

Part 1:

# Overview of evidence



Stakeholder engagement  
and consumer vulnerability  
submission 2016/17



**Scottish & Southern**  
Electricity Networks



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**Scottish & Southern**  
Electricity Networks

# Introduction

It has been a year of real progress for Scottish and Southern Electricity Networks (SSEN), both in the way we've deepened our relationships with our stakeholders and, importantly, how we are now using this understanding to help our decision-making and better serve our customers.

With perhaps the most diverse geography of any DNO, stretching from the Highlands and Islands to west London, we need to know what our customers and our communities require from us when storms hit or when supplies are disconnected for network upgrades. Over the last year we have improved our knowledge of what makes our customers tick – what worries them, what they expect from us, and how we can help them.

We have learned that both individual customers and wider communities can become vulnerable in difficult situations, and that there is no 'one size fits all' response to helping through the difficult times. In response, we've tailored our support accordingly. For example, seeking to ensure that our Customer Community Advisors (CCAs) visit vulnerable customers during planned supply interruptions.

New partnerships have delivered good results. We've brought academic rigour to our understanding of vulnerability through initiatives such as our Knowledge Transfer Project and the introduction of detailed vulnerability mapping across our regions is helping inform decisions on the priority of network upgrades and support for vulnerable customers. We have also worked with Farepoint Talking News this year to promote our Priority Service Register (PSR) for partially-sighted customers, helping us achieve our second consecutive year of accreditation under the British Standard of Inclusive Service Provision BS18477:2010.

Recognising the importance of effective stakeholder engagement, we looked to increase the points of contact at every level of our business. I've enjoyed taking an active role in understanding the views of a range of stakeholder bodies; members of my senior management team are closely involved with our Stakeholder Voice Groups and other regional fora in southern England and Scotland; and we have funded over 100 local resilience projects which will enhance the safety and comfort of communities during storms.

We've also gone further to embed the central role of stakeholders in our decision-making, making fundamental changes to our company governance. This includes the introduction of a Stakeholder Advisory Panel, reporting directly to our Board, which meets each quarter to review how customer and stakeholder needs are being considered by SSEN in our business plans and our operations. This diverse panel has already brought an extra dimension to the way we work, and I'm confident this will continue in the months and years ahead.

Many of these new developments are, of course, a result of acting on the advice of last year's SECV panel to deliver on our many good intentions. I believe that our efforts this year have seen us make a step change in how we conduct effective stakeholder engagement and will provide a firm foundation for continuing to improve our service to customers in the years to come.

**Colin Nicol**  
Managing Director  
Scottish and Southern Electricity Networks

## Highlights:

- **Accreditation:** British Standard 18477:2010 for second consecutive year of accreditation
- **Recognition:** Knowledge Transfer Partnership to understand customer vulnerability rated 'outstanding' by Innovate UK
- **Outputs:** 53 improvements to processes for dealing with vulnerable customers; investment in over 100 community resilience projects;
- **Engagement:** Stakeholder Advisory Panel appointed, engagement with over 5,000 stakeholders

## Key outputs in 2016/17

**3.7m**  
homes and  
businesses served

**477,438**  
PSR customers registered

**North**  
92,825

**South**  
384,613

**82,502**  
PSR records updated in  
2016/17 (17% of total)

**36,234**  
Data flows from  
suppliers (name  
changes and  
moving house)

**35,793**  
Inbounds calls  
cleansed by  
Customer Call  
Centre advisors

**1,241**  
Outbound calls  
to warn PSR  
customers of  
extreme weather

**9,234**  
Proactive  
outbound calls  
to PSR  
customers

**100% of customers  
were sent our  
'Powering our  
community'**

mailing highlighting our  
Priority Service Register  
and how to contact us,  
including the new 105  
number, and providing  
important safety advice

**84%**  
**Domestic  
customer  
satisfaction**  
with our overall  
performance, up  
from 67% in 2015

**Over 1,300 staff**  
attended half-day  
training course on how  
to support vulnerable  
customers

**94%** **Level of  
satisfaction  
with our  
PSR service**

**24**  
Vulnerability indicators  
we track



# Stakeholder Engagement Strategy

## A strategic approach to stakeholder engagement

- We put the current and future needs of customers at the heart of everything we do.
- In order that we can understand those needs, and the needs of our wider stakeholder community, we will work to get to know our customers and stakeholders, and listen to and act on their views.
- Our Strategic Engagement, led by the SSEN Board and our Stakeholder Engagement Team, focuses on ensuring that we deliver on our Business Plan commitments in a way that takes into account the needs and concerns of our stakeholders.
- Ofgem's independent SECV panel have urged us to focus on delivery, embedding the changes we have worked on and reported.
- This year has been delivery focused. By delivering on promises we build crucial trust with our stakeholders.
- One of these promises was to allow greater representation of stakeholder views in the Board's decision making. In 2016, we appointed Rachel McEwen as a Non-Executive Director of SSEN. Rachel is the Director of Sustainability with SSE plc and brings genuine challenge to the SSEN Board, addressing issues of sustainability and championing the importance of engaging with stakeholders right across SSEN's business.

