2016/17 Stakeholder Engagement
and Consumer Vulnerability Incentive

Part 2

Our stakeholder engagement activity and outcomes

UK Power Networks
Delivering your electricity

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Key

To help navigate our submission we have used a number of icons:

Engagement
How we have engaged with our stakeholders

Output
What our stakeholders have told us

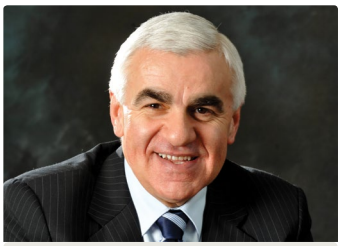
Action
The actions we have taken resulting from engagement

Outcome
The benefits delivered to our customers

New
New initiatives for 2016/17

Build
Existing initiatives that were built on in 2016/17

Introduction



Basil Scarsella
Chief Executive Officer

In order for UK Power Networks to be the consistently best performing DNO during the period 2015-2018/19, we must not only honour our RIIO-ED1 commitment but we must also actively engage with our stakeholders. This will help to ensure that we deliver a service which meets both the changing needs and expectations of our 8.2m customers as well as evolving social and environmental objectives.

We can only achieve this through an engagement strategy which integrates stakeholder views into our business's planning process, draws external expertise and knowledge into our service delivery, helps us fulfil the important role which we play in helping vulnerable customers and monitors and responds to public policy.

Over the past 12 months, we have evolved our engagement and vulnerability strategies to bring ever-greater clarity and purpose to our activities. Part 2 of this submission shows how we have implemented our stakeholder engagement strategy during this period. It explores the mechanisms which we employ to engage with our stakeholders and analyses what we have learnt from that engagement process. Most importantly, it outlines the 187 positive outcomes which our activities have delivered for customers.

Whilst our RIIO-ED1 commitments set our strategic direction, we recognise that much has already changed since we made those commitments.

It is for this reason that our Critical Friends Panels play such an important role and lie at the heart of our stakeholder engagement approach – they allow our stakeholders to directly shape and influence the annual plans and projects which support our long-term commitments. Importantly, our engagement with stakeholders extends well beyond listening and responding – our many forums now enable us to work in partnership with stakeholders co-designing and co-delivering services, whilst our focus groups provide us with detailed insights into specific issues which we can then use to develop new ideas for testing with stakeholders.

At a time of unprecedented change in our industry and in society generally, it is more important than ever that we listen, collaborate and share. Our focus this year has been to continue to improve customer service, especially for our vulnerable customers, meet growing demand to connect distributed generation and storage and lay the foundations for a successful transition to a Distribution System Operator and a low carbon economy.

Stakeholder engagement has been central to UK Power Networks' strategy since the company was established some six and a half years ago. As Part 2 of our submission demonstrates, stakeholder engagement continues to enrich our decision-making, increase our accountability, and improve our ability to understand and anticipate emerging trends and perspectives. All of this will make a vital contribution towards ensuring that we continue to deliver a first class service to our customers, both now and in the future.

Basil Scarsella
Chief Executive Officer

Key outputs and outcomes in this submission

9,490 stakeholder newsletters sent

44,648 stakeholders engaged at events

94% of Critical Friends Panel attendees approved our engagement strategy

Published Councillors' guide to connecting Electric Vehicle charge points

1 million Over one million customers registered on the PSR, an increase of over 50% on 2015/16

86% customer satisfaction (Ofgem Broad Measure)

15,947 customers received energy saving advice

46,371 messages sent to customers on social media

342MW Amount of Distributed Generation connected this year

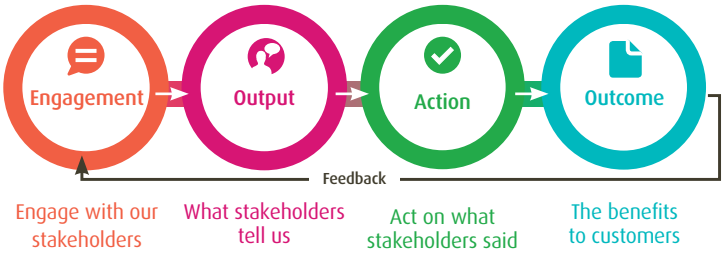
Our stakeholder engagement strategy

Our strategy is to deliver better outcomes for our customers by using stakeholder feedback to inform the projects and services that will deliver our long-term business plan.

Guiding principles of our stakeholder engagement strategy

- We are **proactive** in seeking feedback, and understanding stakeholders' perspectives
- We **identify** stakeholders who give us a variety of perspectives
- We take a **personal** approach and engage in ways that suit the stakeholder
- We define the **purpose** of each engagement and design it to match that purpose
- We respond to feedback and **act** on it

Our stages of engagement



Part 1 of this submission describes in detail how we have evolved our stakeholder engagement strategy this year to define more clearly the purpose of our engagement mechanisms and take greater account of the different levels of awareness and interest in UK Power Networks.

01 Engagement and outputs
How we engaged and what we learnt

Key
- Engagement
- Output
- New
- Action
- Outcome
- Build

Critical Friends Panels

Attended by our directors, area managers and project leads but led by an independent chair, Critical Friends Panels (CFPs) are the principal mechanism we use to review our long-term commitments and seek feedback on our annual plans. We review invitees annually to ensure attendees represent a wide cross section of stakeholders.

- 141 stakeholders attended our CFPs in 2016/17.
- 58% of stakeholders at our South Eastern CFP were first time attendees.
- 98% attendees rated the CFPs as beneficial.

