

Part 2:

Outcomes and outputs



Stakeholder engagement
and consumer vulnerability
submission 2016/17



Scottish & Southern
Electricity Networks

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Scottish & Southern
Electricity Networks

Welcome

Stakeholder engagement at Scottish and Southern Electricity Networks (SSEN) extends far beyond the boundaries of this incentive.

Rather than an optional extra, effective external engagement is a core requirement for any progressive, customer-focused organisation, even more so for one delivering an essential human need. For me it's about developing a deep understanding of our customers and what they expect of us; ensuring we actively and regularly listen to their needs and translate them into improvements to the way we do business.

In this section, you will learn how we have taken significant steps to improve the breadth and, more importantly, the depth of our engagement activity in the last year and how this has led to positive outcomes and outputs for our customers.

This is the year where we really got to know our customers. Having collaborated extensively with the University of Dundee and then the Centre for Sustainable Energy to develop our new demographic mapping tool, we now have an unprecedented amount of information we can draw upon to make robust investment decisions and tailor our support for vulnerable customers. This is already bearing fruit, alongside a targeted approach to partnerships and collaborations.

We have also taken major steps to embed stakeholder engagement into SSEN. Through our new Stakeholder Advisory Panel, Customer Voice Groups and Regional Fora, we've enhanced our relationships with stakeholders, from the top level strategic decisions taken at board level down to the work we do in our communities.

For my part, I've taken a very hands-on approach with our engagement activity this year, meeting with a range of key stakeholders and attending all meetings of our new advisory panel. I've been particularly impressed with the expertise of the representatives and their enthusiasm to help us find the right outcome for our customers. An example is our communication of Planned Supply Interruptions (PSIs), where stakeholder feedback means we now give a longer notice period than our licence requires (seven days) and are working to achieve the Crystal Mark for clarity.

Of course, SSEN is an organisation with sustainable investment at its core. We expect to spend around £3.4bn investing in and operating our network during this eight year price control, and so a central component of our RIIO-ED1 Business Plan is to keep the distribution costs of our customers' energy bills down while delivering on our promises. We've looked to replicate this approach in the way we support communities and have committed to re-invest 30% of the money we receive from the SECV incentive each year to a grant-making fund that supports community resilience and vulnerability initiatives.

The work undertaken over the last year in building our knowledge, growing our engagement and improving our governance is already delivering real benefits to the way we run our business and I believe this will prove invaluable in helping to shape an effective strategy for the years to come.

Colin Nicol
Managing Director
Scottish and Southern Electricity Networks

Key outcomes in 2016/17



Strategic input

New stakeholder advisory panel to inform business decisions

Increasing community resilience

£764,930

Invested in 115 local resilience projects

2.7m

winter awareness campaign messages seen on social media



3.7m

Customers contacted

927%

Rise in direct page visits to our PSR website page

84%

Domestic customer satisfaction



+5,000

stakeholders and customers engaged



Knowing our customers

The most successful companies all have one thing in common: they understand who their customers are, and what they expect. This is the key to providing excellent service and creating a sustainable business.

Who are our customers?

With approximately 3.7 million customers spread across two distinct and diverse geographic regions, we've learnt there is no 'typical' customer for SSEN.

Together with the Centre for Sustainable Energy and consumer expert Trisha McAuley OBE, we have developed innovative interactive heat maps that allow our employees to see up to 24 socio-economic indicators in any particular region. Being able to characterise the communities we serve based on socio-economic factors is revolutionising the way our company takes informed decisions. For example, when damage to a subsea cable cut power supply to Bute, Great Cumbrae and Little Cumbrae, we opted to install double the standardised level of mobile generation because of the number of vulnerable customers affected.

The tool was presented to Senior Managers at a Networks Management Committee meeting, and with the backing of our Managing Director, we are exploring how else customers and the business may benefit.

Benefits of the mapping tool

Promoting the Priority Services Register (PSR)

The mapping clearly highlights areas where high percentages of PSR-eligible customers live. We have already targeted areas with large populations of young families to promote the new under-5 category of the PSR at nurseries and play groups, and social media campaigns are being targeted to areas where we know the message will be more effective.

Shaping how we invest in our network

Previous decisions have been solely based on network health and criticality. But using our vulnerability mapping, investment is now based on human as well as engineering considerations.

Communicating effectively

Predicting socio-economic issues in communities which may affect how we communicate with them or carry out planned work.

