



**FIRST DNO TO HAVE A FIVE STAR  
TRUSTPILOT RATING**

Receiving over 20x the reviews  
of any other network operator

Part

3

## Supporting our customers in vulnerable circumstances

2019/20 Stakeholder Engagement and  
Consumer Vulnerability Incentive





# Part 3

UK Power Networks is the country's largest electricity distributor, making sure the lights stay on for more than eight million homes and businesses across London, the South East and the East of England.

Every year we take the opportunity through the Stakeholder Engagement and Consumer Vulnerability (SECV) Incentive to summarise how we engage with our wide range of stakeholders and address key consumer vulnerability issues. This suite of reports aims to demonstrate how we embrace wider social and environmental objectives through our engagement activities while ensuring the ongoing delivery of an efficient network.

Our submission is divided into three parts:

**Part 1** Outlines our strategic approach to engaging and working with stakeholders and supporting our most vulnerable customers

**Part 2** Highlights some of our key achievements and the benefits we have delivered through engaging with our stakeholders

**Part 3** Focuses on the initiatives and impact we have delivered to support our most vulnerable customers

This is **Part 3** of our 2019/20 SECV Submission.

This year we have included personal examples from our staff and stakeholders bringing to life the work that we have delivered.

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# Consumer Vulnerability Manager's introduction

Electricity is a service essential for life. Our customers rely on it, the lives of some customers depend on it. The coronavirus pandemic has reiterated to thousands of our employees and partners the evolving challenges we know many of our customers face. From high energy bills and medical dependencies to social isolation and keeping up with technology, we are committed to helping our customers that are increasingly reliant on electricity and need our extra support.



Our Consumer Vulnerability Strategy (see Part 1, page 7)



Our consumer vulnerability strategy, reviewed annually and agreed by our Board, is key in enabling us to deliver the maximum impact in the most efficient way possible for our vulnerable customers. All of our staff are equipped to help vulnerable customers benefit from our support services. Some vulnerable groups can be harder to reach, so we enlist trusted partners and use precise data to target these groups, break down barriers, tailor our help and make a tangible difference to people's lives, so nobody misses out on the help available.

Collaboration makes us stronger, so we share our strategies and experiences with other organisations in order to share and replicate best practice.

We measure the impact and, not only do we do this during and at the end of an initiative to value its success, we measure expected impact before we even start. Our social value toolkit enables us

to review the options and trade-offs required when deciding on where and how we invest to provide the greatest support. We hope throughout this report you will see this strategy in action and the positive impact it has had on our most vulnerable customers.

This year, working in collaboration with our partners, our initiatives fall under **four key focus areas**:

## 1. Maximising our partnerships and training our staff

We recognise that our partnerships are only ever going to reach their maximum potential benefit if we can ensure as many customers have the awareness and ability to access them. This is why our partnership strategy is not just about the number of partners we have, it is also about equipping our staff with the right skills and knowledge. This ensures that when employees encounter a customer in need, they can offer advice on the services and providers we use in an efficient, targeted and compassionate way.

## 2. Managing and developing our Priority Services Register (PSR)

This enduring programme underpins a lot of what we do, allowing us to understand the diversity and make-up of our communities and tailor our operations to those we serve. With 1.87m households now on our PSR, we continue to develop it so it's not only representative of the areas we serve, but enriches the value we take from it so that it continues to provide a lifeline to vulnerable customers at difficult times. Our teams take pride in looking after our customers and are humbled with **our PSR customer satisfaction score of 93%**.

## 3. Tackling fuel poverty

Last year we set an ambitious target to reach all fuel poor homes in our regions by 2023. In light of this, we reviewed our approach this year, increasing the number of our fuel poverty programmes from five to 35. Together with our stakeholders, we believe

that focusing on those most at risk and the younger generation will deliver most benefit, helping to prevent fuel poverty occurring now and in the future. **We are delighted to report our fuel poverty programme has provided 845,638 families with advice on how to reduce the cost of their utility bills.** This has enabled us to achieve our aim of reaching all fuel poor households three years ahead of our target. But our efforts won't stop there and we continue to find new ways, together with our partners, to provide excellent services. In all, our **total fuel poverty programme has benefited customers over £48.7m.**

## 4. Providing inclusive services to ensure no one is left behind in a changing world

At a time of great change, our guiding principles of inclusion, collaboration and innovation have never been more relevant, helping to ensure all our customers have the opportunity to benefit from our services. This year, working with our partners, we have identified eight key circumstantial barriers that may prevent customers to benefit from these opportunities and we have focused on addressing these barriers.

We continue working collaboratively to plan and adapt our services. It's my privileged position to lead these social programmes, working alongside dedicated colleagues and partners. Collectively, we take great pride in ensuring our services are personal, accessible to everyone who needs them and deliver maximum positive impact to our customers' lives.

Kerry Potter  
Consumer Vulnerability Manager

## Adapting to transitory vulnerability – supporting our customers through the Covid-19 pandemic

Covid-19 has set unprecedented challenges across society, it has changed the way we live, the way we work and the way we care for those in our community.

As the pandemic evolved globally we understood the need to plan to ensure that we continued to provide a reliable and essential service. In February 2020 we developed our Covid-19 strategy, setting a clear and reassuring message to our staff, customers and stakeholders that during Covid-19 we would maintain our core services, with our priorities being:

- Protect our employees
- Keep the lights on
- Support vulnerable customers

In this time of crisis, the value of having established engagement mechanisms and maturing partnerships

has been pivotal to our ability to adapt quickly and help shape our Covid-19 approach to support customers experiencing transitory vulnerability. It was clear early on that the virus was going to have a significant social impact and we knew there would be a need to focus on our customers' basic needs such as food, warmth, safety and security. As people began to self-isolate, more people in our communities were going to rely upon the support of others and more were to face financial difficulties. Therefore we were aware that should our customers need our support in a power cut our teams would need to have new tools to help them.



To address this situation, we developed an enhanced Covid-19 vulnerability strategy focused on three immediate areas:

### 1. Provide timely financial assistance

Through discussions with our strategic partners, including Hospice UK and Business in the Community, it was clear that existing local, grassroots organisations would need access to additional funding quickly to

help people in crisis. To support our customers facing financial vulnerability we:

- Brought together our Utility Network partnership **to create a £500k collective fund to help over 100 community charities with crisis support.** After assessing a range of options, including setting up an independent fund, we agreed that to meet our objectives of supporting the most impacted as quickly as possible, our funding would be best directed to our regional Community Foundations for a number of key reasons. Community Foundations have strong local links with support organisations and, as they work closely with Local Resilience Forums, they are able to prioritise the allocation of aid based on the greatest immediate need. They are set up to quickly provide vital financial assistance. Community Foundations can access matched funding, enabling them to scale up the amount of funds available. Since launching the fund, the Community Foundations have **helped 187 local support organisations, resulting in over 34,480 families in crisis directly benefiting from our efforts.**
- **We repurposed our £300k Power Partners fund.** Over the past year most of the projects delivered through this mechanism have been about bringing people together and investing in safe and sustainable community spaces to help people and organisations reduce their energy costs. This model doesn't work under Covid-19 conditions yet our communities need help more than ever. We recognised this early and adapted. Together, with our partner Centre for Sustainable Energy, we repurposed the fund to find new ways to offer support to those who are financially vulnerable by focusing on reducing utility costs. We've also streamlined our application and review process to enable charities to have earlier approval and access to funds so that agreed programmes can be established quicker.