## Our six-point strategy

- We have a six-point Stakeholder Engagement Strategy [right].
- This helps us to actively solicit the views and ideas of a broad range of stakeholders, and to do so in a timely manner that enables us to reach swift and effective decisions.
- Our Stakeholder Engagement Strategy was revised in February 2016 to reflect our new multi-level approach to engagement and ensure it remained appropriate for both our distribution businesses and SSEN's electricity transmission business.

### An improved approach to stakeholder engagement

We have made significant changes to how we approach stakeholder engagement, through the full introduction of a four-level approach to engaging with stakeholders.

We have delivered on our promise to implement a Stakeholder Advisory Panel, the role of which is to:

- provide challenge and review to support effective delivery of SSEN's RIIO-ED1 (and RIIO-T1) business plan commitments
- represent the stakeholders of SSEN and offer strategic advice and feedback to SSEN to ensure that we continue to meet the requirements and aspirations of stakeholders

The panel was assembled through an open recruitment process, and we appointed six people who represent a broad spectrum of our stakeholders, including experts on resilience, fuel poverty and vulnerability issues. Four panel members represent stakeholders in our southern England regions, with the other two representing the interests of our Scottish regions, reflecting the relative populations of each area.

The Stakeholder Advisory panel met for the first time in February 2017.

It is chaired by our new Non-Executive Director, Rachel McEwen, and is attended by our Managing Director, Networks and additional senior colleagues, including Directors and Heads of Businesses.

Panel members have a fixed term of three years, ensuring that there is the right balance of stakeholder representation over time. We will also seek regular feedback from members on the effectiveness of the panel in delivering desired outcomes.

"Customer expectations have changed and the world of customer service is moving on at such a pace. The role of the Advisory Panel will be to work closely with SSEN to anticipate what is coming next so it can manage and exceed the expectations of its stakeholders."

Mike Petter, Chairman of the Considerate Constructors Scheme's Service and Performance Committee, Stakeholder Advisory Panel Member

### Strategy point 1

#### Identifying our stakeholders

Maintain list of stakeholders who add particular insight into or may be affected by our day-to-day business and business planning.

Centralised stakeholder contact and record management system enables us to actively manage engagement across the business.

This is managed in accordance with our Data Protection Policy and ISO 9001:2008.

### Strategy point 2

#### Understanding our relationship with our stakeholders

Stakeholders categorised based on: existing relationships; level of influence; and interest in shaping our planning and processes.

### Strategy point 3

#### Actively engaging our stakeholders

Wide range of engagement methods: interviewer, administered surveys; written consultation documents; focus groups; deliberative events; on-line surveys; structured interviews with stakeholders; stakeholder meetings, events, fora and workshops; and customer voice groups.

Monitor and evaluate engagement mechanisms to ensure they sustain constructive engagement.

### Strategy point 4

#### Informing our stakeholders

Provide stakeholders with enough information, and in a format they want, to enable them to participate in key debates.

### Strategy point 5

#### Listening and responding to stakeholders

Publish key themes arising from our stakeholder consultation so our stakeholders know what action we take to improve our internal processes and how it has informed our business plan.

### Strategy point 6

#### Being accessible to our stakeholders

We are open and easy to talk to, and engage through a variety of relevant and appropriate media.

## Organisational Engagement

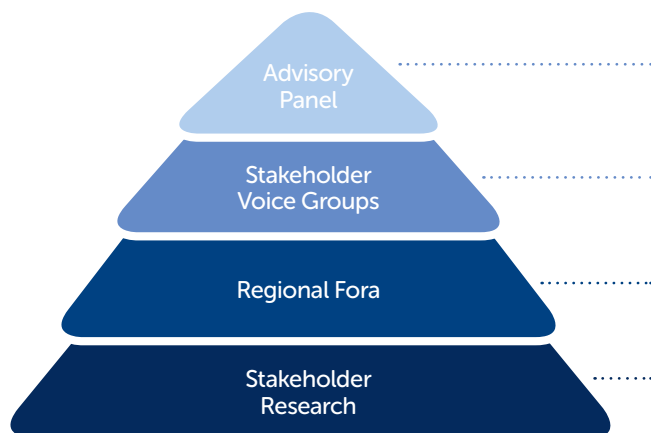
We work with our Scotland and south of England Stakeholder Voice Groups on national issues, especially those related to customer satisfaction.

Our Stakeholder Voice Groups are chaired by our Director of Customer Relationship Management and are attended by members of the Networks Leadership Team and subject matter experts.

We also engage with industry experts and other senior stakeholders, including organisations representing key stakeholder groups, on a range of issues.

**Innovation** – we hosted over 100 stakeholders in Westminster to discuss the growth of electric vehicles and the implications for distribution networks in Great Britain.

**Safety** – a selection of our principal contractors took part in two safety workshops, designed to promote a joint approach to safe working practices and behaviours.



Up to eight external panel members and SSEPD Board representation meeting three times annually to review delivery of business plan commitments and provide strategic advice on relevant business decisions.

A South group and a Scotland group meeting a minimum of three times a year. One of those meetings brings both groups together, helping to inform and review plans.

