



2018-19

Stakeholder engagement
and consumer vulnerability
submission



Scottish & Southern
Electricity Networks

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five years

Fair Tax mark accreditation



Fair Tax

Paying our employees and contractors a Living Wage



£2.1m



donated to help community resilience since 2015

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up to 7%



Reduction in domestic peak energy demand through our SAVE project

41%



reduction in safety incidents

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PSR registrations

707,198



23.2% increase over one year

+20%



of homes registered on the PSR

9.27/10



PSR customer satisfaction score

Welcome

Welcome to Scottish and Southern Electricity Networks' (SSEN) stakeholder engagement and consumer vulnerability (SECV) incentive submission 2018-19.

We own and operate two electricity distribution licence areas. These areas are in the north of Scotland and central southern England, serving over 3.8 million homes and businesses, from the bustle of west London to the smallest villages in the

Highlands and Islands of Scotland. Our primary focus is to 'power our communities' by investing in and maintaining the systems of overhead lines and underground and subsea cables that transport electricity to homes and businesses.



+3.8m

Homes and businesses served



130,000km

Overhead lines and underground cables



1/3 UK land mass

Stakeholder engagement and consumer vulnerability incentive

Ofgem offers an annual financial incentive to network companies that engage effectively with a wide range of stakeholders. The feedback from this process helps network companies to plan and run their businesses.

This report is SSEN's 2018-19 submission

How this report is structured:

Part 1

Stakeholder engagement and consumer vulnerability strategies

How we have engaged with a variety of stakeholders using a range of appropriate mechanisms to gather feedback and deliver meaningful outcomes

Part 2

Illustrates our stakeholder engagement initiatives in 2018-19

How these are embedded across our business and the measurable benefits these have resulted in for our stakeholders

Part 3

Summarises how we are tackling consumer vulnerability

Improving our knowledge and data of vulnerable customers, improving and increasing the numbers of customers on our Priority Services Register, and collaborating with partners to achieve positive outcomes

Understanding this report

To help navigate our submission papers in parts two and three, we have used a number of icons to categorise our engagement activities:



New



Embedded



Expanded



Best Practice



Improved



Dilemma

As custodians of critical national infrastructure, SSEN plays a crucial role investing in the cables and wires that power homes and businesses, helping to drive economic growth and support the transition to a modern, low-carbon and flexible energy system.



In recent years, the expectations of our customers, stakeholders and society has risen, giving greater emphasis to our stakeholder engagement activities as a means of ensuring we are acting in their best interests at all times.

We fully recognise this new perspective and relish the opportunity it provides. For us, stakeholder engagement isn't about the associated financial or reputational benefits – it's more fundamental than that. It's about being open to change and challenge – listening, responding and improving the way we do things.

Since the start of RIIO-ED1, our approach to engagement has matured and become ever more ingrained into our company's culture and

conscience thanks to governance, an effective strategy, clear processes and procedures, but above all, the energy and determination of our people to do the right thing.

I firmly believe that good stakeholder engagement happens when it is focused on the beneficial changes our stakeholders want to see. This year we have worked hard to understand what value our customers and stakeholders assign to certain engagement activity, giving us the confidence that we are targeting our resources and time at the right issues.

In line with this, we have refined our strategy to focus on the issues that our customers and stakeholders told us matter most – reliability and safety – resulting in a programme that was targeted, tailored and balanced to the needs of our customers and stakeholders, and helped us to achieve impactful outcomes.

As we look to the future, we also prioritised engagement on the key innovations we are progressing to help enable a smooth transition to a decentralised and decarbonised electricity system. It is key that this transition is stakeholder-led, helping provide a voice to all customers and users to ensure they share the benefits of this exciting transition.

I hope this report will give you a clear view of our progress and the positive changes our stakeholders have helped realise. I'm proud of what we've achieved and look forward to working closely and constructively with our stakeholders to deliver further improvements in the months and years to come.

Colin Nicol, Managing Director
Scottish and Southern Electricity Networks

Why stakeholder engagement is vital to SSEN

Stakeholders expect our business to conduct itself in a way that enhances value to society, while meeting core business objectives and delivering a high level of service.