## 2. Provide local support and care

We assessed our current services and designed new ways to proactively support our customers during this unsettling time. In March alone we:

- Contacted hundreds of thousands of high-risk customers on our PSR connecting them with relevant Covid-19 support groups including Covid-19 Mutual Aid and the Royal National Institute of Blind People
- Adapted our operational model to have a high profile alert. For example contacting over 5,000 hospitals and key care organisations to ensure they know how to contact us if they need additional support
- Introduced our Covid-19 app for our field teams to ensure our teams have the tools to support vulnerable customers who need help when in a customer's home, including access to food, prescriptions and wellbeing support
- Adapted our fuel poverty and community programmes by moving our home visits programme to real-time video visits and modified our school education programme to support parents home-schooling with online resources on energy efficiency
- Connected Local Resilience Forums with high risk customers on our PSR
- Expanded our volunteer Donate a Day scheme, to include the option for staff to provide regular check-in calls to reduce the impact of social isolation for disabled people, through our partnerships with Deafblind UK and Scope
- Trained our teams to listen out for customers who were struggling with isolation, recognising early that social distancing would affect our customers' need for their time.

## 3. Collaborate to set up an industry hardship fund

We recognise that we are in a privileged position as a network operator, and with the increased financial

pressures that many families and small businesses are under, we know they would benefit from utilities providing direct relief through their energy bills. To explore how an industry-level hardship fund could work we reached out to other networks as far afield as Australia, UK suppliers, network operators and Ofgem.

The ambition of the hardship fund is to provide vital financial support UK wide via two fronts:

1. Tariff relief from network charges to domestic customers in vulnerable circumstances, e.g. those on zero hours contracts or newly unemployed, on DWP benefits and pre-payment customers at risk of self-disconnection
2. Tariff relief from network charges to small business customers who can no longer trade due to the lockdown

By using consumption data and triangulating this through wider engagement with others, including Energy UK, we estimated 10% of households and 25% of small businesses within our geographic area may be impacted. **The fund in our area alone could provide £40 million of relief to those most financially vulnerable, at a value of £21 per domestic customer and £120 per small business.**

We are leading discussions working with Ofgem and wider industry stakeholders to encourage an industry wide approach so that the support is available to all without a postcode lottery. Engagement hasn't been easy, however discussions are tabled and we're encouraged to see other organisations join us to co-design a way forward so that we can demonstrate our social responsibility and support to those most impacted in our communities.

Despite the changes, the public's reliance on electricity remains, and dependency for customers in vulnerable circumstances has increased. Thus we are delighted the actions we have taken have enabled us to achieve a **PSR customer satisfaction during Covid-19 of 99%.**

## Summary of our initiatives

Consumer Vulnerability Strategic Focus Area	Initiative name	Page	Embedded	Innovative approach	Hard to reach	Improving quality of data	Effective use of partnerships
<b>Maximising our partnerships and training our staff</b>	Our partnership strategy	04	✓				✓
	Case study – partners helping with training and awareness: Scope	04		✓	✓		✓
<b>Managing and developing our Priority Services Register (PSR)</b>	Continuing to understand the needs of our customers including developing new innovative tools to serve them	05	✓	✓		✓	
	Focus on data to deliver tailored support – PSR data acquisition and maintenance	05	✓		✓	✓	
	Deliver excellent service through the help of our partners – collaborating to support customers on our PSR	06	✓		✓	✓	✓
	Learning and embedding knowledge – PSR data-sharing to improve customer support	06		✓		✓	✓
	Review, measure and evaluate: PSR Outcomes	06	✓		✓		✓
<b>Tackling fuel poverty</b>	Collaborate in partnership to deliver tangible outcomes: Our fuel poverty programme	07	✓	✓	✓		✓
	Help most impacted by fuel poverty: Better services for our British Sign Language Users	07		✓	✓		✓
	Support the hardest to reach: On-the-road energy experts	07		✓	✓		✓
	Local delivery model: improving impact of our programmes by partnering with local authorities and community organisations	08		✓			✓
	Recognising fuel poverty can start at any point in one's life: Mitigating the prospect of young people entering fuel poverty	08		✓	✓		✓
	Keeping energy bills low for our customers	08	✓				
<b>Providing inclusive services to ensure that no one is left behind in a changing world</b>	Designing services to ensure no customer is left behind	09		✓	✓	✓	✓
	Helping asylum seekers adapt to living in the UK	09	✓	✓	✓		✓
	Helping those who have recently left hospital	10	✓	✓	✓		✓
	Financial assistance fund helping customers in vulnerable circumstances	10		✓		✓	
	myCustomer app – enabling operational teams to enhance the services we provide	10	✓	✓	✓	✓	

# Measuring overall impact – Part 3

Our approach to measuring social value set out in Part 1 detailed how we triangulate informative stakeholder feedback, quantitative and qualitative willingness to pay (WTP) research and social valuation results to inform our decisions and measure overall impact. This section demonstrates how we use our approach in practice aligned to Part 3 initiatives.



The feedback we receive from our stakeholders is critical in shaping the way we operate and the actions we deliver. Triangulating this feedback with willingness to pay (WTP) and social valuation means we can be confident that the initiatives we prioritise, before delivery, are the most appropriate in terms of overall impact they will provide.

When valuing the social impact of our vulnerability initiatives, in addition to social return on investment (SROI) we used Simetrica's Social Value Bank (SVB) tool to measure extra **wellbeing benefits** we deliver. This includes benefits such as the wellbeing value of having a warmer home, receiving training or feeling part of the community. Incorporating this into our assessment has provided an **added layer of quantitative evidence when comparing initiatives** and measuring impact this year.

The table below provides a summary of the initiatives tested with customers related to part 3; how much we spent to deliver the associated outcomes; the indirect net benefit generated (based on what customers value through WTP research); the financial savings to our customers; and the social impact as a result.