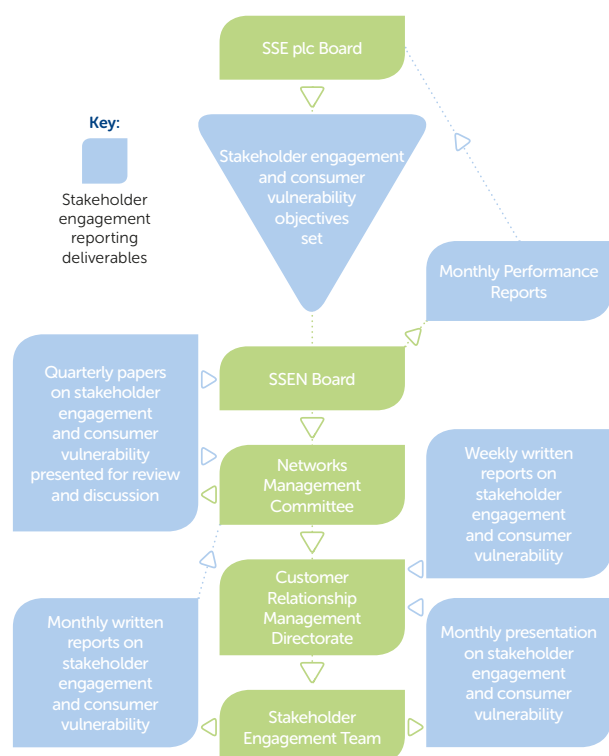
An umbrella term that relates to a variety of activities that seek to gain feedback from a regional perspective on national and local issues.

Our comprehensive programme of stakeholder surveys captures large amounts of quantitative data and informs the questions we ask stakeholders at our other forums throughout the year.

**“Very positive and refreshing to listen to your customers, take feedback and actually look to make improvements.”**

Regional Fora Attendee

## Stakeholder engagement is embedded in our business



## Operational Engagement

- We work with the communities we serve and with a range of customers and stakeholders to gain their input to our decision making on a local basis through our regional fora. There is one of these in each of our seven regions in southern England and Scotland, although we also engage with representatives individually on a regular basis. They are chaired by the relevant Customer Relationship Manager, and our Regional Heads also attend.
- This ensures that we deliver our projects and provide service in a way that meets local needs, paying particular attention to the needs of vulnerable consumers. Vulnerable customer representatives who attend these groups include: Citizens Advice Bureau, independent care homes, occupational therapists and healthcare professionals. For example, feedback from the regional fora indicated that communication around Planned Service Interruptions should be as clear as possible, and we are working with the Plain English Campaign to ensure this.
- These groups are chaired by our Regional Heads and attended by key regional colleagues.

## Research

We supplement our face-to-face engagement by investing heavily in surveying our customers.

This year we commissioned Social Market Research (SMR), a fully certified market research agency serving the whole of the UK, to conduct our survey of our PSR customers. To ensure a fair reflection of PSR customers across our English and Scottish regions, the data were provided on a 4:1 ratio, with 8,000 PSR customers selected randomly from central southern England and 2,000 from our north of Scotland region. In total, 600 customers went through the full survey.

We also worked with SMR to carry out our domestic customer survey. The survey is based on representative samples of customers, resident in both of our licence areas. Overall, 2,058 customers (1,029 in each area) were interviewed on a face-to-face basis covering a variety of subjects, such as brand awareness and communication, business commitments and priorities, customer service, and vulnerability.

# Putting the approach into practice

This approach, together with bespoke actions we have undertaken, has allowed us to take significant steps towards meeting our strategic priorities this year, and to 'know our customer better':

## Strategy point 1

### Identifying our stakeholders

Our new stakeholder engagement system Vuelio is now operational. It helps us know our customers better by allowing us to track the interests of stakeholders and keep detailed records of their views on our business. Its effectiveness was considered as part of our fifth consecutive successful ISO 9001:2008 assessment.

## Strategy point 2

### Understanding our relationship with our stakeholders

Our new stakeholder engagement system Vuelio has now been tailored to reflect the interest of stakeholders in the six main output areas of our RIIO-ED1 business plan.

## Strategy point 3

### Actively engaging our stakeholders

We have fully implemented our multilayered approach to engagement (see above).

## Strategy point 4

### Informing our stakeholders

We know from our customer surveys that many stakeholders, including younger stakeholders who are traditionally harder for us to reach, like to use social media to identify issues in which they wish to have their say.

We have focused on using social media, particularly Twitter and Facebook – two of the most popular sites – to encourage interaction and engagement on a range of issues including how distribution networks can support electric vehicles, local connection workshops, submarine cable reinforcements, and attendance at innovation conferences. Our social media messages promoting these activities reached over 30,000 people.