Shaping where and how we act

Mapping identified that our south west England region contains disproportionate numbers of fuel-poor households. Via partnerships with Wiltshire and Dorset councils, we have allocated £40,000 for gap funding in these areas that will help people access energy-efficiency measures they wouldn't otherwise be able to.

Case study: Planned Supply Interruptions

While we are already committed to informing customers of PSIs in their area at least five days in advance, outperforming the legal two day minimum, a combination of surveys and focus groups showed that a majority of households wanted at least seven days notice. Business customers wanted even more warning, at least 30 days in advance.

As a result, we changed our internal policies and procedures so that customers now receive advanced notification of works in the timescales they wanted – seven days prior for domestic customers and 30 days for business customers.

51 stakeholders attending our Regional Fora reviewed the clarity of our PSI advanced notification letters. Feedback suggested the letters are currently too complex and not accessible enough for those with vulnerabilities or language difficulties, therefore we're working with stakeholders to improve our standard of communication and also with the Plain English Campaign to Crystal Mark these communications for clarity of information.

What our customers think about us

Our annual survey of over 2,000 domestic customers provides valuable insights into how our customers assess different aspects of our performance. We were delighted that customers this year rated us as excellent or good across the following criteria:

SHEPD



SEPD



What our customers want: responding to feedback

Our customers were able to inform, influence and challenge the way we do business throughout the year via regular and extensive engagement methods. Our comprehensive calendar of engagement ensures our principal stakeholders and customers are engaged at frequent intervals and in a variety of ways.

2016/17 engagement timeline

Domestic survey: July – August 2016 Page 2 Stakeholders: Domestic customers Numbers engaged: 2,054	
Regional fora: November 2016 – March 2017 Page 4 Stakeholders: MPs, generation developers, resilience professionals, county and parish councils Numbers engaged: 51	Stakeholder Advisory Panel: February and April 2017 Page 5 Stakeholders: Industry experts Numbers engaged: 6
Contractor safety days: September 2016 and January 2017 Page 7 Stakeholders: Supply chain Numbers engaged: >135	
Stakeholder Voice Groups: May 2016 – January 2016 Page 4 Stakeholders: Academia, councils, large commercial customers, housing associations, statutory authorities Numbers engaged: >30	
	PSR survey: February – March 2017 Stakeholders: PSR-registered customers Numbers engaged: 600
	New brand survey: March – April 2017 Stakeholders: Domestic and commercial customers Numbers engaged: 2,000
	Westminster receptions: Resilience and Electric Vehicles: July 2016 – March 2017 Page 6 Stakeholders: Elected representatives, government, innovation community, academia Numbers engaged: >150

Strategic priorities and our engagement approach

Our strategies and priorities

Our stakeholder engagement and consumer vulnerability strategies have this year been shaped through greater understanding of our communities and customers, being able to find out the social and economic factors affecting certain regions and tailoring our approach as a result.



1. Identifying our stakeholders

Our new stakeholder engagement system Vuelio is now operational and is helping colleagues across SSEN to track the interests of stakeholders and keep detailed records of their views on our business.

2. Understanding our relationship with our stakeholders

Our stakeholder engagement system categorises stakeholders based on existing relationships; level of influence; and interest in shaping our planning and processes.

3. Actively engaging our stakeholders

We use a wide range of engagement methods – surveys; written consultation documents; focus groups; events – and regularly evaluate their effectiveness.

4. Informing our stakeholders

Stakeholders are given regular and accurate information, and in a format they want, to enable them to participate in key debates.

5. Listening and responding to stakeholders

The involvement of senior management ensures that stakeholder feedback is quickly developed into actions and initiatives that realise benefits for our customers and communities.

6. Being accessible to our stakeholders

Our regional teams have established communication routes to SSEN from our communities so that we are accessible during storms and other major incidents. See below: SSEN's engagement structure diagram