Initiatives tested with customers in 2019	WTP Value	Costs	Net indirect benefits*	Financial benefits	Wellbeing benefits**	SROI
1. Identify and sign up customers that are likely to be vulnerable during a power cut (£2.28 per customer) 2. Contact all existing PSR customers every 18 months to update their details and offer advice to ensure they are more resilient in the event of a power cut (£0.84 per customer) 3. Provide support to vulnerable customers who are also impacted by fuel poverty through a range of outreach support and advice services (£1.78 per customer) 4. Develop a wide range of partnerships to ensure vulnerable customers receive holistic support and advice beyond power cuts (£1.06 per customer)	<b>£5.96</b> Portion of their bill our customers assigned to vulnerability initiatives tested	<b>11p per customer</b> Cost to deliver five additional new vulnerability initiatives (Total of £927,226).	<b>£5.85 per customer</b> Indirect net benefits to customers based on WTP versus costs to deliver (Total of £48,540,774)	<b>£49,351,793</b> Direct financial benefits for customers on our PSR or impacted by fuel poverty	<b>£1,069,248</b> Wellbeing benefits delivered by vulnerable customer initiatives this year	<b>£34.07</b> Holistic value delivered to customers and society in excess of every £1 we spent this year

\* Net Indirect benefits are calculated by taking the WTP per customer, minus the cost to deliver the programme per customer, multiplied by the volume of customers (8.3m).

\*\* Wellbeing benefits refer to a new factor of our overall social value analysis, calculated as a product of income and life satisfaction.

## Prioritising the actions we deliver

In some instances, our overall valuation determines that acting on qualitative feedback alone may not meet the needs of our customers and society, and we should instead proceed with alternative actions to deliver the best outcomes. This year we processed 7 consumer vulnerability initiatives through the SROI tool, and 16 through SVB Simetrica tool. Rather than providing you with a long table with initiatives and numbers with little meaning, we have provided examples of how we used our measurement approach to determine the best possible action resulting from our engagement.

Initiative	WTP valuation	SROI	SVB	Triangulation
		Net benefit per £ spent	Wellbeing benefits	
Helping refugees and asylum seekers adapt to living in the UK	£1.06 (per customer)	£3.17 (per year)	£91,315 (per year)	↓ Low relative valuation by customers (WTP) ↑ High financial and social benefits vs costs (SROI) ↑ High wellbeing benefits (SVB)
Mitigating the prospect of young care leavers entering fuel poverty	£1.78 (per customer)	£1.66 (per year)	£305,272 (per year)	↑ High relative valuation by customers (WTP) ↑ High financial and social benefits vs costs (SROI) ↑ High wellbeing benefits (SVB)

We learnt from our stakeholders that many people coming to Britain as asylum seekers or refugees can face higher energy costs as they adapt to a new energy system. Acting on this feedback, we developed an initiative with NEA and the Salvation Army to **provide a range of support services to refugees and asylum seekers** (see page 09). For partnership strategies such as this one, WTP research revealed that our customers do not value these activities as highly as others we may take (e.g. over 2x lower than signing up additional PSR customers). Prioritising using stakeholder feedback and WTP valuation only would therefore have meant we should focus on other actions.

However, we went a step further and used our SROI tool to determine that, relative to costs, our planned activities will deliver significant financial and social value, through training this group to manage their energy usage and mentoring them as they adapt to life in a new country. Our analysis using the SVB tool demonstrated additional

wellbeing benefits as these customers integrate in their community and feel empowered. This informed our decision to proceed with delivery despite low WTP valuation, as it delivers significant cost benefit to customers and society compared with other activities we may take. In cases such as these, we then go back to our stakeholders to inform them of our decisions and demonstrate the holistic value that underpins them.

On the other hand, for initiatives supporting fuel poor customers, WTP research revealed our customers place a high value on these actions, as fuel poverty is considered a significant problem requiring intervention. An example of a new project we commenced in this area this year is our Care Leavers project, providing targeted support and energy efficiency education to young people moving from care to independent living in Sussex (see page 08).

Measuring the impact of this initiative using SVB and SROI, revealed that **mitigating the prospect**

**of customers entering fuel poverty** provides significant wellbeing benefits (e.g. feeling in control at home) in addition to financial benefits provided (e.g. energy efficiency savings). Triangulating the results affirmed that this initiative is highly valued by our customers while delivering strong overall benefits relative to costs, informing us to proceed with it as a priority.

Using this measurement approach and analysis, allows us to triangulate results and prioritise action based on overall impact. This process has informed our decisions, ensuring we are taking actions that customers value, while also delivering the greatest possible financial and societal benefits relative to cost.

This year, we sought external assurance of our **SROI and SVB valuations to ensure that our decision making process was fully transparent and independently verified** by SIA Partners.

# 1. Maximising our partnerships and training our staff

We uphold our vision to be the most socially responsible DNO and never undermine the significance of training all staff, from our executives and customer service employees through to our front-line operational teams.

✓ **183**

additional partners in 2019/20

✓ **Over 25,000**

training hours for our teams and partners

✓ **545**

total partnerships

At our Partners Forum in September 2019, our members pointed out that they valued our training programmes and advised us to find ways to bolster them as the energy market continues to go through unprecedented change. As part of our training programme we routinely invite our partners to join sessions with our employees.

Set out below, you will see detail on our overarching partnership strategy and a specific example on how we train staff to provide the correct advice and support. Throughout this document you will see many more examples of collaborating with expert partners and providing them with training, such as energy efficiency advice, to maximise the positive impact we can have on our vulnerable customers' lives.

## Our partnership strategy

We recognise we are not always best placed to deliver the support our customers require, so our partners help fill these gaps to ensure customers receive a complete and rounded service. Our embedded partnership strategy allows us to identify organisations that help us deliver excellent service to maximise the impact to our customers in vulnerable circumstances. We achieve this through applying our consumer vulnerability guiding principles of, inclusion, collaboration and innovation.

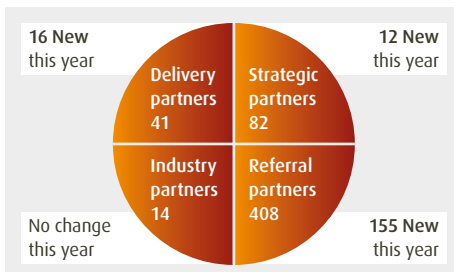
### Ensuring we have the right partners to serve specific vulnerability groups

We review our partnerships annually against our strategic plans, completing a gap analysis, e.g. we map partners against vulnerability groups to promote the PSR and co-design services to meet specific needs.