It is firmly our view that stakeholder engagement isn't just the right thing to do; it's essential to the long-term success and sustainability of our business. We know from the most successful companies that good performance is inextricably linked to effective engagement. It helps us to understand our place in society; holds us to account; ensures we can adapt to

the rapidly changing external environment in which we operate; and ultimately improves the services we offer our customers and stakeholders and the decisions we take on their behalf.

By engaging with our stakeholders, we aim to continue running a sustainable business which operates in line with the views of those we serve.

Our vision and values

Our engagement vision features four key pillars which we believe create the foundations of a successful company, one that is truly focused on delivering exceptional stakeholder-led service and can be trusted to act in the best interests of our customers and communities.

Delivering in the public interest

As a regulated company delivering an essential service, it is absolutely right that society expects more from us. More transparency, more accountability and better conduct. We believe that the principle of transparency of financial structures and business performance should be accessible to all stakeholders and should be considered a minimum expectation for networks businesses.

This means regulatory accounts that are published in an easily accessible format, uniform KPIs across the industry to make it easier to compare performance with other

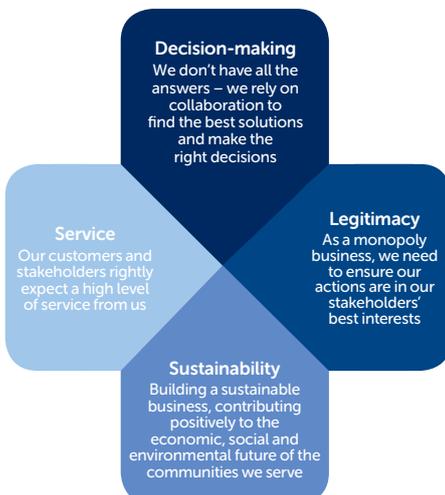
operators and an open book approach taken on tax arrangements, pay and diversity.

To shape our thinking, we have worked with Citizens Advice to review its principles for reform of the next regulatory framework, RIIO2, using them as a starting point for a series of publications to explore these key challenges. Covering transparency, fair returns, innovation and consumer engagement, the Reform in RIIO series aims to stimulate discussion and debate, suggesting a range of actions and obligations Ofgem could include in the new price control.

In January we released a consultation on a transparent reporting package for RIIO2, setting out our view on an open and accessible reporting framework as we approach the new price control. The feedback will be used to inform SSEN's submissions to the RIIO2 price control process and consider opportunities for implementation within the current framework.

We welcome SSEN's willingness to engage with this issue and encourage other energy networks to do the same.

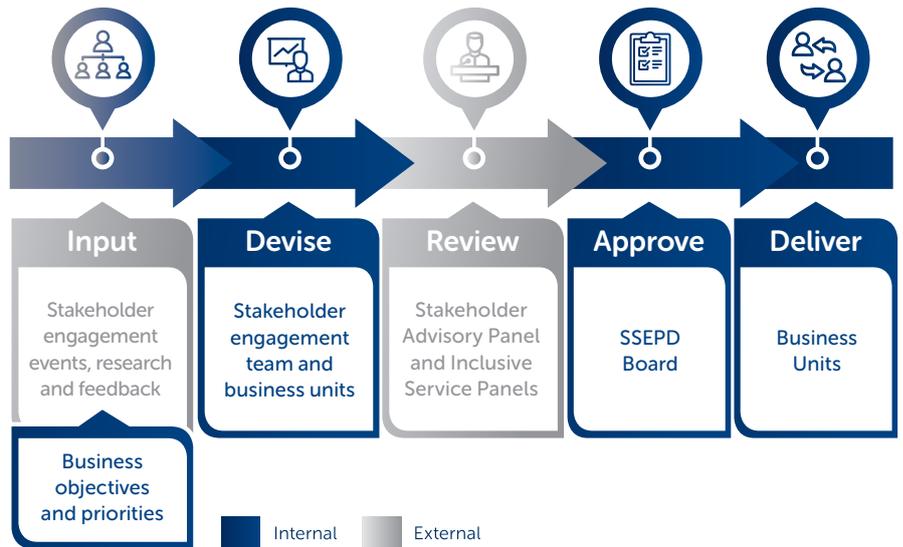
Stew Horne, Citizens Advice



1.2 Refining our approach; delivering value

Our stakeholder engagement approach challenges our business to be forward-looking and deliver meaningful outcomes for our stakeholders and the society in which we operate. By creating our approach in conjunction with our stakeholders and our leadership team, it ensures we remain focused on the most pressing issues facing our company and the wider industry.