Our approach to stakeholder engagement

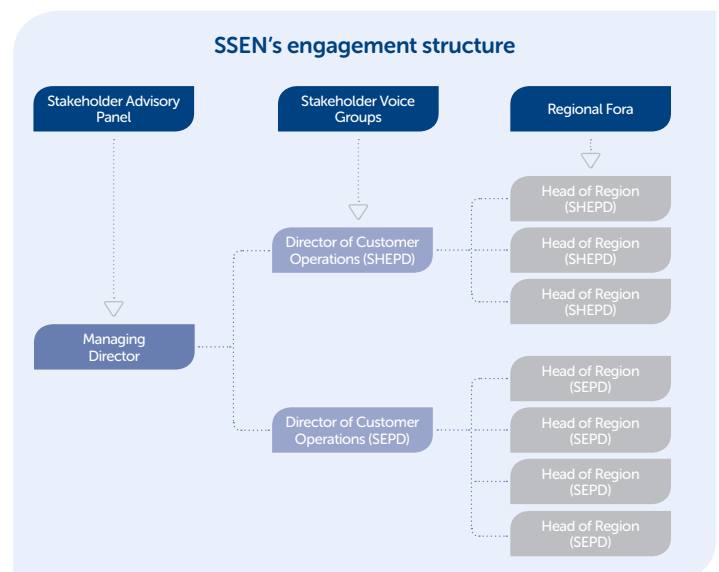
Stakeholder engagement is embedded throughout our organisational structure, ensuring that stakeholder views are influencing each area of our business, from strategic engagement at the highest levels of Government policy to the operational teams caring for our customers when we experience bad weather.

Through our Regional Fora, Stakeholder Voice Groups and the new Stakeholder Advisory Panel, we continue to refine and evolve our engagement methods based on their effectiveness and the preferences of our customers and stakeholders.

How engagement influences our regions

Our seven regions, three in our SHEPD area and four in our SEPD area, are responsible for tailored service delivery shaped by a combination of stakeholder and SSEN priorities. This localised structure encourages a sense of delivery, commitment and accountability to our customers.

Targeted engagement

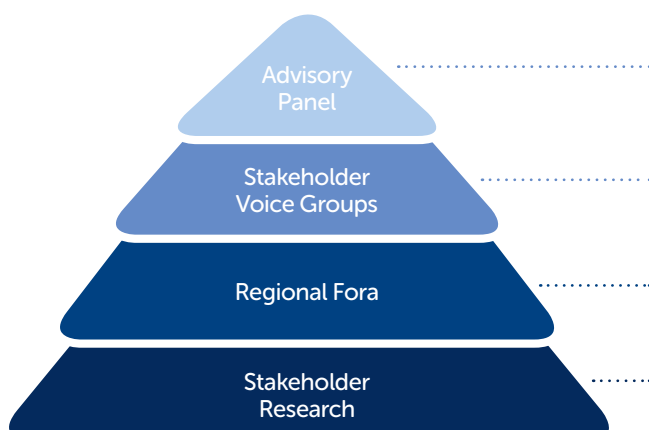


Up to eight external panel members and SSEPD Board representation meeting three times annually to review delivery of business plan commitments and provide strategic advice on relevant business decisions.

Two groups, representing each licence area, 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.



Stakeholder Voice Groups

Our Stakeholder Voice Groups in our north and south licence areas were established three years ago and continue to operate effectively. We work with these Groups on national issues especially those related to customer satisfaction, such as undergrounding schemes, gap funding for fuel poverty customers, and Planned Supply Interruptions. These are chaired by our Director of Customer Relationship Management and attended by members of the Networks Leadership Team as well as subject-matter experts.

In response to stakeholder feedback, we have widened membership and also added an additional term of reference to the group's objectives so that they now 'critically evaluate SSEN's stakeholder engagement strategy, policy, implementation plans, business response to stakeholders and our annual stakeholder report'.

Regional Fora

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 and to ensure that we deliver our projects and services in a way that meets local needs, paying particular attention to the needs of vulnerable consumers. These groups are chaired by our local Customer Relationship Managers and attended by key regional colleagues.

51 stakeholders, representing organisations from councils, emergency services, community health care, charities and other voluntary groups, have taken part in 2016/17.

Consumer vulnerability

Our consumer vulnerability strategy is designed to provide additional support and service to those of our customers who may find themselves particularly vulnerable at any given time. Recognising that being vulnerable means different things to different people, our strategy this year has focused on the development of a comprehensive demographic mapping tool, able to quickly identify prominent vulnerability indicators in our communities and in supporting those on the ground to feel empowered to respond at the point of need.

Our vulnerability strategy has driven a range of activities:

- Knowledge Transfer Partnership with the University of Dundee improved our understanding of how vulnerable communities cope during lengthy power outages and led to over 50 changes to our processes and procedures to support customers who may be transiently vulnerable
- Improving the quality of data and the number of customers on our Priority Services Register
- Funding innovative energy-efficiency schemes, such as through the Warmworks scheme (see case study on page 5), to help address fuel poverty

Key vulnerable customer outcomes in 2016/17



Last year, Ofgem's expert panel on stakeholder engagement and consumer vulnerability noted differences in our approach to consumer vulnerability between our SEPD and SHEPD areas. Following significant improvements in 2016/17, the British Standards Institute (BSI) has concluded the following:

BSI assessor: "The gap between north and south continues to close and the business adopts a common customer-focused strategy for managing vulnerable customers to meet OFGEM RIIO ED-1 requirements. Indeed the foundations already established form a solid baseline for ED-2."