We have also delivered on our promise to provide class-leading reports to our stakeholders. We have gone beyond the minimum requirements set out in our Licence, choosing to produce our annual Distribution Business Plan Commitment Report in line with the more stringent criteria set out by Citizens Advice in its 'Beginning to see the Light' Report. Accordingly, the report is:

#### Comparable

each DNO is required to produce an easy-to-compare 'snapshot' highlighting performance against key RIIO-ED1 outputs

#### Findable

easy to locate – just two clicks from the SSEN homepage

#### Non-whitewash

reports both the good and the bad

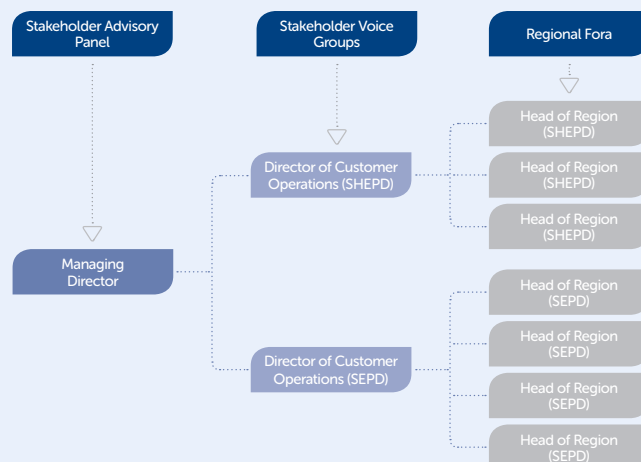
#### Simple

uses easy-to-understand language and keeps things concise

## Strategy point 5

### Listening and responding to stakeholders

Our governance structures ensure that stakeholder feedback is quickly developed into actions and initiatives that realise benefits for our customers and communities. The involvement of senior managers at a depot level ensures decisions can be taken quickly.



## Strategy point 6

### Being accessible to our stakeholders

Our Regional teams have established communication routes to SSEN from our communities, to help ensure that we are accessible during storms and other major incidents. For example, regional managers' contact numbers (including mobiles) are shared and published on websites, in literature and on advance warnings of planned interruptions.

This helps us better understand the needs of our customers in difficult situations and to provide tailored support.

# Consumer Vulnerability Strategy

## Getting to know our vulnerable customers: a strategic approach

Acute illness, financial hardship, bereavement and many other situations can mean we all may need a little extra help at times. We are committed to delivering a service which continues to support customers who need our help for the long term – our Priority Service Register customers – while also helping people who become vulnerable for short periods of time.

To achieve this, we have really got to know our customers.

### Growing and updating our Priority Service Register

Our Priority Service Register is at the core of our support for vulnerable consumers. Ensuring that we have up-to-date records and that we encourage consumers who may be vulnerable to register, is the most important aspect of getting to know our customers.

In addition to gathering information provided by electricity suppliers who provide all DNOs with information about the vulnerable customers on their Priority Service Register, we have a comprehensive approach to keeping our Priority Service Register up to date through multiple channels, and to promoting our Register to all customers. For example, in December 2016 we sent a leaflet to all of our 3.7 million customers, publicising the PSR and the 105 emergency number. This year we have updated 82,502 PSR records – around 15% of the total.

We also ran a PSR customer survey, in order to gain greater insight into our PSR customer needs, the service provided to them and how they want to be communicated with. Response levels to this year's PSR survey were good, with 600 people on the register providing views and information.

**82%**  
found registering  
on the PSR easy

82% said the advice  
given at the point of  
registration helped  
address their concerns  
during a power cut

**95%**  
Satisfaction with our  
welcome letter, setting  
out contact details  
and the range of extra  
services on offer

At the start of 2017 we wrote to every one of our 3.7m customers promoting our Priority Service Register

## Consumer Vulnerability: Our five strategic priorities

**1**

Ensure that addressing customer vulnerability is at the heart of our business strategy, our culture, our policies and all of our services.

**2**

Identify and respond to customer vulnerability timeously and with empathy.

**3**

Keep the distribution costs of our customers' electricity bills as low as possible.

**4**

Deliver an accessible and empathetic service to our Priority Services Register (PSR) customers.

**5**

Support those who become temporarily vulnerable during a power cut.

### Data Cleansing Activity

### No of records cleansed up to March 2017

Updating the PSR register when we receive data showing customers' name changes indicating they have moved property.	36,234
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Inbound calls cleansed by advisers in Customer Contact Centres. Name, address, phone number, email address and vulnerability are all confirmed.	35,793
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### Over 100% increase in PSR registrations this year

Outbound calling for pre-warning PSR customers before extreme weather. Name, address, phone number, email address and vulnerability are all confirmed.	1,241
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Outbound calling pro actively to PSR customers. Name, address, phone number, email address and vulnerability are all confirmed.	9,234
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<b>Total</b>	<b>82,502</b>
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### Growing our Priority Service Register

#### Method

Customer mailing to all of our 3.7m customers  
Proactive Engagement

#### Total new records added

#### Improving our PSR

Over 100% increase in PSR registrations this year  
Our PSR has grown by over 8%

**24,000 new customers registered directly with us this year**



# Vulnerability beyond the Priority Service Register

## Responding to transient vulnerability

Through working with the University of Dundee, and hundreds of community members, on an award-winning Knowledge Transfer Partnership we learned that our communities, and people within those communities, can quickly become transiently vulnerable in the event of severe weather or other crisis situations.

As a result of our Knowledge Transfer Partnership we have delivered 53 changes to our processes and procedures to improve our support to customers who may be vulnerable, or become vulnerable. This includes training our team to support vulnerable customers, particularly in severe weather events which can cause power cuts.