Description	One CFP in each of our three regions, held twice a year. Structured, facilitated meetings including round table discussions and electronic voting on both our long-term strategy and shorter-term projects and plans.	
Objective	**Autumn** Stakeholder feedback on our long-term priorities and our annual projects and plans in the key areas of Customer Service, Vulnerable Customers, Connections and Innovation & Future Energy.	**Spring** Stakeholder feedback on the outcomes from the annual projects and plans, and progress against our long-term strategy. Feedback on our economic assumptions and key strategic projects for the next year.
Participants	• Consumer groups • Corporate interests • Environmental groups • Charities and NGOs • Community Energy • Local authorities and parish councils • Community organisations • Regional bodies	
Frequency and outputs	Twice a year. Confirmation, adjustment or change of emphasis on annual projects and plans and long-term commitments.	

Autumn CFPs

We asked stakeholders to prioritise our long-term commitments:

Long-term commitments	Reliability	Safety	Innovation and future energy	Customer service	Environment	Connections	Vulnerability
Score %	96%	96%	88%	88%	85%	82%	80%

Participants were asked to score these areas from 1 (not very important) to 10 (very important).
These rankings are based on the percentage of participants who scored the commitment at least 6/10.

CFP roundtable discussions.

After reviewing our long-term commitments, we asked stakeholders for their views on the annual projects and plans to support four of our long-term commitments in 2016/17. Following roundtable discussions stakeholders identified the following 16 projects they wanted us to focus on:

Customer service (Part 2)	Innovation and future energy (Part 2)	Connections (Part 2)	Vulnerability (Part 3)
1. Expand channels/promote 105 service	5. Plan the transition from Distribution Network Operator (DNO) to Distributed System Operator (DSO)	9. Provide e-mapping for connections	13. Widen the reach of our Energy Efficiency Service
2. Implement pre-registration and text message for planned shutdowns	6. Support Flexible Distributed Generation (FDG)	10. Support community energy	14. Launch new emergency support pack
3. Engage with future energy bill payers to help shape our services	7. Facilitate the electrification of public transport	11. Advise customers on domestic storage	15. Expand the Customer and Community Support vehicles to all our regions
4. Improve the website	8. Facilitate the provision of Electric Vehicle (EV) charge points	12. Develop collaboration tools for technical advice	16. Expand partnerships to offer services to all our vulnerable customers

Spring CFPs

At our spring CFPs we sought the views of stakeholders about the proposed changes to CFPs and the introduction of roadshows to broaden our engagement and asked them to evaluate how effectively we had responded to their feedback in the autumn.

- 96% of stakeholders at Critical Friends Panels agreed or strongly agreed with the programme of activity that we have undertaken in 2016/17.
- 94% agree with the revised approach to our engagement strategy.

We also sought stakeholder views on our social role, sensory training, the transition to a DSO and on our economic assumptions on EVs and heat pumps.

Stakeholder understanding of what a DSO is increased from 70% to 94% after our presentation.

88% of attendees agreed with our social role statement.

77% agreed that UK Power Networks should provide more interactive, immersive training to our employees.

61% agreed with our baseline assumption that by 2030 there will be 1.2m EVs on Britain's roads.

52% agreed with our baseline assumption that by 2030 there will be 73,970 heat pumps in Britain's homes.

Stakeholders try sensory training.

Stakeholders at our CFPs.

CEO Panel

Description	The CEO Panel is a senior level advisory panel to UK Power Networks' CEO.
Objective	To discuss key strategic issues affecting UK Power Networks' customers and the wider energy sector.
Participants	CEOs and Directors from consumer and business groups, charities and issue specialists.
Frequency	Twice a year. First meeting March 2017 with eight representatives from the not-for-profit sector.
Outputs	Input to, and endorsement of, UK Power Networks' strategic direction.

Example outputs:

Endorsement of UK Power Networks' social role and vulnerability strategy.

Add performance against social role to business performance measures.

Forums

Description	Structured meetings for stakeholders with knowledge and expertise in a specific area. Agenda items are agreed in advance and projects are progressed in some cases by regular, monthly conference calls.
Objective	To identify common areas of interest and generate ideas for future initiatives. Forums often co-design and co-deliver services.
Participants	Representatives from stakeholder organisations such as charities, special interest groups, utilities in other sectors and local authority agencies such as the fire service.
Frequency	Ongoing throughout the year. 19 forums held in 2016/17.
Outputs	Informing the design of UK Power Networks services; co-designing and/or co-delivering services with UK Power Networks.

Example outputs:

Find out more here http://www.ukpower-networks.co.uk/videos3

Flexible Distributed Generation (FDG) Forum
- The FDG roll out is "about right".
- Improve stakeholder understanding about connecting electricity storage.

Partners Forum
- Develop single-purpose emergency pack for vulnerable customers.

Cross Utility Forum
- Co-deliver community outreach programmes on vulnerability.
- Co-develop energy efficiency and safety leaflet.

Focus groups

We have held focus groups on a range of subjects, such as the challenges facing first time buyers and the experience of customers living with dementia during a power cut.

Description	One-off roundtable discussions with customers and stakeholders with common interests.
Objective	To increase UK Power Networks' understanding of specific customer groups and to seek views as to how UK Power Networks can best meet their needs.
Participants	Customers and stakeholder groups with a common interest or relevant expertise to the subject under discussion.
Frequency	Ongoing throughout the year. Nine focus groups held in 2016/17.
Outputs	Increase UK Power Networks' understanding of the needs of specific customer groups.

Example outputs:

Find out more here http://www.ukpower-networks.co.uk/images2

Storm Doris Vulnerable Customer Focus Groups
- Improve dispatch of generators for vulnerable customers

Small business focus group
- Review communications and resilience advice for SMEs.

First time buyers focus group
- Develop a first time buyers' energy efficiency advice pack.

Other mechanisms: bespoke events, research and awareness raising

Where appropriate we use one-off events or research to engage on a topic or with a specific group.