"I thought it was an excellent, engaging session."

- Fire and Rescue Service

"It's unusual for an open meeting not to be hijacked by the organiser putting over its own views and controls, well done."

- Parish Council

Case study: Undergrounding parts of our network

In our RIIO-ED1 business plan, we committed to work with communities to reduce the visual impact of up to 90km (60 miles) of overhead lines in National Parks, Areas of Outstanding Natural Beauty and National Scenic Areas.

£15m Investment

£15m investment is being targeted on the areas that will benefit the most people and prove cost effective. Funding relies on the submission of applications which are then assessed by our engineers to ensure they are technically viable.

We invited our Stakeholder Voice Groups to comment on the engagement and communication methods used by SSEN to promote this scheme. As a result we have changed our website, guidance and communication material.

Case study: Promoting the PSR

Our Regional Fora stakeholders and 40% of customers in our annual domestic survey, expect closer collaboration with partners, particularly health professionals, as a means of promoting the benefits of the PSR.

We are currently trialling PSR promotion using pharmacies to reach customers. PSR leaflets, as well as 40,000 specially designed promotional medication bags, have been distributed to 40 pharmacies in Oxfordshire. Results of this trial will inform future initiatives.

40%

of customers expect closer collaboration with partners



Building enduring relationships

Stakeholder Advisory Panel

Our new Stakeholder Advisory Panel will fundamentally change the strategic decisions taken at the most senior levels of our company. Consisting of six external experts, the Panel advises our Board and is chaired by our new Non-Executive Director, Rachel McEwen. Its remit is to ensure that the decisions we take are in the best interests of our stakeholders, to influence the strategic direction of SSEN and to account for delivery of the commitments we made in our RIIO-ED1 Business Plan.

The Panel has met twice so far, in February and April 2017, getting to know our business and how our engagement activity is helping to deliver real benefits for our stakeholders.

To ensure the panel is reflective of our stakeholders, four panel members represent our southern licence area, while the other represent our Scottish licence area.

Please click [here](#) for a video of our Stakeholder Advisory Panel.

Name	Background
Norrie Kerr	Director of Energy Action Scotland
Verity Murrice	Founder and a Trustee of Eight Bells for Mental Health
Sarah Boyack	Former Scottish Government Minister now visiting lecturer with Heriot-Watt University's school of Energy, Geoscience, Infrastructure and Society
Ian Hoult	Head of Emergency Planning and Resilience for Hampshire County Council
Mike Petter	Board member of The Guinness Partnership Ltd, a national housing association
Tamar Bourne	Senior project manager in Regen SW, a not for profit organisation which champions new ways of generating, supplying and using energy

Verity Murrice, Stakeholder Advisory Panel member: "I am really excited to be involved in this initiative, which shows real commitment by SSEN to accepting challenge from stakeholders and working to ensure that they deliver a high-quality service to all its customers."

Review

the delivery of annual plans in our SHEPD and SEPD areas

Inform

our annual stakeholder engagement plans

Assess

performance against our RIIO-ED1 business plan commitments

Represent

the views of stakeholders and offer advice and challenge to our Board. Outcomes of this engagement are typically delivered via new working practices, policies or procedure



Drew Hendry MP:

"The new partnership between Warmworks and SSEN shows what can be done to tackle inequalities and help make homes warmer, cheaper and easier to heat."

Case study: Helping customers become more energy efficient

We know that many of our customers are concerned about, or struggle to pay, energy bills.

Energy-efficiency funding is available via various schemes in Scotland, however, these funds are only for the installation of the measures, not essential pre-installation works.

Often elderly customers, or people with disabilities, don't have the means to prepare their homes for this work and are therefore overlooked when applying for funding.

To prevent this from happening, we've partnered with the joint venture Warmworks Scotland to gap fund a range of measures, such as loft clearance, furniture removal or paying for scaffolding.