#### Selecting new partners

We evaluate our partners against six key criteria:

1. Ensures alignment with our vulnerability principles
2. Delivers an innovative approach
3. Ability to reach our hard-to-reach communities
4. Provides additional benefits to our customers
5. Scalability across our geographic footprint
6. Reciprocal learning opportunities



Our consumer vulnerability focus areas	Key partnerships to mention		
Maximising our partnerships and training our staff	Dolby VIVISOL	ENHANCED	Sharing data to understand those who require oxygen
	hospice UK	NEW	Support the development of our Extra Care Register and promoting the Priority Services Register
	Housing 21	NEW	Ensuring residents of sheltered and assisted living have access to PSR services
Managing our Priority Services Register	GREATER LONDON AUTHORITY	NEW	Collaborating to tackle fuel poverty in London
	myBNK	EMBEDDED	Increasing energy efficiency awareness for young people
	AgilityEco	NEW	Working with local authorities and housing associations to deliver more holistic energy support
Tackling fuel poverty	ENERGISE SUSSEX COAST	NEW	Collaborating to engage rural and coastal communities in fuel poverty
	REFORMING	ENHANCED	Helping customers in social housing engage with emerging energy markets
	deafblind	NEW	Designing services to help those with sensory loss
Providing inclusive services to ensure no one is left behind in a changing world	deaf PLUS	NEW	Provide accredited fuel poverty training for deafPLUS advisers and BSL video resources to support the deaf community with energy costs
	happening	EMBEDDED	Designing and testing 24-hour notification support
	JEWISH CARE	EMBEDDED	Chatty cafés to understand their community and how to serve them

## Case study – partners helping with training and awareness: Scope

### Stakeholders said:

Last year, two areas of feedback led to our enhanced programme of work with Scope, a charity focused on disability equality:

- By reviewing our training programmes, our employees raised that although some now felt confident in their ability to identify vulnerability, they still didn't feel they had the necessary skills to offer appropriate services to customers with disabilities.
- Results from our National Equality Standard assessment highlighted more could be done to tackle disability inclusion within UK Power Networks.

### What we did:

1. Sharing these challenges with our Partners Forum, we were able to co-develop two areas of work with Scope. As a founding member of Scope's Utilities Membership, we are committed alongside

Together Energy, nPower and SGN to improving the services provided by utility companies to disabled customers. In addition to using Scope's 'End the Awkward' training resources, designed to help people feel more comfortable around disability, we developed utility-specific training resources. We ran focus groups with disabled people and our employees to help co-design a new programme with Scope and SGN. 'How we can help' includes materials designed to assist utility engineers better serve customers with disabilities.

2. To improve UK Power Networks' disability inclusion, we co-designed a recruitment programme, reviewing our processes from job advertisement to interview and training our staff by running mock interviews with job seekers with disabilities. We also designed a **Think Ability** programme to train managers and employees on how to improve disability inclusion.

## Stakeholder Outcomes

- ✓ Delivered over 25,000 hours of training for staff and partners improving customer service
- ✓ Developed cross utility 'How can we help' training materials and videos to reduce awkward conversations
- ✓ The first DNO to join the #WorkWithMe network – a growing community of businesses committed to thinking and acting differently about disability
- ✓ We continue to foster an inclusive culture that celebrates diversity including disability



## 2. Managing and developing our Priority Services Register (PSR)

For ED1 we set a target of doubling the 530k households on the PSR, we achieved this in 2016/17. We then reset the PSR target in 2017 to register 1.7m (40%) of the identified 4.4m eligible households, which we achieved in 2019. Stakeholders then advised us to strive for 40% of households registered at a district level across all 124 districts, this is now our target.

✓ **1.87m**

22.8% of total households in our region registered on our PSR

✓ **2,068,402**

specific interactions with customers on our PSR

✓ **93%**

PSR customer satisfaction (98% during Storm Ciara and Storm Dennis)



### Continuing to understand the needs of our customers

From technological advancements to personal advice at the doorstep, we strive to give our employees the tools and skills to understand societal changes and our customers' evolving needs. Together, they allow us to gain valuable insight and intelligence concerning the communities we serve so that we can adapt and tailor our services effectively.

For example, since 2014 we have been building our vulnerability mapping with the NEA to identify 'community factors', enabling us to drill down into the make-up of our regions to really understand their diverse and complex needs. It is a completely embedded tool and **this year we have expanded our industry leading data sets to over 60 and extended its reach from 500 to over 800 employees using this tool every day.** These changes enable us to develop an even greater granular composition of our regions, right down to street level. This, coupled with our vulnerability training programmes, allows our staff to not only understand the vulnerability needs of our customers, but also the resources and support that might be needed.

#### Case Study – Developing portable power for our most vulnerable customers

##### Stakeholders said:

At a collaboration event we co-hosted with South East Water, SGN and National Grid on support for those with medical needs, we learned that increasingly, end-of-life care is now delivered at home rather than in hospitals or other health-based institutions. Therefore, continuity of electricity supply is critical for these customers to receive the very best care.

##### What we did:

Taking this feedback on board, we then spoke to our customer-facing teams to understand the issues they had experienced in supporting customers who are critically ill. They said that it's a challenge to supply generators to flats and tower blocks and they can cause disruption through noise and fumes.

Peter Lang, one of our innovation engineers, worked with our partners to understand the electricity demand for customers who have essential medical equipment. Working with Energy Solutions, we collectively

developed a battery pack generator small enough for an engineer to safely carry in a backpack and strong enough to power essential equipment. This solution enables engineers to focus on restoring supplies quickly while customers who need us most are spared the worry of disruption to their essential power supplies.

#### Stakeholder Outcomes

- ✓ **Case Study: £0.59 social value created in excess of every £1 spent over the next five years (SROI)**
- ✓ **An innovative, lifesaving solution to support the most vulnerable during a power cut**
- ✓ **60% time saving when compared to connecting a generator**
- ✓ **100% noise reduction when compared with diesel generation**
- ✓ **Provides a non-disruptive supply to the customer's home**



### Focus on data to deliver tailored support

#### PSR data acquisition

Our data acquisition strategy has been developed with our partners over time and is reviewed annually to assess whether improvements can be made based on performance of our programmes and by recommendations made by our strategic partners. To ensure that our PSR is representative of the communities we serve, **our development is focused on two areas: growth based on vulnerability groups and growth based on location.**

##### a) Our vulnerability group 'needs code' approach:

Historically, we have focused on targeting PSR sign-ups on the top three groups that are the least represented on the register, but this year we have modified our approach based on stakeholder feedback.

##### Stakeholders said:

At our Critical Friends Panel in May 2019 we were asked to consider adjusting this approach to identifying customers who were 'most impacted' due to the nature of their vulnerability not just our 'least represented' groups.

##### What we did:

Within the space of a month, at our Summer Partners Forum in June 2019, we shared this feedback with the aim of refining our approach. We agreed how best to adapt our PSR data programme, decided which vulnerability groups we should focus on and identified new referral partners to support growth in these areas. As a result of this revised approach, this year we focused on nine needs codes and have registered

an additional 55,805 households who are 'most impacted' by a power cut.

Needs Code	% increase of households registered per needs code since April 2019
Caroline/Telecare	51.3%
Mental health	41.0%
Nebuliser and apnoea monitor	23.7%
Life changes	74.4%
Oxygen use	51.1%

##### b) Our location-based approach:

Using our vulnerability mapping tools we review our current PSR data against our understanding of how many households would be eligible at a district level.