Throughout 2018-19 we have worked closely with a number of key stakeholders, including those who attended our September events as well as our Stakeholder Advisory Panel, to challenge both our approach to engagement and material issues for engagement. We also increased the number of strategic workshops hosted across our two licence areas from two in 2017-18 to five in 2018-19, ensuring 144 stakeholders representing 109 organisations had an opportunity to feed into our business plan.



Delivering long-term value to society

Due to the nature of the services we provide, we are rightly held to a high degree of regulatory, legislative and political scrutiny. This comes with additional obligations designed to ensure we conduct our business in a way that best meets the needs of our customers and wider society. Rather than simply complying with the minimum legal and regulatory requirements, we seek to set a gold standard in corporate conduct.

Our Fair Tax Mark and Living Wage accreditations are the flagship initiatives of our approach to sustainability and responsible business practice.

Paying our fair share of tax

The payment of taxes underpins good public services and we believe that paying a fair share of tax is an essential part of any business' social contract. In 2018 we were awarded the Fair Tax Mark accreditation for the fifth year in a row for demonstrating the highest level of financial transparency since 2014. The Fair Tax Mark is the world's first independent accreditation for responsible tax practices that go well beyond the current requirements of UK company law.

As the first FTSE 100 company to receive the accreditation, we believe an open book approach on tax arrangements should be commonplace across the electricity sector and are actively supporting Ofgem's proposal in its recent RIIO2 sectoral methodology consultation, which calls for all network operators to meet the Fair Tax Mark accreditation standard as part of their licence obligations in RIIO2.

Living wage

The foundation of our responsible employer ethos is the principle that all employees and workers in our supply chain must be treated – and treat each other – with fairness and respect. September 2018 marked the fifth year that we have been Living Wage accredited, ensuring everyone is paid a wage they can live on rather than survive on.



Community Resilience Fund

Each year we set aside one third of the revenue received from our Stakeholder Engagement and Consumer Vulnerability incentive to help the communities we serve become more resilient, a commitment we will honour until the end of RIIO-ED1 in 2023.

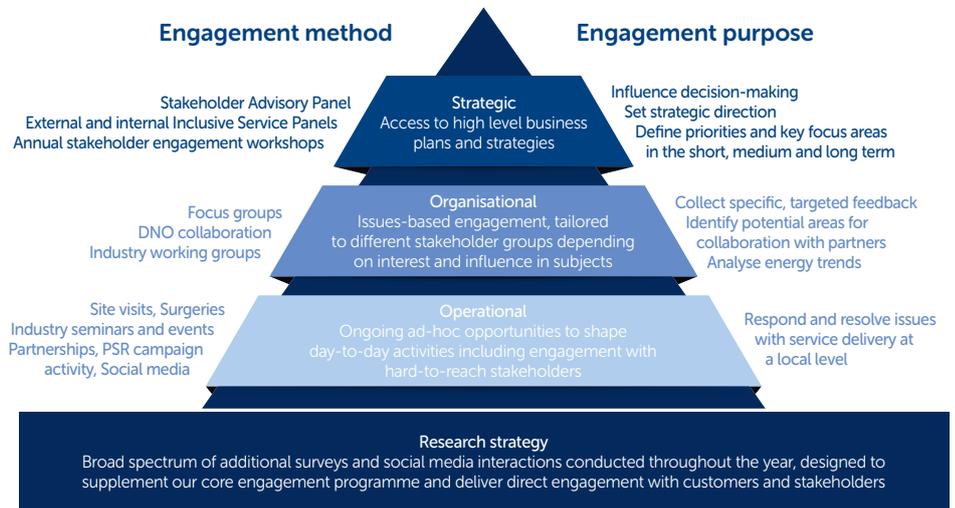
Our approach to resilience funding has been recognised as best practice by the Civil Contingencies team in the Cabinet Office, who have encouraged other utilities to 'follow SSEN's lead'



Stakeholder engagement happens on a daily basis and touches every part of our operations. The central stakeholder team provides the necessary training, tools and expertise, allowing colleagues to take genuine responsibility for their own activity.