£607

Average annual savings for consumers participating in the scheme so far

£330,000

estimated lifetime savings for customers benefiting from funding

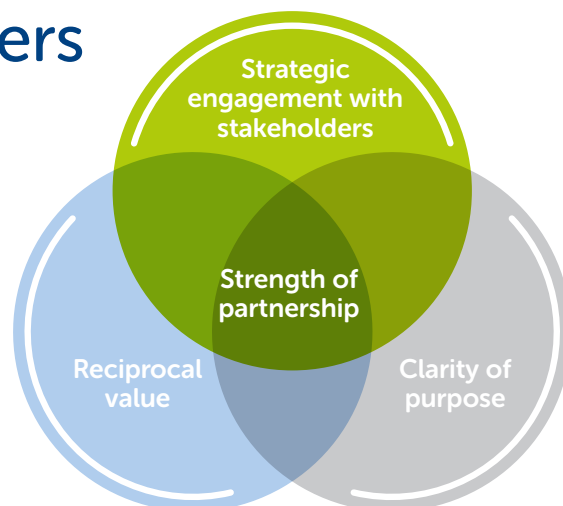
Due to the success of this scheme, we have launched additional gap funding schemes with Dorset, Wiltshire and Hampshire County Councils

Collaborating with stakeholders

As a responsible electricity networks business we recognise the value of opinions, experience and expertise that other organisations can bring to customers and our company.

We actively encourage our people to seek out opportunities to collaborate with likeminded organisations where working together creates mutual benefits, increases efficiency and reduces duplication.

To build an effective partnership requires careful planning prior to formalising any agreements. We're developing a new partnership framework to make sure the many and varied partnerships we enter into are fit for purpose and deliver positive outcomes for our stakeholders.



New examples of collaboration in 2016/17

Strategic level



Electric vehicles: implications for electricity distribution

National Grid predicts there could be up to 8.3m electric vehicles in the UK by 2035, dramatically increasing levels of demand on local distribution systems.

We are taking proactive steps to anticipate and solve potential issues by collaborating with other DNOs, National Grid, Department for Business, Energy and Industrial Strategy and Ofgem on an industry-accepted solution for managing future EV charging.

For example, we've been trialling demand-side response, where vehicles start charging a few hours after being plugged in, when demand is lower.

To share this learning and discuss wider issues, we were joined by over 100 guests, including global car manufacturer Nissan, and UK politicians and academics at the House of Commons in March 2017 to discuss the future of electric vehicles in the UK.

Benefits:

- Ensuring technical expertise and learning from innovation projects is shared with stakeholders to help encourage a coordinated approach to industry challenges

Organisational level



Exchanging vulnerability data with other utilities

Issues facing vulnerable customers transcend traditional geographic regions and the companies operating within them.

SSEN has been leading collaboration with seven water utilities and one gas distribution network to identify better ways of supporting our vulnerable customers.

Over the last twelve months we have been working towards agreeing bilateral data privacy frameworks, joint signposting to PSR services on each other's websites and promoting joint messaging at conferences and industry events.

We've also identified a range of other areas that need to be addressed, such as the potential for utilities-wide PSR codes and data privacy frameworks, if we are to overcome existing challenges to improve data exchange on consumers' vulnerable circumstances.

Due to the progress we've made, the group has met with representatives of Ofgem, Ofwat and UK Regulators Network to discuss the project and its learning points.

Benefits:

- Improving support for vulnerable customers by sharing accurate data

Organisational level



Maximising the benefits of the smart meter programme

The UK Government is offering a smart meter to all domestic and commercial properties in Great Britain by 2020.

Although the smart meter programme is supplier-led, DNOs need to quickly understand how to adapt to less predictable, irregular energy flows to continue operating an efficient, economic and coordinated network.

Legislative restrictions prevent DNOs accessing data relating to a period of less than one month without explicit consent from the customer.

As a result, we led a series of consumer focus groups through the Energy Networks Association to establish public attitudes towards DNOs having access to half-hourly consumption data.

The insights from this research have helped inform each DNO's Data Access and Privacy Framework for Ofgem to consider and approve.

Benefits:

- Potential for DNOs to tailor customer service, increase network efficiency and make smarter investment decisions

Operational level



Adopting innovative solutions as business-as-usual

Thanks to our Customer Relationship Managers, we've developed excellent relationships with the emergency services, particularly the emergency and rescue services in the north of Scotland during severe weather.

SSEN engineers and members of the RNLi teamed up in an innovative way to help restore power supplies to Ballater after floods caused by Storm Frank.

RNLi volunteers from Aberdeen brought rocket-powered line throwers to enable new overhead lines to be strung across the river while it was in spate.

Since then, this successful and innovative idea has been adopted as BAU and our Elgin Depot has been using this method, partnering with the Elgin Fire Service to access gas canisters.