Our target is to have a minimum of 40% of eligible households registered and this year we identified the 10 least represented districts across our three regions (up from seven last year) and planned promotional activities with partners to reach eligible customers. For example we worked with Thames Water in Guildford and in Haringey we worked with Haringey Council by providing training to their Connected Communities teams and the help desk at Wood Green Library. **This year we have an additional 22,881 households supported in our least represented communities.** This approach has proven to be very successful and we will keep pushing as we strive to reach our target of 40% representation across the remaining 42 of our 124 districts.

Target Area	% increase in households registered	% registered as a result of our programmes
Guildford	51%	41%
Haringey	18%	33%
Watford	18%	18%
Castle Point	14%	27%
Tower Hamlets	14%	23%
Hertsmere	13%	25%
Newham	13%	30%
Rochford	12%	15%
Westminster	9%	28%
Arun	8%	25%

#### PSR Data Acquisition Outcomes

- ✓ **Increased our referral partners to 408, up by 155, making it easy for eligible customers to join**
- ✓ **Held 1,187 community events to promote the PSR to eligible customers**
- ✓ **Reached 223k customers through targeted social media campaigns**
- ✓ **Added 282k (16%) new households to our PSR, that's almost 800 new registrations every day**
- ✓ **Reached our target of 40% eligible households registered on the PSR in 66% of our districts**



## Data maintenance

Our current approach to data maintenance is to review our customer data on an 18-month cycle, which we know to be a best in class approach. We know from our engagement there is a balance to be struck between causing annoyance through contacting customers too often and holding accurate data.

### Stakeholders said:

Whilst understanding our 18-month data maintenance cycle, stakeholders told us a customer's critical needs can change in an 18-month period and that we should

consider a more frequent basis for critical need codes. Additionally, they shared with us the Making Every Contact Count (MECC) principle used in the NHS and fire and rescue services and asked us to consider how we could use our data maintenance 'contact point' to provide useful information and offer relevant services.

### What we did:

We mapped our data maintenance 'contact points' based on 'vulnerability type' and 'location' to tailor the frequency with which we update our data. As a result **we now maintain customers' details who are medically dependent or critically ill on**

**a 12-month basis.** We worked with our Inclusive Customer Panel to co-design key messages and review useful local and specific services we offer to customers. We have found by maintaining an active relationship with these customers more frequently, it helps them become more resilient.

"Our Customer Panel is great, we get feedback from things as simple as font size to how to avoid misinterpretation. It's all online so we can react immediately."



Alex Williams,  
Head of Contact Centre



## Deliver excellent service through the help of our partners

### Collaborating to support customers on our PSR

Using the Making Every Contact Count principle we collaborate with other service providers including local authorities, water and gas networks, and regional fire and rescue services to offer more coordinated services to our customers.

Partners and local councils have highlighted a core way in which we can support them is to provide help in identifying customers in vulnerable circumstances. Whilst maintaining compliance with GDPR regulations,

**we are able to match our 'needs codes' to wider relevant referral services so that customers are more likely to have awareness and access to services appropriate for them.** For example, when contacting customers in Dartford to update their information, we also offered Dartford Council's home adaptation service or a Safe and Well visit from the local fire and rescue service to ensure that customers' homes are hazard-free and provide them with the free installation of smoke alarms if required.



## Learn and embed knowledge

Our Utility Networks Forum, formed in 2015, has the core purpose of collaboration and learning for the benefit of our vulnerable customers in our shared areas.

Since 2017 we have held data-sharing agreements with local water companies, enabling a single sign-up process and we host community events to ensure staff and partners are trained to offer our joined-up registration service. Through this long-term learning we have understood that this single sign up registration process with the local water company is the most effective way to achieve registrations, especially in urban areas. Our data cleansing programme, segmented by water company, ensures existing customers are invited to simultaneously update their information, and new customers to easily access cross-sector support.

As a result of this, the aspiration across the energy and water sectors is to move away from bilateral data agreements with water companies and share data akin to the established consistent energy industry framework. Whilst there may be consensus on the aim, there is not common ground between companies on how to achieve it.

Recognising that the ultimate goal for achieving this is to minimise the barriers for customers to receive the support they require, through the Customer Safeguarding Working Group, we have led the discussion on models to achieve this whilst maintaining data protection compliance. On behalf of the group **we invested over £10,000 in seeking the counsel of a leading data protection QC to understand how to achieve lawful data-sharing** whilst continuing to safeguard vulnerable customers and their information. In 2019 we shared our advice with the Customer

Safeguarding Working Group and have worked with Ofgem to explore how this can be achieved through the refinement of our licence wording. We are confident that a single way of working can be agreed upon across all companies and sectors, however it has not been straightforward.

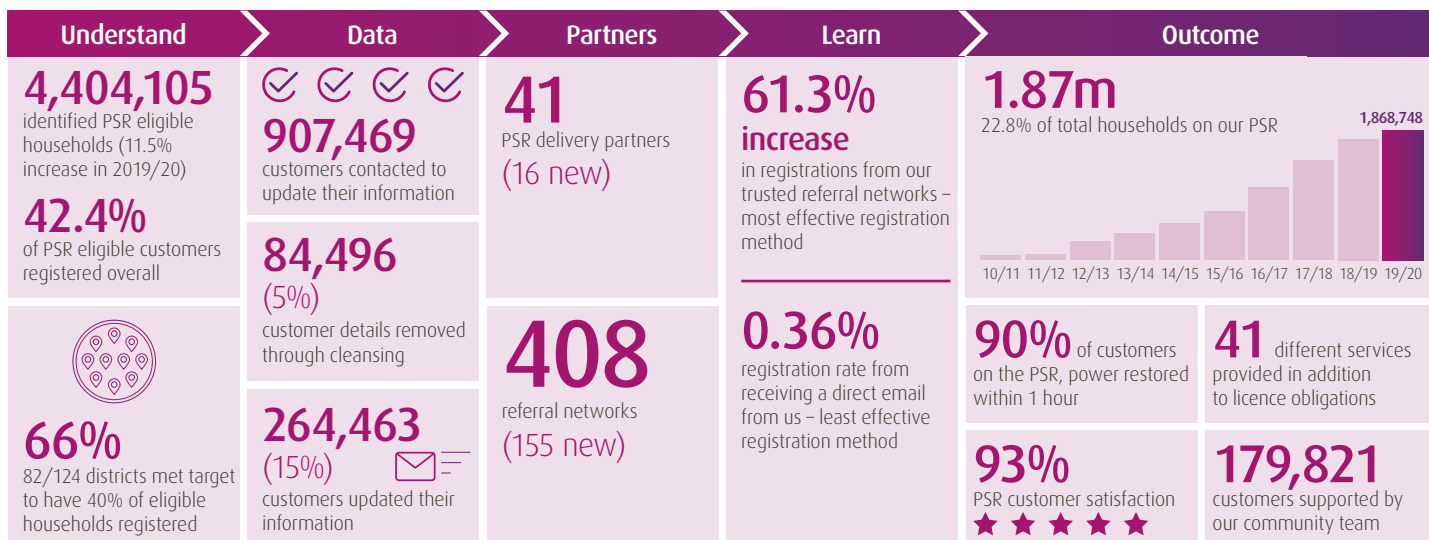
### Stakeholder Outcomes

- ✓ Referred over 20,000 fire and rescue service Safe and Well visits
- ✓ Referred 9,300 customers into tailored local authority schemes
- ✓ Enabled 761,965 of our existing PSR customers to register on their water provider's PSR



## Review, measure and evaluate: PSR outcomes

Our approach starts and ends with data to ensure that we can identify, prioritise and evaluate the impact of our work.