Embedding responsibility for engagement across our organisation at all levels, from our Board to our front-line advisors and field-based teams, means that we understand the ever evolving needs of those in receipt of our service and can adapt accordingly. This understanding is made possible through an extensive annual programme of engagement, transforming stakeholder feedback into meaningful change, enabling our business to reflect what our stakeholders need.

We have developed a strong governance structure so that stakeholder feedback is formally integrated into all aspects of our business. In 2018-19 we introduced and rolled out new software across our Networks business which has improved the way in which we systematically monitor and track stakeholder sentiment, issues discussed, input and feedback, making it easier for our teams to follow-up actions in a consistent manner, and embed stakeholder input across the business.



From the start and throughout the assessment it was apparent that the senior management team regard service as a key driver for performance. This was seen in conversations throughout all levels of staff. Although ultimate responsibility sits with the Directors and Heads of Departments, everyone interviewed seemed to understand that it is everyone's responsibility to deliver excellent service and relished every opportunity to do so.

AccountAbility AA1000 (ses), 2018-19



To ensure our approach to stakeholder engagement adheres to best practice in the energy industry and beyond, we have been working with the standards firm, AccountAbility.

In successfully benchmarking ourselves against the AA1000 Stakeholder Engagement Standard, we have demonstrated that our engagement activities have effective governance, policies and strategies in place, that we are transparent in accounting for our performance to stakeholders, and that we

respond innovatively and sustainably to issues that matter most to stakeholders, now and in the future.

We continue to adhere to a six-point approach to stakeholder engagement which underpins how we operate.



1. Identify stakeholders

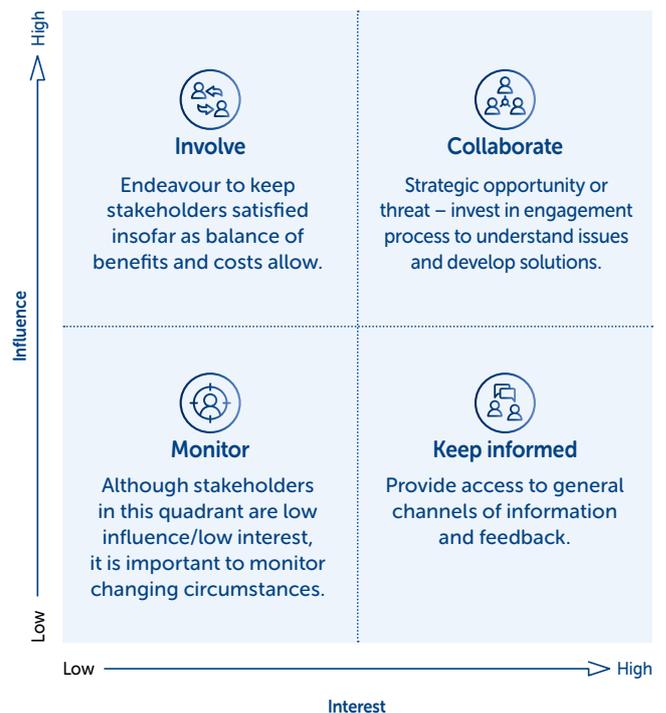
We recognise that a broad range of stakeholders are impacted by our activities and we need to consult with them and include them in our decision-making. We routinely review our existing stakeholder contacts and identify any new groups or individuals. To break down that list, we have grouped stakeholders together, into our principal stakeholders.

We recognise that one size does not fit all, and that we can't engage with everybody at the same time. This has become increasingly important with the increased level of engagement across our industry and the potential for stakeholder fatigue. With this in mind, we categorise stakeholders based upon their interest, knowledge and influence on our activities.