Please click [here](#) to watch our video.

Benefits:

- Pooling resources and costs
- Faster response times and quicker supply restoration for our customers

Engagement outcomes

1. Safety

Under the licence of 'if it's not safe, we don't do it' all employees and contractors are empowered to stop work if necessary to ensure they do not put themselves or others at risk of injury.

We look out for the safety of colleagues and it is a natural extension to consider our customers in this way as well. The launch of our '50by20' safety strategy, targeting a 50% reduction in Total Recordable Injury Rate (TRIR) by 2020, is providing fresh impetus across the business on the importance of stakeholder safety.

1.1 Contractor safety days

What we did:

- Held two contractor safety events attended by over 135 supply-chain stakeholders across the north of Scotland and central southern England
- Shared best practices in risk assessment and Personal Protective Equipment (PPE)

Why we did it:

- Due to the nature of our work, we have more than 4,000 employees and nearly as many contractors. Although our contractor

TRIR has stabilised recently, proportionately more safety incidents occur in our supply chain than SSEN employees

- Safety is our number one priority. 96% of stakeholders are supportive of our commitment to keeping people safe around our equipment
- Ensuring contractors are aware of our safety standards, can learn from and also challenge the way we do things, and feel part of our safety family and culture

Outcomes

100%
of attendees felt the engagement day was beneficial

Investing a further £500k to hold eight additional sessions this year across the north-east of Scotland and Shetland

1.2 Driver safety campaign

What we did:

- Sponsored award-winning 'Safe Drive Stay Alive' events in the Dundee and Angus regions of Scotland
- Aimed at making young people more aware of potential hazards while driving
- Live dramatisations and personal reflections by the emergency services depict a range of health, social, emotional and environmental consequences of risky behaviours

Why we did it:

- Young drivers, who are our future customers, are more likely to be involved in road traffic collisions (RTCs)
- Through the scheme, we wanted to encourage behavioural change in attendees and promote safe driving practices

Outcomes

More than
4,500
young adults are now more aware of the potential consequences that follow serious collisions

1.3 Farm safety

What we did:

- Attended Swindon farmer safety seminar, reinforcing our safety messages and fostering closer relationships with the local farming community
- Following an incident near Keith in Scotland, where a farmer's vehicle brought down an overhead line, we launched our 'look out, look up' campaign on social media targeting farmer safety. Messages encouraged agricultural workers to be extra vigilant, particularly in winter when the sun is low

Why we did it:

- The use of agricultural machinery can often bring farmers and agricultural contractors close to power lines
- As agricultural techniques evolve over time, the size of farming equipment looks set to increase. Overhead distribution lines must exceed 5.2m in height. Although a lot of our lines are higher than that, modern farming equipment can extend as much as 7m

Outcomes

Ongoing engagement and communication with the farming industry to promote safe working practices

2. Looking after our communities

2.1 Helping customers cope during storms

Our 4,000 skilled workers help manage 130,000km of overhead lines and underground cables, 106,000 substations and over 100 subsea cables, powering island communities.

Winter brings unique challenges. High winds, rain and lightning can cause damage to power lines, wooden poles and steel towers but our teams are here 24 hours, 365 days a year to safeguard power for our communities.

Winter communications campaign in numbers

What we did:

- National communications campaign
- Extensive, multi-channel winter safety messages delivered through digital, broadcast and print media
- Ran for three months, from November 2016 – January 2017

Why we did it:

- Give customers practical and timely advice on how to prepare for possible power cuts during winter storms

- Make it easier for customers to contact us and also increase awareness of where they can get information in the event of a power cut – Power Track app, website, social media channels
- Promote the new national number, 105, for reporting power cuts
- Promote additional support available for vulnerable customers on our PSR register

Outcomes

Use of the website increased by
28% to 138,332
individuals accessing the website

79%
more page views
on the power
cuts page

22%
more visits
to our Power
Track page

187%
increase in visits
to the priority
services pages

* All stats comparative to 15/16

2.1 Storm response

Dedicated response team

Our dedicated Customer and Community Advisors (CCA) provide vital on-the-ground support for our customers when bad weather causes power cuts.

Our CCAs are there to help support our communities as much as possible, with particular focus on customers who have signed up to our Priority Service Register.

Each CCA has a welfare vehicle equipped with:

- Mobile generation for electrically powered medical equipment

- Charging points for mobile phones and laptops
- Hot water

The CCA's also work closely with parish councils and local resilience partners to help communities become more resilient. Customer Relationship Managers (CRMs) have been appointed to each of our seven regions, providing strategic support and building enduring relationships.