## 3. Tackling fuel poverty

Fuel poverty, health and wellbeing are linked as living in a cold, damp home can cause stress and exacerbate illnesses such as circulatory and respiratory conditions. Our ambition is to reach all households in our regions impacted by fuel poverty, providing effective support to address the underlying causes and improving the lives of those facing hardship.

✓ **SROI of 13x**

our Power Partners fund returned 13x the investment in social value

✓ **845,638**

customers supported, who were at risk of living in fuel poverty

✓ **£48,783,001**

financial benefit to customers as a result of our fuel poverty programmes

### Stakeholders said:

To achieve our target of reaching all 788,000 fuel poor households in our area we should make greater use of data and partners to better identify those impacted and further our reach.

### What we did:

- We co-designed six new guiding principles for our Fuel Poverty Programme. Being the lowest cost DNO ensures we helped everyone, however reaching all households with targeted assistance

is challenging due to governmental data and the transient nature of fuel poverty. By delivering initiatives to over 845,000 customers and layering

on additional data sets to refine targeting, we can be confident we provided the greatest impact to fuel poor households in our regions.



### 1. Collaborate in partnership: Our Fuel Poverty Programme

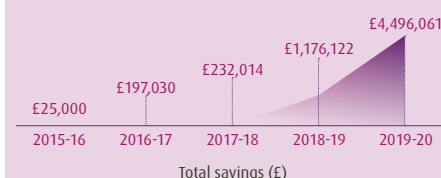
**Our Fuel Poverty Programme is reliant on creating strong partnerships to achieve impactful outcomes.**

This year, we increased our fuel poverty programme from five to 35 initiatives by:

- Introducing our **Fuel Poverty Forum** bringing experts together to help shape our delivery model.
- Increasing focus on training frontline support workers in the health and wellbeing services to identify and support people living in fuel poverty.
- Introducing our **£300k Power Partners Innovation Fund** to trial new ways to tackle fuel poverty and identify local partners.

- Enhancing our regional approach, building new partnerships with local authorities in our most fuel poor areas.
- Increasing our core services to ensure that once we identify someone in fuel poverty we can provide meaningful support, e.g. we help with utility cost and include mobile phone, water tariff and benefits checks to reduce overall household costs.
- Building upon our referral partnerships with key organisations, once vulnerable customers are identified they are introduced to relevant services, e.g. fire and rescue safe and well teams, health and wellbeing services and transport support.

Our personalised consultations, alone, saved customers **£4.5 million**, up from £1.18m last year)



### 2. Help most impacted: Better services for our BSL users

#### Stakeholders said:

At our Partners Forum, RAD and DeafBlind UK asked how we could support British Sign Language (BSL) users with their energy bills.

#### What we did:

- Identified deafPLUS as the UK leading advisory service, supporting 2,000 BSL users a year.
- Worked with NEA and deafPLUS to train advisers to help with fuel debt through debt advocacy, tariff switching and benefits checks.
- Published online advice and created a series of energy advice and fuel poverty BSL resources.

“We want to ensure that fewer deaf people are faced with fuel poverty. That is why we partnered with UK Power Networks to offer fuel and energy advice to our clients.”



**Gary Williams,**  
CEO, deafPLUS

#### Stakeholder Outcomes

- ✓ 13 trained energy advisers with City and Guilds accreditation providing UK-wide support
- ✓ 133 deafPLUS customers received tailored support in the first six months alone
- ✓ Embedded BSL in all our new service offerings, e.g. MyBnk, where they adapted MoneyBuzz for students with sensory loss
- ✓ Demonstrated inclusivity by maintaining, for the sixth consecutive year, the Louder Than Words Charter accreditation
- ✓ £37,176 deafPLUS Social Value (SVB)

### 3. Support the hardest to reach: On-the-road energy experts

#### Stakeholders said:

Prioritise those rural hard-to-reach communities with limited community resources.

#### What we did:

- **Case Study 1:** We co-designed community energy vans with Energise Sussex, equipping them with a model eco home, smart meters and energy efficiency demos. **We targeted rurally deprived areas in Sussex**, demystifying smart meters and provide help switching energy suppliers, applying for social water tariffs and accessing local grant schemes and discounts.

- **Case Study 2:** Our long-standing partnership with Rural Coffee Caravan in Suffolk hosts events in rural settings, building local relationships, whilst providing information services, installing our power cut emergency kits in medically dependent people's homes and replacing slippers and walking aids to reduce safety risks for less mobile customers.

#### Stakeholder Outcomes

##### Case Study 1:

- ✓ Delivered 28 face-to-face rural community events
- ✓ 247 rural customers provided with personalised support
- ✓ £42,841 estimated Social Value (SVB)

##### Case Study 2:

- ✓ 19 rural community events
- ✓ 5,481 rural customers provided with energy advice

#### 4. Local delivery model: Improving impact of our programmes by partnering with local authorities and community organisations

##### Stakeholders said:

Our Partners Forum recommended building partnerships with local health services supporting people living in a cold damp home. Local authorities, Future Climate and the NEA recommended we focus on the complex issues in the private rental market where more face fuel poverty.

##### What we did:

- 1. Used our data tools and local authorities' fuel poverty strategies to prioritise our work.**  
We focused on the most fuel poor districts, e.g. Newham (highest in England at 19.1%), Waltham Forest (14.6%) and Tower Hamlets (11.2%). In addition, these communities are culturally diverse and have a higher than average private rental market.

##### 2. Collaborate with other institutions

- We worked with Home Energy Efficiency Training (HEET), delivering eight landlord focus groups, two forums for private tenants and engaging 12 estate agencies, covering over 800 households
- Produced 'fuel handbooks' for tenants and landlords on energy including what help is available if your home is hard to heat.

##### 3. Help remove barriers

For example, the Bromley by Bow Centre in Tower Hamlets, a diverse and deprived area, have a multilingual energy team who work in three local GP surgeries advising on utility issues, benefits and linking people with local charities and grants including food and clothing banks.