Examples include our parliamentary reception, feedback on the EV guide for local councillors, community energy meetings and stakeholder newsletters.

Description	One-off events, research or information sharing with specific stakeholders.
Objective	Increase mutual awareness, capture specific insight and feedback.
Participants	Customers, elected representatives, community groups and customers with a specific interest in one aspect of UK Power Networks.
Frequency	Ongoing throughout the year (90 bespoke events in 2016/17).
Outputs	Increased understanding of UK Power Networks and the services we provide customers.

Example outputs:

Develop guide to Electrical Vehicle (EV) connections for councillors.

Establish Community Energy East hub.

We ask stakeholders to evaluate our engagement at all of our major events.

Feedback	CFP	Community Energy	Cross Utilities Forum	Partners Forum	SME Focus Group	DG Forum Satisfaction	Metered customer forums
% Positive	98	100	100	100	100	85	88

Our Community Energy forum in Cambridge.

02 Keeping our commitments – What we did and the outcomes we delivered

Key
- Engagement
- Output
- New
- Action
- Outcome
- Build

2.1 Customer service and reliability

6,232 Facebook Messenger users

40% of customers aware of 105

116,019 texts sent for planned outages

8.2m customers received the 105 leaflet

96% of attendees at our at our autumn CFPs rated reliability and availability of power supplies as the number one area of focus and 88% said customer service was important.

Stakeholders at our autumn CFPs directed us to focus on four areas of customer service:

1. Expand channels/promote 105 service.
2. Implement pre-registration and text message service for planned shutdowns.
3. Engage with future energy bill payers to help shape our services.
4. improve the website – here we have focused on incremental improvements rather one single project.

CASE STUDY – Storm Doris

Preparing our customers for possible storm related interruptions, keeping them informed and ensuring we were able to restore supplies quickly were our priorities when Storm Doris hit our South Eastern and Eastern networks on 23 February 2017. Feedback from customers highlighted a need for more proactive advice on storm preparation so we notified over 3,600 stakeholders, including MPs and Local Councillors, to inform them of our preparation for Storm Doris. Using a variety of channels, we kept customers aware of the work we were doing to restore supplies and proactively contacted over 65,000 customers on our PSR. Over half of our customers whose supply was interrupted were restored within three minutes. Despite extensive damage and complex work, over 98% of remaining customers were restored by the next morning.

- MORE THAN 3,600 STAKEHOLDERS CONTACTED
- NEARLY 4 WEEKS' WORK WAS UNDERTAKEN WITHIN A DAY
- OVER 31,000 CALLS WERE RECEIVED BY THE CALL CENTRE ON FEBRUARY 23, COMPARED TO 1,700 ON AN AVERAGE DAY. THIS IS EQUIVALENT TO OVER 18 TIMES THE VOLUME OF CALLS IN A DAY
- 65,614 PSR CUSTOMERS CONTACTED THE DAY BEFORE TO HELP THEM PREPARE
- DAMAGE PEAKED AT 6PM ON 23 FEBRUARY WITH POWER SUPPLIES TO 608,000 CUSTOMER INTERRUPTED. 356,695 RESTORED OVER 98% OF REMAINDER RECONNECTED BY THE FOLLOWING MORNING
- MORE THAN 34,000 PROACTIVE OUTBOUND CALLS WERE MADE TO CUSTOMERS TO UPDATE THEM

Helping customers contact us easily and conveniently – expanding our industry-leading channels

Stakeholders identified expanding channels for customers as one of the priority customer service areas.

According to Ofcom's 2016 Communications market report, voice telephony had declined and the use of messaging services like Facebook Messenger and phone calls were the most important method of communication for over 65s.

Building on last year's expansion of our customer channels, we added further channels to meet the demand for new messaging services, improved our interactive telephone system and invested in the training and development of our telephone advisors.

Delivering a personalised service to our customers is our priority and we have maintained our policy of not setting average call handling time targets to give customers as much time as they need.

Outcomes:

Find out more here http://www.ukpowernetworks.co.uk/videos4

Engaging with our customers using Facebook Messenger
Facebook Messenger had over a billion users worldwide in 2016. Along with John Lewis and other leading brands we have adapted to the uptake of new messaging services by introducing Facebook Messenger. We were the first DNO to use Facebook Messenger.
6,232 customers used Facebook Messenger to contact us. 7,166 messages received on Facebook Messenger.
We trialled Facebook Live during a live Question & Answer session with the Customer Services Director. 2,000 customers participated.

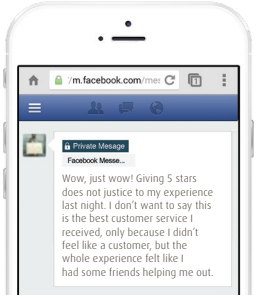
Twitter is a popular way for customers to communicate with us
Nearly 30,000 customers, businesses and other organisations now follow our Customer Services Twitter feed; this is the highest of all the DNO groups. Twitter is a particularly favoured method of communication by customers in our London area network.
35,982 tweets replied to in 2016/17. 21% increase in Twitter followers. over 150 MP/councils follow us on Twitter.

Building trust with our customers is very important and we were pleased to be the first DNO to receive the 'verified' blue tick that lets people know that an account of public interest is authentic.

Improving the website
Using website analytics we identified the most used pages of our website where customers sought help and added web chat on those pages.
3,693 customers used web chat. Web chat satisfaction is 86%.

Instagram
163 customers follow our new Instagram channel.

We have expanded the number of Customer and Community Support vehicles.



"We had a power cut this morning. I contacted your Freephone number and encountered an automated voice response which kept me informed of progress by text message. I would like to congratulate whoever had the system set up. It was the very best automated system I have ever encountered and the result left me thoroughly at ease rather than irritated by poorly designed communications. The PR value of keeping customers satisfied is not always appreciated by companies. So, thank you. (Customer)."