We have mapped

**24**

vulnerability criteria  
across 6,009 areas

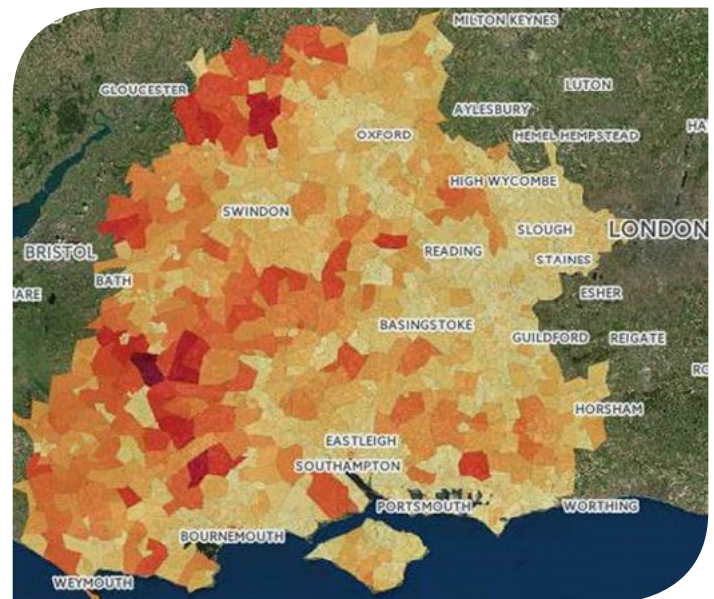
## Addressing wider vulnerability issues

Our Knowledge Transfer Partnership with the University of Dundee prompted us to further investigate vulnerability beyond our Priority Service Register, so we can provide targeted support for vulnerable consumers who, whilst they may not meet the criteria for the PSR, may be at a disadvantage on energy matters. We asked the University of Dundee to identify the key vulnerabilities that we should be considering, then we worked with the Centre for Sustainable Energy to create a mapping application which allows the huge amount of data to be presented in a very user friendly format. The example opposite shows how our mapping tool was able to identify high density of fuel-poor households in central southern England, where the darker colours show the most fuel poor.

Our regional organisation structure enables this data to be interpreted locally by senior management responsible for customer service, making decisions to the benefit our customers at the point of need, i.e. considering the demography are most people likely to be home or at work, which language(s) should we be communicating in and how can we tailor our response accordingly.

### Benefits of the mapping tool:

- Helps us to identify and deliver solutions for vulnerable consumers
- Helps us embed support for vulnerable consumers' vulnerability into systems, processes and day-to-day activities
- Supports efficient use of resources to keep bills as low as possible
- Supports information already contained on our Priority Service Register.



This increased knowledge ensures that resources are not wasted in reaching out to vulnerable consumers. These benefits feed back to our core PSR activities. For example, vulnerability mapping helps us to identify areas where PSR sign-up rates are low, but where related vulnerabilities are highly prevalent, and allows us to concentrate our efforts on sign-up activity in these areas.

- Following the extension of the PSR to include children under five years old, we've started to trial different methods of promoting the register to parents in the Thames Valley, and will use the results of the trial to inform future campaigns
- In communities containing high proportions of non-English speakers, we plan to explore engagement with faith groups, which has proven successful for UK Power Networks
- Over the coming months we will be targeting PSR sign-up trials in the areas which would most benefit from the range of services our PSR customers can access.

Highly respected consumer advocate Trisha McAuley OBE has interpreted the data and created guides for the management teams in each of our seven operational regions to allow the teams to plan for meeting the needs of vulnerable consumers in their areas.

The teams are now developing plans to use this new knowledge around consumer vulnerability on six specific activities. These activities were chosen as the first to be progressed as they address the issues most important to our customers, particularly relating to loss of power, both in terms of how people cope when the lights are out and how we invest to keep the lights on.

## The six activities we will deliver using our Vulnerability Mapping



### Ongoing activities to address vulnerability issues

As well as our efforts to know our customers, we continue to deliver schemes which deliver tangible benefits to vulnerable customers, and those who become transiently vulnerable.