Our stakeholders

Utilities	Environmental groups
Supply chain	Local Authorities
Domestic and business customers	Innovation industry
Governments and Parliaments	Regulators
Trade bodies and trade unions	Statutory consultees
Landowners	Third sector organisations
Emergency responders	Independent Connections Providers and Independent DNOs
Distributed Energy Resource	

SSEN stakeholder matrix



1.4 Our six point approach to stakeholder engagement cont'd



2. Identify material issues

Due to the diverse nature of our business, not all stakeholder groups will be interested in, or affected by, every aspect of our activities. Our targeted engagement programme focuses on the most pertinent issue/s for each stakeholder group to encourage active participation and ensure meaningful feedback.

An important part of stakeholder engagement is ensuring that we focus our attention on issues of mutual importance to both our stakeholders and our business. Through regular and extensive stakeholder research, coupled with our annual programme of engagement and external panels, we keep abreast of emerging issues affecting our principal stakeholder groups. Acting as a conduit between the outside world and internal business departments, we aim to improve business performance and decision-making.

Stakeholder engagement priorities 2018-19

Our priorities have been shaped by emerging and longstanding issues affecting our stakeholders and business.

In 2018 we asked our stakeholders to rank in order of importance the issues we should be focusing on. We followed up this exercise by asking over 2,000 of our customers the same question. In both instances, reliability and availability, and safety, came out on top, which is why we have chosen to structure our engagement plan around these two issues, as well as shaping the future of DSOs in Great Britain (GB).



Reliability and availability

Perhaps unsurprisingly, reliability of supply is one of the most important priorities for our stakeholders because electricity is a fundamental component of a functioning society.

While the overall reliability of our network is over 99.9% and despite having a good track record of reducing the number of power cuts on our network (by 50% since 2002) we have set ourselves ambitious targets in these areas and will continue to collaborate widely with our stakeholders to help deliver this.



Safety

The safety and well-being of our employees and contractors is a key priority. We believe all accidents are preventable, so we do everything safely and responsibly or not at all.

Despite recording 0.20 Total Recordable Injury Rate (TRIR) in 2017-18, our best on record, we worked with stakeholders in 2018-19 to help share our public safety strategy and ensure we continue to reduce the number of incidents around our network.



Transition to DSO

The flexibility revolution is transforming the way our network operates.

The challenge our business faces is that we can't predict for certain what the future of electricity distribution will look like, but we must secure its long-term future, ensuring it can stand the test of time.

We are working with stakeholders to re-think how we best avoid potentially costly infrastructure, connect more renewable generation, and support economic development.

In 2018-19, we have worked collaboratively with industry, government and Ofgem to ensure the transition takes place at the right pace and at the right cost – making sure the benefits to customers and society are fully realised and that no-one is left behind.

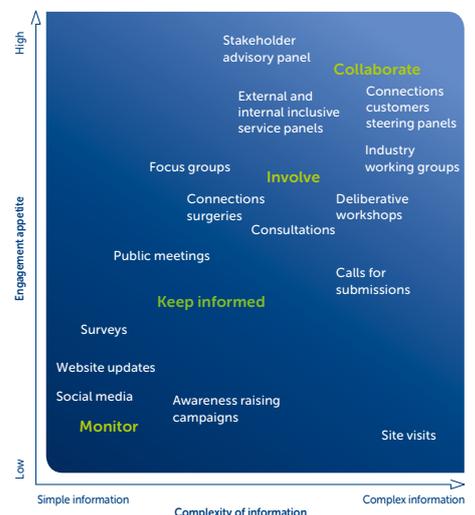


3. Plan engagement

Having identified our stakeholders and material issues, we find the most effective tools to inform, consult or collaborate with them.

We are conscious that our stakeholders' time is precious, and we work hard to maximise each engagement opportunity to reduce the likelihood of stakeholder fatigue. We regularly review the suite of engagement methods which our teams use and actively look to adopt new techniques that better support our aims and objectives.

We also aim to ensure our approach is inclusive, ensuring those who want to participate can do so in the most appropriate and effective way possible. Depending on the complexity of the issue, and the relative interest and influence of the stakeholders we are looking to engage with, we offer a range of channels so that we are engaging the right people at the right time and in the right way.