"I used your Facebook page which I have to say is great as I got an almost immediate response. (Customer)."

Help when customers need it – promoting 105

Extensive collaboration between the DNOs and stakeholders has ensured the successful introduction of a new UK-wide emergency number, 105. This three digit number for reporting power cuts and emergencies has been a great step forward for customer service. The joint work undertaken to launch 105 is covered in detail in our joint submission with the other DNOs.

Our stakeholders identified promoting the 105 service as one of the priority customer service areas.

We launched an extensive 105 awareness campaign which included:

- Leaflet sent to all 8.2m customers.
- Email to over 3.5m customers.
- Promoted across all our social media channels (Facebook, Twitter, Instagram and LinkedIn) and on our website.
- Displayed the 105 logo prominently on our vehicles.
- PR campaign targeting local radio and press.
- Radio advertisements.
- Publicised across all our existing channels at events, in blogs, on pharmacy bags and other literature.

We used 'Test it with customers' to engage customers in the leaflet design.

- They told us to provide information for vulnerable customers – we included a PSR form.
- They preferred a leaflet – we provided a leaflet.
- They favoured a sticker over a magnet as a 'leave behind' – we included a sticker.

Finally, we tested alternative leaflet designs with 20,000 customers and a phone survey of over 2,200 customers to establish which design was more effective.

Leaflet that was sent to 8.2m customers.

Outcomes

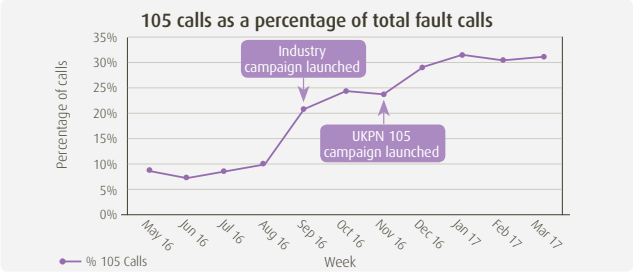
Impact of 105 mailing based on our market research

- 46% said they knew to call UK Power Networks about a power cut (2016: 31%).
- 40% said they would call 105 if they had a power cut (compared to a 2016 UK YouGov study which found 2% knew to call 105).
- 80% recalled reading the leaflet.
- 61% kept the leaflet safe.
- 70% of customers kept the sticker.

An additional 9,205 customers signed up to receive text message alerts during a power cut.

30,000 responses to update or join our PSR.

Calls we receive via 105 have increased from 24% of total fault calls to 31% since we launched the UK Power Networks campaign in November 2016.



Helping customers prepare for planned shutdowns

Stakeholders identified implementing pre-registration and text message service for planned shutdowns as another priority project we should invest in.

We introduced text messages before and during planned shutdowns and improved our written notices. Using our data we segment customers to tailor messages, for example small business customers get a different message to domestic customers and visually impaired customers are sent voice messages.

Outcomes

Customers receive reminders the day before the shutdown and on the day.

Customers receive updates about changes to start or finish times.

116,019 text messages sent about planned outages in last 12 months.

90.5% customer satisfaction for planned outages, an increase from 83.4%.

Stakeholder feedback highlighted that large businesses or those with remote sites sometimes misplace notices sent to individual premises, or those sent to registered offices are not passed on.

We worked with B&Q and the London Ambulance Service to trial an additional planned notification to their central resilience teams.

Outcomes

B&Q are able to test their generators ahead of the shutdown and therefore ensure their stores remain open.

The London Ambulance Service can ensure their equipment is charged ahead of the shutdown and ready to use.

Supporting future bill payers – understanding the needs of first time buyers

Find out more here http://www.ukpower-networks.co.uk/images3

Stakeholders voted for us to continue to engage with future bill payers to shape services.

We held two focus groups to improve our understanding of the issues first time buyers experience, their resilience in a power cut and whether or not they would welcome energy efficiency information during their property purchase.

Outcome

We incorporated feedback from this focus group into our joint Cross Utility Energy Efficiency and Safety leaflet. The leaflet can be used in new buyers' packs.

Using feedback to improve – faster response to power cuts in blocks of flats

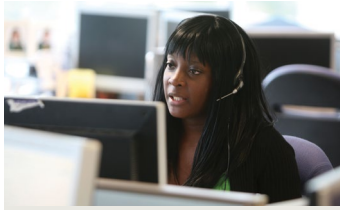
In addition to the Ofgem Broad Measure of Customer Satisfaction we use a number of mechanisms to capture customer feedback to improve the service we provide. After every power cut we ask customers what we could learn from their experience.

Following a power cut in a block of flats customers told us that our requirement for multiple calls to be logged from the same block meant there was a delay in restoring their supply.

> "I had to get other neighbours up to get the power cut sorted..." (Customer).

We amended our process so that we can verify a power cut in a block of flats when the first customer calls us, rather than waiting for other residents to also report the outage.

We now respond faster to power cuts in blocks of flats.



We actively seek customer feedback.

2.2 Innovation and future energy

Key: Engagement, Action, Output, Outcome, New, Build

Led the DNO engagement with National Grid on DSO transition

Designed cost-effective approach to support electrification of London buses

Produced guide for Councillors on connecting electric vehicle charge points

£70m saved by customers as a result of rolling out Flexible Distributed Generation

97% of stakeholders believe that UK Power Networks has a critical role to play in future energy networks.

The shift to more local, renewable sources of generation and the electrification of transport require DNOs to take a more active role in balancing demand and generation and introduce innovative, cost-effective solutions for our customers. We have made great progress in this area in 2016/17 and further grown our reputation for industry-leading innovation.