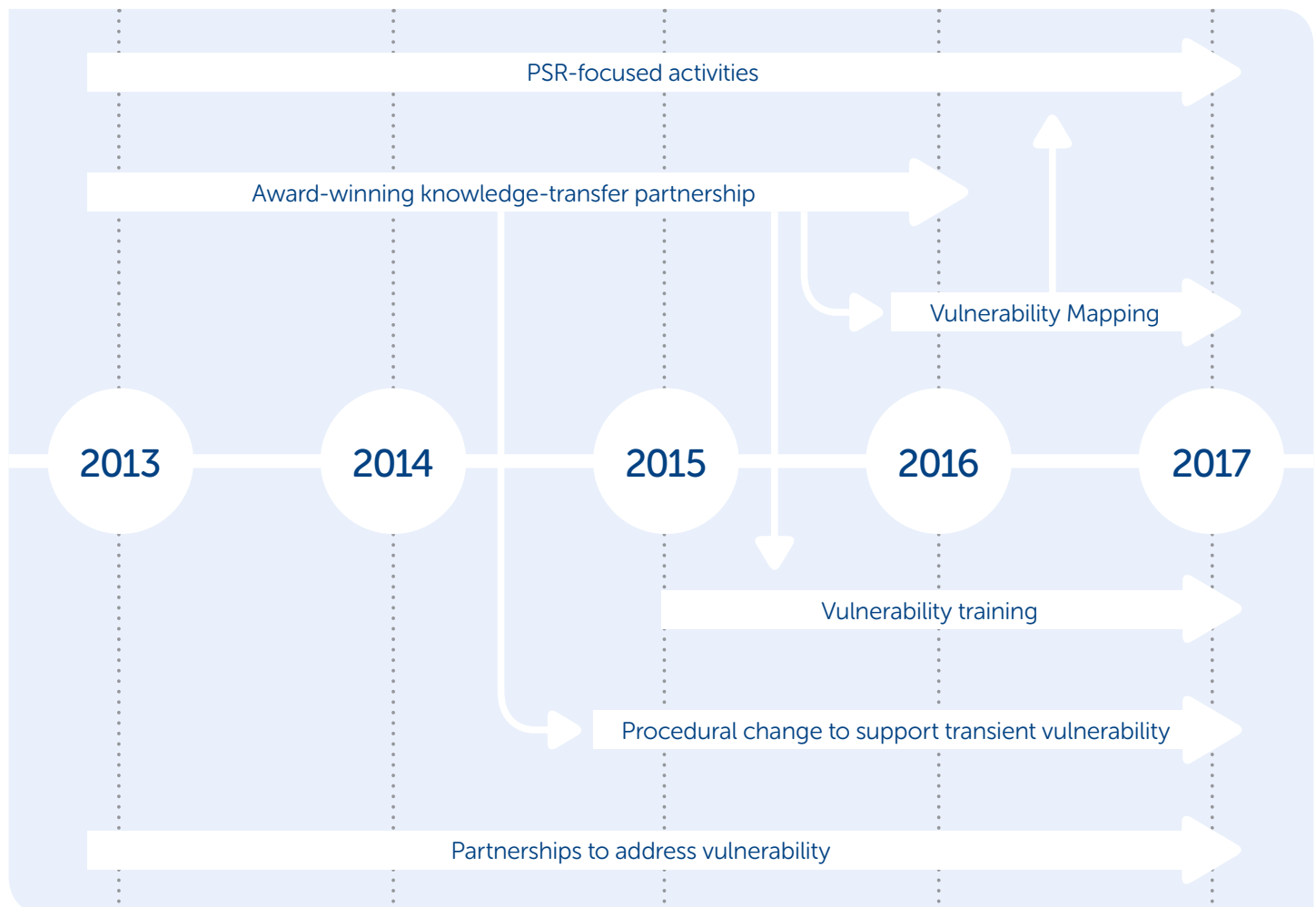
This includes the £1.3m Resilient Communities Fund, which was established to support local communities in their preparation and response to emergencies. The fund was established in agreement with Ofgem following weather-related electricity supply disruption over the Christmas period in 2013/14. This funding has supported 115 projects, for example, funding has supported the installation of four defibrillators in primary schools in Aberdeenshire, supporting 9,200 people and delivering related training to 56 people.

SSEN has pledged to extend the fund to 2023 using a proportion of the income it receives from the industry regulator Ofgem in relation to its stakeholder engagement performance. Based on 2015/16 figures, this would allow funding in the region of £2m to be distributed to community-led groups and charities across its Network over the six-year period.

We have agreed terms with the Energy Saving Trust (for central southern England) and Home Energy Scotland to set up Fuel Poverty Referral Partnerships to help customers who find their homes hard to heat or people who worry about affording their energy bills. When we become aware of customers who face problems of this nature, we will be able to refer them on to experts who can provide additional help and support.

**53**  
procedural  
changes  
prompted  
by academic  
research on  
vulnerability

### Supporting vulnerable customers: our timeline



**Key:** Wide Arrows: Activities to support vulnerable consumers | Small Arrows: Drivers and Influence | Activities to support

# Outcomes

This section sets out how feedback from our stakeholders has generated positive outcomes for our customers and communities. Benefits from our actions include direct benefits to customers, i.e. where our actions have helped make them safer/more comfortable/more satisfied/financially

better off, as well as benefits in terms of making SSEN a more efficient organisation, delivering better value for money for its stakeholders. Where possible, we have indicated the investment required to achieve these benefits.