#### Stakeholder Outcomes

- ✓ Landlords and tenants were helped to improve energy efficiency in their properties
- ✓ 40+ households received mould treatment and ventilation support, making them safer
- ✓ 50 technical reports for tenants and landlords detailing energy efficiency improvements
- ✓ 193 customers benefited as a result of our Tower Hamlets fuel poverty programme:
  - £36,213 saved via accessing supplier initiatives and tariff advocacy
  - £250,943 of value created through income maximisation support
  - Increased inclusivity ensuring cultural and language barriers are removed
  - £38,398 additional Social Value delivered (SVB)

#### 5. Recognising fuel poverty can start at any point in one's life: Educate our young people to set them up for life

##### Stakeholders said:

Focus on supporting new and future customers, prioritising those who are statistically more likely to be faced with fuel poverty challenges today or later in life.

##### What we did:

##### Educating young people

- We designed bespoke activities to engage the most at risk young people:
  - Working with Repowering London, we delivered a theatre project **providing energy efficiency advice in deprived schools in south London**
  - Continued working with our partner MyBnk using Japanese Manga-inspired cartoon energy heroes helping Key Stage 2 primary school children in areas of higher than average pupil premium grant funding, understand how to save energy. In early March we adapted Money Buzz from classrooms to home schooling supporting families during Covid-19.

- This year, our partnership with Scouts introduced an Energy Ambassador programme and a Power Cut 'Grab Bag' initiative. Young people learn and share their knowledge on the impact of energy efficiency and how to prepare for a power cut.
- Furthermore, our Knowledge Badge focuses on the importance of the electricity industry and ways to keep safe.

- Mitigating the prospect of young people entering fuel poverty (transitory vulnerability)
  - Working with Brighton and Hove Council we learned that over 300 young people aged 18-25 are supported daily through care leavers services of which 40% aged 19-21 are not in education, employment or training, compared to 13% nationally.
  - We assessed leading organisations in this space, including Barclays Life Skills, as care-leavers often lack the safety net of financial support from their families impacting financial resilience.

- Building on the success of MoneyHouse, we extended the scope of our collaboration to help care leavers by bringing together Brighton & Hove Council, SGN and Southern Water to educate care leavers about managing utilities efficiently.

#### Stakeholder Outcomes

- ✓ 194,593 young people and families reached by increasing understanding of energy efficiency and what to do in power cut through theatre projects, MyBnk and scouts
- ✓ Over 50% of children pledged to regularly turn off lights to help save energy
- ✓ 58% increased engagement and empowerment of 9-11 year olds over last year
- ✓ £375,313 estimated Social Value of Care Leavers project (SVB)
- ✓ £1.66 Social Value created in excess of every £1 spent per year (SROI)

#### 6. Keeping energy bills low

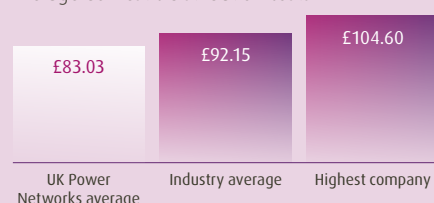
##### Stakeholders said:

Our CEO Panel stakeholders acknowledged our aim to be the lowest cost DNO under our vision of being Sustainably Cost Efficient.

##### What we did:

- Through our persistent drive to deliver our outputs at the lowest cost, we are proud to have achieved our goal to be the lowest cost DNO across ED1. This means **our customers pay 9.8% less than the average DNO group cost and 21% less than the highest DNO group cost in the UK, saving UK Power Networks' fuel poor customers over £7.18m.**

**We are the lowest cost DNO**  
Average domestic distribution costs



#### Fuel Poverty Programme Outcomes



It is our ambition to reach all 788,000 fuel poor households in our region within R10-ED1 and this year we are proud to have reached all of them. Through being the lowest cost DNO, providing energy efficiency advice and personalised support to over 845,000 customers we have saved fuel poor households over £48.7million.

The impact of our fuel poverty programme can be summarised across three areas:

Energy Efficiency Advice	Personalised Support	Lowest Cost DNO
829,129 reached	16,509 reached	788,000 reached
£44.73 avg. saving	£272.34 avg. saving	£9.12 avg. saving
£37million benefit	£4.5million benefit	£7.2million benefit
194,593 young people engaged on energy efficiency	1,408 health and social care workers trained	1,255 community events, from 2 a day in 2018/19 to over 5 this year
		87% increase in standard services and referral pathways from 8 to 15



## 4. Providing inclusive services to ensure no one is left behind in a changing world

Our customers' ever-changing, multi-dimensional and complex needs have defined our evolving portfolio of services, which are delivered by an engaged workforce in collaboration with a vast network of partners.

✓ **40+**

faith group events in 2019/20

✓ **93%**

customer satisfaction as rated by people with mental health difficulties and their carers

✓ **1,408**

frontline care professionals trained to identify and help people in fuel poverty

Recognising that customers benefit from tailored and inclusive services, we have increased focus on minimising the barriers they could face in being included in and benefiting from the energy transition. As a result of research Mind the Gap 2.0, conducted with the Energy Savings Trust in 2018, this year we have mapped out eight barriers to focus our programme on.



### Finance

With over two million adults without a bank account in the UK many of our customers are impacted by the 'poverty premium' paying on average £485 a year on essential services including utilities



### Language and Culture

London is the most diverse city in the world. Language and cultural barriers can limit customers' access to and their understanding of the UK energy market



### Technology

More than five million adults in the UK have never used the internet. Without access to or understanding of the benefits of new technology, these non-digital customers may miss out



### Geography

Rural customers face different barriers, for example, poor mobile reception and a reduction of local services. Where customers live can be a barrier to accessing services from energy companies



### Education

With 15% of adults in the UK struggling to read and write, managing utility bills or applying for a new connection is a daunting experience



### Health/Disability

A third of disabled adults say that they need to use more energy because of their disability and 55% of disabled people are worried about paying their energy bills



### Capabilities/Skills

Customers not having the skill or capabilities to engage with the energy market can make it challenging for them to benefit from new services



### Housing Tenure

A customer's housing type can limit their ability to engage in new energy services e.g. due to the lack of permissions to install and make adaptations to their homes



## Designing services to ensure no customer is left behind

### Stakeholders said:

How can we ensure that customers who are digitally excluded, don't have access to a bank account, live in social housing or have complex health needs, are still able to engage with new services associated with the energy transition.

### What we did:

■ We focused on energy-saving opportunities and demand-side response mechanisms for social housing by co-designing the Urban Energy Club with Repowering London and EDF Energy. This programme involves installing energy assets, solar and/or batteries, in communal spaces to help residents living in social housing to participate in emerging flexibility services.

We launched a trial using this new technology to share the financial benefits of solar energy and battery storage fairly amongst the community.

