance-based business. We review, measure and evaluate all our actions to ensure they always deliver the best possible benefit for our customers.

Our continued efforts to serve our customers in vulnerable circumstances in tailored and effective ways have delivered 100 outcomes for customers; the table below presents a selection of these:

Category	Number of outcomes	Examples of what we have delivered this year:		
		Stakeholder insight told us	We did	Outcomes
 Supporting our customers in vulnerable circumstances	81	Critical Friends Panel attendees told us those with critical medical health needs would benefit from PSR information	Worked with NHS and Hospices to promote PSR across 278 separate premises from GPs, hospitals, renal units, to hospices.	✓ 76,044 new registrations in 2018/19, access to support services
		Customer Roadshows and Partners Forums said we should work with early secondary school age children in the community to create advocates for energy efficiency in the home	This year we used our learnings from MyBnk to the Scouts Association, aimed at 10-14-year olds, on the importance of safety around electrical equipment, supporting community resilience by promoting the PSR.	✓ Scout programme launched, with 5,683 already championing energy efficiency in the home
		Our Customer Vulnerability Panel said that people who receive regular medication would benefit from direct messages about the PSR through their pharmacies	We scaled up our work to promote the PSR through pharmacies, working with 240 to reach more customers and raise awareness of the support services available.	✓ 16,023 new PSR registrations for refrigerated medicines needs code ✓ Over 50,000 customers received a UK Power Networks pharmacy bag in the areas where we were most under-represented

We have listed details of all 270 outcomes delivered to ensure transparency of our performance. Click here <https://www.ukpowernetworks.co.uk/UKPNengagement2019> to access it.

Delivering value for money for our customers in vulnerable circumstances

Every year we use customer valuation research alongside deliberative research, horizon scanning and stakeholder feedback from our wide ranging engagement activity to prioritise and inform our plans and investments. We used 2017/18 customer valuation figures from our joint research with Western Power Distribution to inform our plans and resourcing decisions to deliver maximum value to customers. The table below provides a summary of initiatives tested with customers; how much we spent to deliver outcomes; and the net benefit generated for customers.

Initiatives tested with customers (2018)	Value (per customer)	UK Power Networks initiatives delivered (2018/19)	Cost to deliver (per customer)	Net benefit
Outreach support for customers in vulnerable circumstances who are impacted by fuel poverty	£2.20 (per customer)	Working with partners we delivered targeted face-to-face personalised advice to over 3,000 customers saving them over £1.1m. See page 9.	£150,000 (total) 2p (per customer)	£18,094,000 (total) £2.18 (per customer)
Proactively contact and support customers in vulnerable circumstances during power cuts	£1.41 (per customer)	Supported over 100,000 customers in vulnerable circumstances face-to-face during a power cut. This year we provided over 9,500 meals, over 2,600 emergency kits and over 11,420 tailored services such as connecting a generator. See pages 6-8.	£112,515 (total) 1p (per customer)	£11,620,000 (total) £1.40 (per customer)
Improve accessibility for customers with special communications needs	£1.31 (per customer)	Language Line for those whose first language isn't English. BrowseAloud for visually impaired customers. Video Relay for customers using BSL. Next Generation – text relay. Translations.	£129,000 (total) 2p (per customer)	£10,744,000 (total) £1.29 (per customer)
Contact existing customers on the PSR every year to update their details	£1.20 (per customer)	Stakeholders told us it is better to contact households to update their details every 24 months: we updated 195,173 customer records and removed 61,442. See on page 6.	£52,000 (total) 1p (per customer)	£9,877,000 (total) £1.19 (per customer)
Develop a wide range of partnerships to support customers in vulnerable circumstances beyond power cuts. <i>Note: this attribute was tested in the 2019 research.</i>	£1.09 (per customer) <i>Note: 2019 research figures</i>	Our partners shape our vulnerability strategy; help us understand vulnerability better; deliver targeted advice and support services on our behalf and help us build referral networks. See pages 6-9.	£63,000 (total) 1p (per customer)	£8,984,000 (total) £1.08 (per customer)
Identify and sign up new customers in vulnerable circumstances to the PSR	£1.09 (per customer)	21% increase in customers registered on our PSR. 13,684 new PSR customers in our top seven under represented locations. 57,428 new customers in our top three needs codes. See pages 5-7.	£66,000 (total) 1p (per customer)	£8,964,000 (total) £1.08 (per customer)