## Summary of benefits

Scheme	What we did	Description of benefits	Our investment
Knowledge Transfer Partnership	<ul style="list-style-type: none"> <li>Far-reaching report from the University of Dundee, recommending practical changes to benefit customers</li> </ul>	<ul style="list-style-type: none"> <li>Improved vulnerability awareness of SSEN staff, allowing them to better assist consumers in vulnerable situations</li> <li>Improved internal processes to allow help and information to reach customers in vulnerable situations more quickly</li> </ul>	£170,000 FTE 600 days
Growing and improving our PSR	<ul style="list-style-type: none"> <li>Raising awareness of PSR through a number of channels, e.g. leaflet distributed to all customers</li> <li>Increasing PSR awareness among hard-to-reach groups, e.g. visually impaired</li> </ul>	<ul style="list-style-type: none"> <li>Higher PSR sign-up allows proactive, targeted assistance to vulnerable customers</li> <li>Increased PSR awareness among hard-to-reach groups, e.g. visually impaired</li> </ul>	£16,800 (+ PSR survey)
Data cleansing and sharing	<ul style="list-style-type: none"> <li>Updated 82,502 PSR records</li> <li>New data sharing partnerships with gas networks SGN and WWU</li> </ul>	<ul style="list-style-type: none"> <li>More accurate data ensures assistance is targeted at those who need it most</li> <li>SSEN can offer a more efficient service, e.g. fewer wasted calls to those no longer on PSR</li> <li>Less risk of customer distress or confusion arising from incorrect data</li> </ul>	£90,000
Vulnerability mapping	<ul style="list-style-type: none"> <li>Collaborated with Centre for Sustainable Energy to develop tool showing 24 key social indicators at a local level across our regions</li> </ul>	<ul style="list-style-type: none"> <li>PSR sign-up activity focused on areas of high vulnerability and/or low sign-up rates</li> <li>SSEN can target investment on areas of high vulnerability</li> <li>Provide support to areas that need help more quickly</li> </ul>	£40,000
Gap funding	<ul style="list-style-type: none"> <li>Provided funding for ancillary works (e.g. loft clearing, furniture moving) to fuel-poor customers to facilitate installation of energy efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>Enables vulnerable customers to access energy-efficiency measures (installed by our partner Warmworks), with potential to keep them warm and reduce their energy usage</li> <li>Based on installations to date, Warmworks estimate an average saving of £607/householder/year from installing measures</li> </ul>	£10,750 awarded to customers
Welfare packs	<ul style="list-style-type: none"> <li>Packs with essential items to provide light and warmth during power interruptions distributed to our most vulnerable customers on PSR sign-up</li> </ul>	<ul style="list-style-type: none"> <li>Glow stick and torch provide additional light during power interruptions</li> <li>Fridge magnet provides SSEN contact details and advice on how to stay safe during power interruptions</li> <li>Silver packs provide additional support including: hat, hand warmer, analogue phone and foil blanket</li> </ul>	Investment made in 2015/16
Community resilience funding	<ul style="list-style-type: none"> <li>Funding of resilience projects in communities across our regions</li> </ul>	<ul style="list-style-type: none"> <li>Enables communities to purchase equipment to help residents in emergencies such as defibrillators, generators and private radio systems</li> <li>These provide increased safety and comfort during storms and other emergencies</li> </ul>	£760,000
Community resilience planning	<ul style="list-style-type: none"> <li>Supported a range of communities across our regions in preparing for extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>Allows communities to respond first during a storm, ahead of outside assistance</li> <li>Increases safety and resilience in communities, particularly for vulnerable customers</li> </ul>	£10,000+ 265 staff hours

# Outcomes

## Summary of benefits (continued)

Scheme	What we did	Description of benefits	Our investment
Schools theatre production	<ul style="list-style-type: none"> <li>Commissioned Talkmor theatre to deliver a play at Milne's Primary School involving and informing the children on how to stay safe in extreme weather events and what to do if the power fails</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of what to do in an emergency and how to stay safe</li> <li>Promoting use and awareness of the PSR and 105 number</li> </ul>	£5,000
Targeted safety campaigns	<ul style="list-style-type: none"> <li>Held two contractor safety events</li> <li>Sponsored the award-winning 'Safe drive stay alive' events in Dundee and Angus</li> <li>Launched our 'Look out look up' social media campaign on farm safety</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of safety and potential hazards for our customers</li> <li>Over 4,500 young adults more aware of potential consequences following serious road collisions</li> </ul>	
Storm response	<ul style="list-style-type: none"> <li>Dedicated customer and community advisors providing vital on-the-ground support for our customers</li> <li>Preparation and extra assistance for storms Barbara and Conor</li> </ul>	<ul style="list-style-type: none"> <li>Increased face-to-face support on the ground for our customers</li> <li>Mobile generation for medical equipment</li> <li>Charging points for customers</li> <li>Hot drinks</li> <li>Over 600 front line and support staff on hand over Christmas, five times the normal number</li> </ul>	
Rocket-powered line throwers	<ul style="list-style-type: none"> <li>Rocket-powered line throwers help propel overhead lines across rivers, particularly useful for restoring power during flooding</li> <li>Our Elgin Depot been able to adopt this practice as BAU thanks to partnering with the Elgin Fire Service to access gas canisters</li> </ul>	<ul style="list-style-type: none"> <li>Pooling resources and costs</li> <li>Faster response times and quicker supply restoration for our customers</li> </ul>	
Addressing the energy skills gap	<ul style="list-style-type: none"> <li>Partnered with the Energy and Utilities Skills Partnership to build and launch the first ever joint Workforce Renewal and Skills Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to collaborate and share best practice with industry and Government to help collectively tackle the skills gap</li> </ul>	

Click here to see our partnership with the RNLI in action:  
<https://vimeo.com/196426542>