In 2016/17 our CCA's supported 31,991 customers, providing face-to-face advice, support and welfare.

Storms Barbara and Conor

Our people monitor weather forecasts extremely closely so that we can prepare and put extra resources on standby if necessary. When Storms Barbara and Conor brought heavy snow and strong winds to the north of Scotland in December 2016, we were able to quickly mobilise our people in large numbers to provide extra assistance to affected areas.

- More than 600 frontline and support staff were on hand – five times the normal number
- Twenty welfare vans deployed to affected areas
- Outbound calls made to over 1,400 customers on our Priority Service Register

to assess needs and offer extra assistance

- Our #GetReadyFor... hashtags reached over 457.7k Twitter users

Please click [here](#) for our storm response video

2.2 105 number roll-out

What we did:

- Chaired joint DNO 105 working group to coordinate the consumer communications campaign surrounding the introduction of the new 105 power cut number across Great Britain
- Facilitated the development of key messages across all network operators to ensure clear and consistent messaging for consumers

Why we did it:

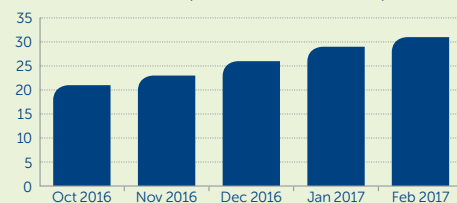
- Research undertaken by Energy Networks Association found that only 5% of people were aware of who to call to report or get updates about power cuts, with many wrongly calling their electricity supplier instead of their DNO
- We wanted to make sure customers were aware of this change so they knew who to contact in an emergency

Outcomes

Across Great Britain, customer awareness of the 105 number increased from 10% in late November to 15% in late January/early February

Across our two distribution network areas the number of faults and the number of customers affected have decreased year-on-year over the past three years. On the other hand the volume of 105 calls since its introduction in September has gone up, proving the success of our 105 awareness campaign

105 calls (% of total inbound calls)



No. 1 awareness of SSEN

Despite the recent launch of our new brand, there is a higher level of awareness (13%) of Scottish and Southern Electricity Networks in its operating areas than any other DNO

3. Providing a reliable, cost-effective network

3.1 Developing cost-effective solutions for our subsea cables

What we did:

- Directly engaged over 1,000 people and organisations to develop a detailed understanding of different stakeholders' views on the need for new subsea cables to be protected from damage, for example by burying the cable, balanced against the potential increased cost to electricity consumers that protection may result in.
- Analysed stakeholders' feedback and incorporated the views of different groups into a Cost Benefit Analysis tool. The tool will be used to evaluate the cost

effectiveness of protection options for each future cable replacement and help inform decisions by Marine Scotland on future marine licence applications for subsea cable replacements and new installations

Why we did it:

- 111 subsea cables supply electricity to the Scottish islands, totalling 454km in length
- Changes in Scottish Government marine policy regarding subsea cable protection methods may affect the way we carry out cable replacement and protection

- Given the potential costs of cable protection, we are undertaking a cost benefit analysis on each cable to provide an assessment of value for money
- Engagement gave stakeholders a strong voice in assessing the benefits and drawbacks of the various cable-laying and protection methods.
- Ensure a safe, reliable supply of electricity to the Scottish islands for years to come

Outcomes

Cost benefit assessment of cable routes and protection measures is being shaped by stakeholder feedback

Anticipated reduction in the potential impact on fishing grounds by adopting sensitive installation methods where possible

Increasing the safety of mariners by introducing cable marker boards where appropriate

97%

of stakeholders want the distribution element of their electricity bill to be limited to inflationary increases

Utility Week Awards 2016

On the back of their Cost Benefit Analysis (CBA) model approach, our subsea cables team was delighted to be shortlisted for the customer-facing team of the year at the Utility Week Awards

4. Skills and education

4.1 Addressing the energy skills gap

What we did:

- Partnered with the Energy & Utilities Skills Partnership to build and launch the first ever joint Workforce Renewal and Skills Strategy
- Committed to a new 12-month pilot programme that seeks to encourage people into careers in the industry
- Worked with the UK Government's 'Get in go far' campaign to promote apprentices nationally at Number 10 event

Why we did it:

- The energy and utilities sector requires 221,000 new recruits by 2027 in order to provide the essential customer service and infrastructure the UK needs to support economic growth
- Our long-term business strategy aims to retain a safe, skilled, resilient and sustainable workforce
- By 2023, a large proportion of SSEN staff will be of retireable age