This year we focused our innovation and future energy work on four key areas:

1. Plan the transition from Distribution Network Operator (DNO) to Distributed System Operator (DSO).
2. Support Flexible Distributed Generation (FDG).
3. Supporting smart metering.
4. Facilitating the uptake of Electric Vehicles.

Preparing for the future – transitioning to a Distribution System Operator (DSO)

Stakeholder understanding of what a DSO is increased from 70% to 94% after our presentation.

We have taken an industry-leading role in the transition from a passive DNO to an active DSO. Actively balancing generation and demand has the potential to unlock significant benefits to consumers both in terms of reduced costs and the connection of more renewables.

We engaged the Parliamentary Renewable & Sustainable Energy Group to hold a seminar to brief key stakeholders on the development of a smart, flexible energy system.

Engaged extensively with National Grid to:

- Lead the Energy Networks Association (ENA) revision of the Statement of Works (SoW) process.
- Establish a pioneering Regional Development Programme in the south east where the system is heavily constrained.
- Secured Ofgem funding to trial Power Potential in a DSO-type platform for the first time in Great Britain to address the challenges of low carbon transition.

Outcomes

Revising the SoW improved timescales and certainty on costs for DG customers by including both distribution and transmission assessments within the 90-day requirement.

The South East Regional Development Programme reduces the need for expensive transmission reinforcement works.

We responded to the Government's call for evidence for its 'A smart, flexible energy system' consultation, helping to define industry best practice to enable a future energy system for all customers.

> **Our collaboration with UK Power Networks to adopt a whole system development approach for the heavy loaded networks in the south east of England and our joint work on a network innovation project shall have a positive impact on customers, including facilitating new customer connections, and is a great example of how we are jointly exploring best practices for a more dynamic DNO-TSO interface.** National Grid representative.

Delivering cleaner, greener, cheaper electricity – Flexible Distributed Generation (FDG)

87% of stakeholders said our FDG roll out was about right or should be accelerated.

Last year's flagship Flexible Plug and Play (FPP) project has become a business as usual Flexible Distribution Generation (FDG) service. FDG uses Active Network Management (ANM) to manage the flow of power from wind, solar and other generators, without making costly reinforcements. 43% of FDG connected under ANM is connected to our networks.

We introduced FDG to our South Eastern network, and now operate a large area between Worthing in Sussex and Margate in Kent.

In our Eastern network we are rolling out FDG to large parts of Norfolk and Cambridgeshire, Suffolk and Essex.

We held an FDG forum and shared our FDG report with over 700 customers and stakeholders.

> **The permanent opening of flexible connections is a welcome opportunity to connect more generation and storage services, optimising network usage opportunities and resulting in beneficial cost reductions.** Ed Cowdery, Chief Executive of renewable energy developer Encor Power.

Outcomes

Since 2015, we have saved customers over £70m in connection costs with FDG. In addition to the £70m already saved using FDG, we predict savings for customers of over £43m through to 2023 from more dynamic management of network load.

In 2016/17, we connected 10MW, contracted 134MW and have another 35MW currently on offer.

Helping consumers get the most from smart meters

Find out more here http://www.ukpower-networks.co.uk/images4

Building on our work with suppliers in 2015/16, we met with all of the big six suppliers to discuss co-working this year.

We undertook two studies to inform our work on smart metering.

In the first study suppliers made a series of recommendations about customer service, knowledge sharing, resourcing and planning.

The second study (in collaboration with the other DNOs) with customer focus groups revealed customers were supportive of DNOs accessing consumption data once they understood that it would help with network planning and therefore potentially reduce costs.

> **UK Power Networks are industry leaders and far more engaged than the other DNOs.** Focus group participant.

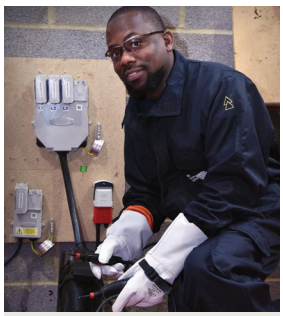
The research predicted an increase in the number of interventions we may have to make to support smart meter installations, and the resource this would require.

We enrolled our second intake of smart meter apprentices to prepare for the wider deployment of smart meters.

Outcomes

Improved understanding of suppliers, and consumers' perspectives.

Our trained apprentices have specific knowledge and skills to support the smart meter rollout programme.



Smart meter apprentice.

Improving air quality – facilitating the uptake of Electric Vehicles

Find out more here http://www.ukpower-networks.co.uk/images5

71% of stakeholders believe UK Power Networks should take a lead role in facilitating an increase in charge points for EVs.

Building on last year's engagement with bus and fleet operators we extended our EV engagement to include local authorities to help them meet a growing need for charge points as EV vehicles sales grow.

Facilitating the electrification of public transport

Operating London's electricity network we understand the responsibility we have to facilitate cleaner, greener public transport and support the Mayor's air quality targets.

- Using a 'timed connection' we reduced the time taken to connect the first fully electric bus garage (Waterloo).
- Met with five bus operators to help inform their response to route tenders.
- Shared our knowledge with Daniel Zeichner MP, Shadow Transport Minister.

> **This is an important step to improve air quality and reduce carbon emissions for Londoners and I will make sure that we can use the learnings from Waterloo across the country.** Shadow Transport Minister Daniel Zeichner MP.

Outcome

- Supported London's air quality targets by connecting the first fully electric bus garage.

Converting light columns to charge points.

61% of stakeholders agreed with our baseline assumption that by 2030 there will be 1.2m EVs on Britain's roads.