## How we've responded to stakeholder feedback

Feedback we've had	Action we've taken
Through our Regional Fora our customers asked for increased notice of Planned Supply Interruptions (PSIs)	We have increased domestic notice to seven days and increased business notice to 30 days
Responses to our consultation document told us that the application period for Resilience Funding should be longer and start earlier	The application window now starts in April Application period extended to 10 weeks instead of six Fund extended until at least 2023
Direct engagement with over 1,000 people and organisations provided us with a detailed understanding of different stakeholders' views on protecting subsea cables	We incorporated these views into our cost-benefit analysis tool We will use this tool to evaluate future cable replacement options
91% of stakeholders support our commitment to reduce visual impact of overhead lines in Areas of Outstanding Beauty, National Parks and National Scenic Areas	We have created a visual amenity-impact scoring model allowing stakeholders to nominate schemes in their area
Feedback from Ofgem to reinvigorate our approach to stakeholder engagement and our structures for engaging with stakeholders	Rachel McEwen appointed as Non-Executive Director to SSEN Established our Stakeholder Advisory Panel with quarterly reporting to the SSEN board Appointments approved by Colin Nicol



# Accreditation and recognition

## ISO 9001:2008 – Quality Management System Accreditation

- For the fifth consecutive year, a successful management system certification audit was carried out by an external accreditation organisation to ensure that the Distribution and Transmission Stakeholder engagement quality management system complies with the requirements of ISO 9001:2008.
- This demonstrates our commitment to working effectively to meet the needs of customers and other stakeholders while simultaneously meeting the following relevant statutory and regulatory requirements relating to our activities.
- This audit covered our quality management processes including Board-level commitment and Senior Management involvement in the approach that we have taken, the benefits and outcomes for customers and communities, the allocation of budget and resources in a cost-effective manner, and the documented procedures and processes of our engagement.

No non-conformances were reported. Positive observations included:

- Following from the previous audit it was evident that there was increased support from senior leadership and top-level management to the importance of Stakeholder Engagement.
- Awareness levels within the Stakeholder Engagement team remain high with regards to the need to comply with ISO 9001:2008 and the supporting internal policies and procedures.

During 2017/18 SSEN's Stakeholder Engagement team will ensure that their approach is evolved to meet the requirements of ISO 9001:2015, the next version of the standard, which has a greater focus on continual improvement, centred around the 'Plan, Do, Check, Act' cycle.

**"Following from the previous audit it was evident that there was increased support from senior leadership and top-level management to the importance of Stakeholder Engagement."**

Ross McKay, ISO 9001:2008 Lead Auditor, SGS

## Recognition for our work on Customer Vulnerability

### British Standard 18477:2010

- We have now met the requirements of the British Standard Inclusive Service Provision BS18477:2010 for two years in a row, demonstrating our commitment to helping those most vulnerable in our communities.
- The teams in our offices, depots and out in local communities work hard all year round to ensure we help our customers, particularly for those who may find themselves vulnerable during a power cut, planned supply interruption or emergency situation.
- Our employees are trained to recognise signs of customer vulnerability and we ensure we identify these signs early and tailor advice and assistance we provide to each individual customer accordingly.

The British Standards Institute assessor concluded:

**"I am pleased to confirm positive, continual and significant progress in maintaining the requirements of BS18477:2010 from the audits in 2015. All key elements of consumer vulnerability were sampled as being maintained in the locations audited. Noteworthy was the improvement to the Southern locations sampled with respect to demonstrating customer focus and aligning to the initial gains made in the North during the initial BSI audits. Interviews with all employees at all locations have demonstrated a good level of understanding of the PSI and PSR processes, with empathy, rapport and focus on the customer needs being evident."**

## AA1000 Stakeholder Engagement Standard

In 2016/17 we began to work towards compliance with the AA1000 Stakeholder Engagement Standard (AA1000SES) which is a framework for assessing, designing, implementing and communicating stakeholder engagement.

Attaining this Standard will help us to demonstrate that our stakeholder engagement activities are carried out to the highest standards:

- Engaging with stakeholders to understand their expectations about governance, policies, strategies, practices and performance
- Transparently accounting to stakeholders on performance and on the issues that matter to them
- Developing innovative and sustainable responses to issues that matter, presently and in the future
- We have recruited a dedicated Stakeholder Engagement Quality Manager who is working with colleagues to make sure that the relevant systems, processes and procedures are in place and that the team work in line with the relevant standards. We anticipate seeking assessment against the AA1000 Standard in 2017/18.

## Knowledge Transfer Partnership

Our Knowledge Transfer Partnership (KTP) with the University of Dundee was awarded the highest grade of 'Outstanding' by the KTP Grading Panel for its achievement in meeting KTP objectives. The Partnership identified, implemented, evaluated and disseminated best practices to support communities in their preparation for and response to electricity supply disruption caused by environmental hazards and to mitigate vulnerability.

### Below:

Director of Customer Relationship Management, Lisa Doogan (middle), receiving the award



## Industry Awards

### Utility Week Stars Constellation Award

Mo Bates and Shona Horn, of our Stakeholder Engagement team received the Utility Week 'Constellation Award' for collaborative work with a customer community' in recognition of their helping over 40 communities develop resilience plans to help keep them safe if essential services are disrupted.