- Similarly, in collaboration with the GLA, Repowering London and Moixa, we installed flexible energy technology across 160 social houses helping these homeowners also engage in the emerging flexibility market.
- Furthermore, we launched flexibility contracts at the low voltage level, with our extended programme set to: 1. reduce energy bills through flexibility provision, 2. enable low carbon technologies in high-density urban areas, and 3. facilitate consumers and fuel poor households to benefit from a smart flexible future.

### Stakeholder Outcomes

- ✓ Developing new value streams to reward our customers with limited space or living in social housing
- ✓ Unlocking potential savings of £545,000 by 2030 as a result of the Urban Energy Club initiative
- ✓ £0.35 social value created in excess of every £1 spent over the next 5 years (SR01)



## Helping asylum seekers adapt to living in the UK

### Stakeholders said:

Without support, asylum seekers and refugees face higher energy costs because they are not familiar with how to use UK heating systems, set up effective utility tariffs or access support services including our PSR.

### What we did:

■ In partnership with the NEA and Salvation Army, we developed a support programme to empower people new to the Vulnerable Persons Resettlement Scheme to confidently manage their utility costs. We developed Welcome Packs including energy efficient products such as radiator foil, shower timers, LED light bulbs, energy monitors and translated resources providing advice on how to keep a safe and warm home. Our Energy Champions teach people how to set up their heating systems in their own homes. They support

people to set up their utility accounts ensuring they are on an appropriate energy tariff.

- To ensure that these skills are retained within the community the programme includes training and mentoring refugees along with their support teams as Energy Champions.
- This engagement approach has strategically shaped our delivery model for hard-to-reach communities. It not only helps reach those who have cultural, lingual or trust barriers, but ensures that the knowledge shared with community advisers is enduring.
- We have embedded this approach following the success and learnings from our externally recognised projects Faith & Power and energywise.

### Stakeholder Outcomes

- ✓ 25+ refugees and asylum seekers trained to become Energy Champions enabling them to bring enduring knowledge to their communities and help other vulnerable refugee householders
- ✓ 800+ people new to this country benefited from information on understanding their bills, taking control of their usage and avoiding falling into fuel debt
- ✓ £91,315 estimated Social Value delivered (SVB)
- ✓ £3.17 Social Value created in excess of every £1 spent this year (SR01)



## Helping those who have recently left hospital

### Stakeholders said:

Our partners asked us to consider how we could support hospital patients returning to cold unhealthy homes.



Colin, energy efficiency installer from HEET

### What we did:

- We identified the **transitory vulnerability** patients may experience when leaving hospital, so we partnered with Home Energy Efficiency Training (HEET) across our most fuel poor areas to ensure hospital patients do not return to cold unhealthy homes. Residents identified as 'at risk' by the trained hospital staff are offered a free Home Energy Check, leading to energy efficiency and heating measures being installed in their homes.
- Our team worked alongside the NHS teams in health centres and support groups **providing personalised support for patients to reduce their utility costs.**

## Stakeholder Outcomes

- ✓ 940 residents living in vulnerable circumstances benefiting from warmer homes thanks to our partnership with HEET
- ✓ 205 NHS employees trained to identify the signs of fuel poverty and refer patients over for personalised support
- ✓ £5.23 Social Value delivered in excess of every £1 spent this year (SROI)

"Cold homes are a bigger killer in the UK than road accidents, alcohol or drug abuse according to the NEA. Partnering with UKPN has enabled us to provide warmer homes for customers who are in need."



Tom Ruxton,  
HEET's Co-Coordinator

## New services introduced this year



## Financial assistance fund helping customers in vulnerable circumstances

### Stakeholders said:

Our stakeholders at our Critical Friends Panel and Partners Forum asked us how we support financially vulnerable customers who require changes to their electricity supply to adapt to their changing needs, so that they can stay at home longer.

"I offered my customer our financial assistance scheme, which he was over the moon about. He was so relieved that he cried over the phone as he was so happy and ended the call with 'there are still good companies out there.'"



Bethany Parris,  
Connections Services Team

### What we did:

- We looked to see what utilities support was available for customers who couldn't afford to make required changes.
- Learning from the Gas Safe charity, which provides customer grants of up to £500 for interventions such as boiler replacement gas safety checks, **we launched a social fund to reduce financial barriers** when eligible PSR customers are unable to afford changes required to their homes. This includes improving customer accessibility or upgrading their fuses to get an EV for them or their carer.
- Our Inclusive Customer Panel members were in support of providing financial assistance where there was an obvious link to improving

accessibility where customers are financially supported by the DWP. They guided us to keep the process simple to support vulnerable applicants and consider an independent decision maker for transparency.

- **Working with Centre for Sustainable Energy (CSE), we set up an independent grant fund** where CSE carries out an independent assessment to validate whether the applicant is eligible for financial assistance. Successful applicants receive a minimum £500 grant towards the total costs of their required service alteration.
- 22 households have received financial support amounting to £10,950, in the first six months alone.



## myCustomer app – operational teams enhancing the services we provide

### Stakeholders said:

Our Consumer Vulnerability Critical Friends Panel emphasised the importance of our operational field teams in identifying vulnerable customers and having the skills and tools to help, making sure our services and referral networks are accessible for people in need.

### What we did:

- In 2016 we launched our Think Customer app. Introduced to support our teams to help effective communication with non-English speaking customers, the app continues to be used and valued by our operational teams.
- In 2018 we introduced our Customer Support Toolkit, a go-to paper based resource for our teams which details our core services and how to access them. The toolkit was successfully used, however the teams advised it would be even better to have the information on their digital toughpad to request and access services easily.
- At our Utility Networks partnership sessions we discussed field team tools and resources to support vulnerable customers and we learned that SGN

had introduced online referral services enabling engineers to register customers for PSR services.

- Bringing together all three resource tools we designed an app with our field teams that provides our engineers with:
  - **translation tools and interpreter services** in over 200 languages including BSL.
  - **access to request on site support during a power cut**, the ability to register a customer on our PSR and offer our core services designed to support vulnerable customers for example our Emergency Box, Medipack kits, power cut torches and our large button plug in phones.
  - **the ability to refer customers directly to our partners** to get help with energy costs and access safety support like the local fire and rescue Safe and Well services and the gas networks locking cooker valves.
- We shared the myCustomer app learnings at our Partners Forum, resulting in Essex Fire and Rescue Service developing a similar tool.

## Stakeholder Outcomes

- ✓ 3,000 front line engineers have the ability to help customers at their doorstep directly or by referring to partners
- ✓ New customers identified to benefit from our additional services

"Being able to provide this service on site for customers is a marvellous idea, some vulnerable customers don't have the internet and can't fill the PSR form in for themselves. I've also been able to offer other services, like the Medipack bags which ultimately turns a worrying customer experience into a positive one."



Anthony Bourne,  
Network Engineer









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