Outcomes

Opportunity to collaborate and share best practice with industry and government to help collectively tackle the skills gap



4.2 Schools engagement packs

What we did:

- Working to develop standardised packs for children that can be distributed by colleagues visiting schools or working out in the community on volunteering days
- The packs will contain resources aimed at increasing

understanding of networks, support personal and community resilience, safety around our assets and energy efficiency advice

Why we did it:

- Helping where we are best placed to do so

Outcomes

Increasing stakeholders' understanding of how our networks operate and support personal and community resilience, safety around our assets, and energy efficiency

5. Looking after the environment

5.1 Undergrounding assets

What we did:

- In total over the RIIO-ED1 period, we're investing over £15m in the undergrounding of 90km of overhead lines in Areas of Outstanding Natural Beauty, National Parks and National Scenic Areas in central southern England and the north of Scotland

Why we did it:

- At the end of 2015/16, we had a total of 15,444km of overhead lines within designated areas in both DNO areas
- Stakeholders indicated a universal perception that undergrounding was 'important' or 'very important' for visual amenity and supported SSEN's stakeholder-led approach to address concerns in these areas
- Our stakeholders wanted us to consider factors important to them, such as the historic environment, as part of the scheme-selection process

91%

of stakeholders support our commitment to work with communities to reduce the visual impact of up to 60 miles of overhead lines in national parks, areas of outstanding natural beauty and national scenic areas

We created a Visual Amenity Impact scoring model, developed in agreement with the AONB and National Park offices in our Region, allowing stakeholders to nominate Schemes in their area and ensure a consistent assessment method across all SEPD and SHEPD areas

Outcomes

SHEPD

Undergrounding 18km of overhead lines, with a further 3km in development

SEPD

Undergrounded >6km of overhead lines, with a further seven proposals under consideration



Benefits to consumers

Our actions this year have resulted in a range of benefits for our customers.

Where our actions have generated direct financial benefits for our customers, it is straightforward to carry out a cost benefit analysis, i.e. compare the benefits attained to the cost incurred to provide an indication of whether our intervention was value for money.

For non-financial benefits, we 'monetise' (i.e. express the value of the benefit in financial terms) when there is a robust methodology for doing so. If such a methodology does not exist, we will express the benefit in non-financial terms, e.g. 'customer satisfaction rose by 50%'.

Impacts of some of our key activities

The table below summarises some of the benefits to customers arising from our activities:

Activity	Actions	Benefits
Contractor safety	Held two contractor safety events to share best practices with over 135 stakeholders	<ul style="list-style-type: none"> • 100% of attendees felt the engagement day was beneficial • Investing a further £500k to hold eight additional sessions this year across the north east of Scotland and Shetland
Driver safety	Sponsored 'Safe Drive Stay Alive' events, aimed at making young people more aware of potential hazards while driving	More than 4,500 young adults are now more aware of the potential consequences that follow serious collisions
105 number roll-out	Making customers aware of our new brand and the new 105 number so they knew who to contact in an emergency	13% awareness of SSEN among customers and promotion of the new 105 emergency number
Developing cost-effective solutions for our subsea cables	Directly engaged over 1,000 people and organisations to develop a detailed understanding of different stakeholders' views on the need for new subsea cables to be protected from damage	<ul style="list-style-type: none"> • Cable routes and protection measures will be shaped by stakeholder feedback • Anticipated reduction in the potential impact on fishing grounds by adopting sensitive installation methods where possible • Increasing the safety of mariners by introducing cable marker boards where appropriate
Addressing the energy skills gap	Partnered with the Energy & Utilities Skills Partnership to build and launch the first ever joint Workforce Renewal and Skills Strategy	Opportunity to collaborate and share best practice with industry and government to help collectively tackle the skills gap
Schools engagement packs	Develop standardised packs for children that can be distributed by colleagues visiting schools or working out in the community on volunteering days	Increasing stakeholders' understanding of how our networks operate and support personal and community resilience, safety around our assets, and energy efficiency
Undergrounding our assets	We created an Visual Amenity Impact scoring model, developed in agreement with the AONB and National Park offices in our Region, allowing stakeholders to nominate Schemes in their area and ensure a consistent assessment method across all SEPD and SHEPD areas	<ul style="list-style-type: none"> • Undergrounding +24km of overhead lines, reducing the visual impact of our assets • Stakeholder participation has directly influenced our undergrounding investment decisions