Facilitating EV charge points

Data on EV sales and political interest in air quality led us to believe there would be an increase in requests from councils to connect EV charge points. We therefore:

- Met with London councils (representing all 32 London boroughs and the City of London), the GLA and TfL to discuss their London wide EV plans.
- Tested and designed an EV charge points connections guide for councillors: http://bit.ly/2p2BqQY
- Partner in pilot to convert 'Street lamp' charge points.

Outcomes

- Improved GLA and TfL understanding of the timescale and costs of EV charge point connections.
- Testing found that understanding of the connection process for EV charge points increased from an average of 60% to 82% after reading our guide.
- Three 'Street Lamp' charge points connected in central London.

> **The infographics and diagrams were especially helpful... it provides clarity and a succinct summary.** Brighton Council Officer feedback on the Councillor EV Guide.

Facilitating the electrification of private fleets

- In collaboration with parcel delivery company UPS we designed a project to deliver a tool to assess network capacity at specific times and identify how timed connections can support fleet EV.

Outcome

- This project will enable fleet operators to adopt EV cost effectively.

2.3 Making it easier to connect

Launched industry-leading Storage Policy

>750 Applications to connect storage

Led the establishment of a community energy hub in the east of England

342MW of DG connected during 2016/17

82% of stakeholders said connections was an important area of focus.

UK Power Networks makes almost 60,000 new electrical connections every year. We are working with stakeholders to develop new products supporting the country's transition to a low carbon future, and we have connected 342MW of DG in 2016/17, the equivalent of powering 114,000 homes.

This year we have sought feedback and guidance from stakeholders on four specific connections projects:

1. Provide e-mapping for connections.
2. Support community energy.
3. Advise customers on domestic storage.
4. Develop collaboration tools for technical advice.

E-maps to make it easier and safer to connect

Stakeholders asked us to make it easier for them to plan their connections online. Commercial customers found it difficult to obtain the maps of our network areas, and this often delayed their projects. Domestic customers also wanted access to our maps before digging in order to avoid striking cables.

- We consulted more than 50 customers and used their feedback to produce tender specification for electronic connection maps.
- We selected three suppliers who presented their proposals to a panel of customers, developers, consultants and independent connection providers.

Outcome

- By co-designing the service with stakeholders, we have ensured we understood and delivered on our customers' expectations.

Establishing a new Community Energy hub for the east of England

Find out more here http://www.ukpower-networks.co.uk/images6

Last year stakeholders told us to support community energy in our regions. This year, we partnered with Community Energy South to help fuel poor and vulnerable customers across the south east of England. In London, we are working with Repowering Brixton to help communities buy and manage their own renewable generation. However there was no community energy hub in our Eastern network area.

- Working with Community Energy South we brought together more than 30 community energy providers, local authorities and regional development agencies in the east of England to share learning and experiences.

Outcome

- A new 'Community Energy East' has been established.

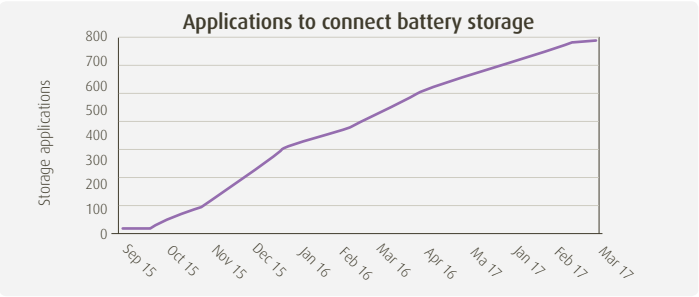
Leading the way on battery storage

Find out more here http://www.ukpower-networks.co.uk/images7

61% of stakeholders agreed that our work on small-scale storage projects should be a core priority.

Our experience in building and operating the country's first grid scale storage battery has established UK Power Networks as a thought leader on battery storage. We have shared our commercial and operational learnings widely with stakeholders and were the only DNO to give evidence to the Parliamentary Environment and Climate Change Select Committee enquiry into storage. See: http://bit.ly/2dsOqJr

Since receiving the first storage connection application in September 2015 we have received more than 750 applications.



Our two DG forums included specialist sessions on storage. 77 stakeholders attended the forums and requested:

- Help to understand the complexities of storage schemes.
- Advice on where to connect storage projects in a commercially viable way.
- Information to help them choose the location for their projects.

- With stakeholders, we co-designed a technical policy document on storage in May 2016 that we shared with other DNOs.
- We produced a set of online interactive connections 'heat maps' one of which helps developers identify where best to site their storage device.
- We produced a Guide to Electricity Storage (see: http://bit.ly/2m8DOGR) for domestic users, broadening our approach from last year's focus on developers.

Outcomes

- Our domestic storage guide helps customers understand the benefits of installing a storage unit.
- Our technical policy was used as the basis for the Energy Networks Association's guide and policy.
- The heat map has reduced the need for applicants to revise and resubmit requests.

Using technology to support connections customers

We have built on our successful connections surgeries by developing more comprehensive pre-application support for customers wanting to make a new connection. Stakeholders, such as the Local Authorities, asked us to make the surgeries more accessible.

- We have an open house teleconference every month for local authorities' highways services customers.
- For business customers too busy or far away from our offices, we have introduced online surgeries.

Outcomes

- We saved customers time by removing the need to travel to face-to-face surgeries.
- 90% customer satisfaction with connections advice surgeries.

> **Dear Sharon et al, I would like to thank you for setting up the Customer Surgery teleconference session. I think it is a brilliant idea. I hope this continues on a regular basis, this saves a lot of time travelling for meetings etc.** Street Lighting Engineer KCC Highway Transportation and Waste.

2.4 Looking after our vulnerable customers

- 50% increase in PSR registrations.

One of UK Power Networks' principal aims since the company was established in 2010 has been to provide a service that reduces customers' vulnerability in the event of a power cut. We recognise, however, that vulnerability is not confined to the 27 needs codes defined in the Priority Services Register (PSR).

Financial vulnerability, and specifically fuel poverty, as well as individuals and communities that are hard-to-reach or seldom heard, all fall within our definition of vulnerability. Part 3 of this submission sets out our consumer vulnerability strategy and explains how we have delivered against it this year.

2.5 Environment & safety

Taking care of the environment

85% of stakeholders said the environment was important as an area of focus.

Areas of Outstanding Natural Beauty (AONB)

Our ground-breaking engagement work with AONBs gives stakeholders a direct say on where we invest to remove overhead cables. Other DNOs plan to adopt our pioneering approach in this area.

- 5.75km overhead lines removed.

Outcome

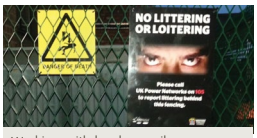
- In partnership with the AONB steering group, we have created a project page showing 'before and after' photographs of areas where we have removed overhead cables. See: http://bit.ly/2nAigom

Reducing fly tipping

We have regular meetings with local environmental health officers on a range of issues including fly tipping and littering around substations.

Outcome

- We worked with Watford Council to design bespoke posters to discourage littering and loitering around a particular substation.



Working with local councils to reduce littering.

Reducing power cuts and protecting birds

There are several areas across our networks where swans and other large birds fly into power lines causing injury or death to the birds and interruptions to power supplies.

Actions

- We installed almost 1,150 bird diverters.
- We installed glow-in-the-dark panels and covered some electricity lines to protect birds at Welney Wetland Centre.

Keeping our employees and the public safe

Find out more here http://www.ukpower-networks.co.uk/images8

- Attended 48 public events on electricity and safety.
- Engaged with 37,603 young people about safety.

Engagement and partnership with a range of organisations is central to our safety programme.

Since we were established in 2010, we have reduced the number of lost time injuries to our staff by 98% and now have an industry-leading safety record.

CASE STUDY – Think before you drill

The Think before you drill campaign reminded tradespeople to work safely and to use cable-locating tools before starting work at a property. Two trade bodies for electrical contractors, NICEIC and ELECSA, worked with UK Power Networks to promote the key safety messages.

> **UK Power Networks actively promotes safety in the industry and through effective partnering we were able to reach a large proportion of the domestic tradespeople market. We look forward to working together on future campaigns.** NICEIC & ELECSA.

Our industry-leading safety work involves extensive engagement with a wide range of stakeholders.

Farming

- Engaged three agricultural colleges about incorporating a safety module in to their syllabus.
- Provided vehicle cab safety stickers to 130 farm vehicle dealerships across our networks areas.

Vehicle cab safety sticker.

Road hauliers

- Provided safety advice and vehicle cab safety stickers to 1,400 haulage companies.
- The Road Haulage Association (RHA) and Fleet Operators Recognition Scheme (FORS) published our safety message to over 11,000 members via newsletters.
- We delivered safety messages to British Sugar's 2,400 contract haulage drivers.

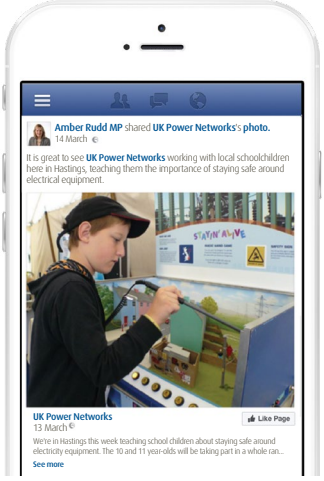
Collaboration with the emergency services

- Adopting good practice from Suffolk Fire and Rescue we are trialling the use of safety shields when cutting near live HV/LV cables or similar.
- We adopted Suffolk Fire and Rescue's driver safety programme into our own 'Drive to Arrive' safety course.

Young people

- We take part in Crucial Crew and Junior Citizen events organised by partners such as the fire service. Aimed at 10-11 year olds, the events provide key messages about personal safety.

> **I also liked the electrical ghost stories because it teaches you what can happen if you mess with electricity and makes you learn what to do in that situation.** Year 6 pupil.



03 Collaboration, sharing best practice and industry firsts

We aim to be industry leaders and welcome the opportunity to learn from and share good practice with industry and non-industry stakeholders.

Working together on vulnerability

Energy Networks: Working together to tackle vulnerability

Working together under the auspices of the ENA, the DNOs collaborated on six projects to deliver tangible outcomes for our customers in 2016/17. UK Power Networks led the workstream on social obligations. All six DNO groups recognise the critically important role we fulfil, not just in terms of core purpose, but also the social obligations we assume as providers of a vital service. Each DNO group invests significantly to meet its social obligations, although feedback from Citizens Advice suggested stakeholders who work closely with vulnerable groups might not be fully aware of the breadth and depth of what we do.

Building on UK Power Networks established partnership through the energywise project with the NEA, we approached the charity to organise a seminar to share good practice and raise awareness of the work the DNOs do. Over 90 stakeholders attended the seminar and feedback from stakeholders was overwhelmingly positive. The level of understanding about our work on vulnerability increased from just under 40% to almost 80% during the seminar. A report of the seminar, including suggestions from stakeholders on issues DNOs should consider, will help inform DNOs' stakeholder engagement plans for 2017/18.

Sharing best practice

Big Energy Switch Network	Trained ten Big Energy Champions to use the ground-breaking Faith and Power communications toolkit in their own community outreach campaigns.
Northern Powergrid	Shared our innovative online power cut map and wider customer services learnings which enabled NPG to improve their online power cut map for their customers.
electricity northwest	Shared our experience and learnings of running Twitter Q&A; ENWL then organised a Twitter Q&A for their customers.
electricity northwest	Shared the implementation and development of our Storm Telephony platform with ENWL to inform their implementation of the same system.
Western Power Distribution	Shared our industry-leading promise to deliver work within 10 days at a date of the customer's choosing with WPD.
Thames Water	Hosted a visit from Thames Water to share best practice on supporting vulnerability customers and how to engage them.
British Gas	Shared best practice on a smart meter rollout.
vodafone content guru	Showcased our telephony platform at a cross industry event hosted by Vodafone and Content Guru.
Energy Consumers Australia	Shared our experience of RIIO-ED1 and how it supported our focus on customer service; facilitated a visit by ECA to WPD.
powercor	Hosted a series of conference calls with Australian electricity distributor Powercor to share best practice on customer service.
Northern Powergrid	Shared innovative new techniques on minimising cable fluid leakage.

Sector firsts

We are proud to be the first DNO to...

- Be awarded the Twitter blue tick
- Produce an EV guide for councillors
- Use Facebook Messenger to communicate with customers
- Allow stakeholders to select where overhead cables are removed
- Use Facebook Live during a live Q&A session
- Publish a storage policy
- Use FaceTime to communicate with customers

CASE STUDY – Faith and Power

Our ground-breaking Faith and Power project in partnership with the London Sustainability Exchange (LSx) aims to connect with hard-to-reach and seldom heard communities to de-mystify a complicated energy industry and make our services more accessible to those in need. Energy 'champions' at the Government's Big Energy Saving Network helped design the project's key messages and review existing literature to create a pioneering communications toolkit.

The toolkit was used with mosques and community groups in London and has potential to be shared across the energy industry and wider communities.

The project combines London Sustainability Exchange's community expertise and reach with UK Power Networks' energy knowledge and enthusiastic team and has reached an estimated audience of 39,280 Muslims with PSR and energy efficiency messages.

The project has been shortlisted for the Utility Week Stars Award for Collaborative Work.

04 Measuring value for money

Measuring the benefits

The balance between keeping costs as low as possible and providing the right level of service is at the forefront of our decision-making. Our social role gives extra weight to supporting our vulnerable customers while, at the same time, we have a responsibility to spend in a cost-efficient manner on behalf of all our stakeholders.

We have therefore brought the views of customers into how we measure value for money of the programmes and services we delivered in 2016/17. Working with National Grid Gas Distribution and Western Power Distribution, we commissioned a specialist research company, Accent, to conduct a study to examine our customers' willingness to pay for specific programmes and services.

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

- Establish customer priorities between a range of service improvements and
- Learn from customers what (notional) monetary value they place on these improvements.

We have implemented cost-effective projects on the highest willingness to pay categories in customer service. Our storm notifications ahead of Storm Doris to 65,614 PSR customers enabled them to prepare for possible power interruptions and our 105 mailing to our 8.2m customers increased customer awareness about who to call in a power cut from 31% to 46%.

In the innovations and future energy and connections categories, many of our projects have been focused in the areas where customers in our research expressed a higher willingness to pay with many of them representing a low cost compared to the notional value customers put on them.

Category	UK Power Networks projects	Total cost (£)				
		Cost of projects £	Sub-totals £	Value to customers	£	Benefit to customer £ (value less cost)
Customer service	Adapted inbound caller process during an outage	Nil	735,421 or 9p per customer	Improving response to inbound calls	2.81	8.17 per customer
	Ahead of Storm Doris we let 65,614 PSR customers in the area know in advance and proactively contacted 3,600 stakeholders, informing all MPs and councillors who serve the area affected	Nil		Increasing proactive contact with customers during emergencies	2.63	
	Distributed 105 leaflet to 8.2m customers	726,527		Improving awareness and understanding of what networks do	1.69	
	Expanded customer channels to include Facebook Messenger	Nil		Expanding social media and digital communication options	1.13	
	Text message alerts for planned shutdowns – 116,019 sent	8,894				
Innovation & future energy	Produced an Electric Vehicle guide where we tested the content with five local major authorities in our three regions	2,300	9,903 or 0.1p per customer (tenth of a penny)	Making it easier to connect low carbon technologies	3.11	5.40 per customer
	Independent market research to benchmark customer and supplier expectations in regard to the smart metering roll out	7,178		Planning and preparing for future energy scenarios	2.29	
	Organised an FDG forum for customers, publishing and sharing the report – cost of FDG forum	425		Planning and preparing for future energy scenarios		
Connections projects	Producing a domestic storage guide for homes	8,000	26,600 or 0.3p per customer (third of a penny)	Making it easier to connect low carbon technologies	3.11	8.02 per customer
	Used new technology to expand our connections advice, e.g. video conferencing	Nil		Improving customer service throughout the connections process	2.56	
	Hosted a first community energy forum in our Eastern region	18,600		Increasing support for community energy schemes	2.35	

As well as the quantitative study, we went further and conducted our own focus group research on the same themes, digging more deeply into the reasons behind the decisions people make when making choices about what initiatives and projects they would most value.

We found out that when our customer service projects were explained and discussed in more detail willingness to pay was even higher that in the quantitative research. For example, expanding social media channels was given a value of £1.13 in the quantitative research but rose much higher in the focus groups to £2.58.

> **I don't want to have to get in touch (with UK Power Networks), but if I do the last thing I want to do is spend hours on it. So I decided I'd spend £2 on that.** Male, 25-30.

> **For me I'd put connections to smart networks at the top, because unless we change the way we and companies work and we lead our lives then our grandchildren will find themselves in an energy crisis.** Male, 30-35.

> **You might miss a letter through your door. If you get a text you know you're going to read it.** Male, 25-30.

> **The fact that energy could be used to charge the buses – that's a fantastic idea.** Female, 35-40.

www.ukpowernetworks.co.uk

UK Power Networks
Delivering your electricity