1.4 Our six point approach to stakeholder engagement cont'd



4. Engage with purpose

Engaging with a clear purpose is key to achieving successful outcomes. We make sure that all parties have a clear understanding of what we are trying to achieve to ensure the engagement process is meaningful and inclusive for all involved.

To integrate the views of different stakeholder groups, we often triangulate engagement methods, ensuring the robustness of any conclusions we draw from engagement activity can be reliably corroborated by other sources.

Engaging hard-to-reach stakeholders

At SSEN we define hard-to-reach stakeholders as those that are typically under-represented

or have limited capacity, appetite or awareness of our business, or simply those that don't think their participation will make a difference. That's why we know we need to work harder to ensure stakeholder groups falling within these categories have the same opportunities to have their voices heard as others. Examples of engagement with hard-to-reach stakeholders in 2018-19 included:

Activity	Approach
Customer mapping tool	Shared the tool with water utilities to help target engagement activities in areas of fuel poverty
PSR promotion	Informed by our Inclusive Service Panels, we initiated a series of targeted radio interviews and advertising, ensuring our messages reached an elderly audience and the digitally excluded
	We have partnered with the Centre for Sustainable Energy to deliver outreach programmes, that engage stakeholders via bus pass renewals, MacMillan Nurses, Occupational health professional and social workers
Video subtitles and ReciteMe	Launched a toolbar enabling users to adapt online content to suit their needs and ensured that all customer facing videos now include subtitles
Local engagement	Partnered with London Sustainability Exchange to refine local engagement with Hindu and Sikh communities, capitalising on recently developed relationships as part of the Heathrow Community Fund
School safety programmes	Helped over 3,200 school children learn about the importance of staying safe near our equipment



5. Share feedback

In the interests of transparency, following robust analysis, we summarise and share feedback received from the engagement process to evidence what stakeholders have told us.

In February 2019, we published our 'Listening to our customers, informing our decisions' report following a survey of more than 2,000 customers. This report forms part of the feedback loop, summarising key findings – <https://www.ssen.co.uk/WorkArea/DownloadAsset.aspx?id=16621>



6. Act on learning

We commit to being responsive and acting transparently on material issues where we have the ability to deliver positive outcomes.

The table below contains some examples of stakeholder feedback that we received at our engagement workshops and the actions that we have taken as a result.

Stakeholder engagement workshops

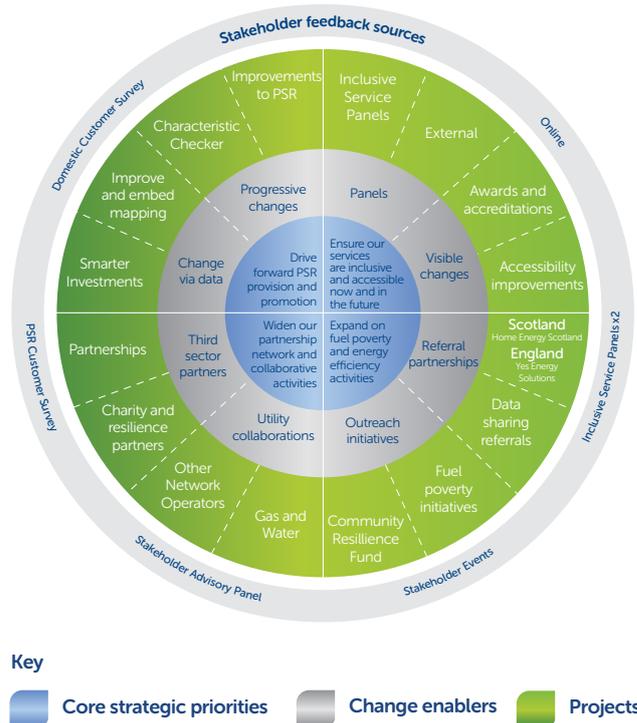
Area of focus	Feedback	Action
PSR 1+	65% of stakeholders said that we should create an additional category on our Priority Services Register for high risk customers without electricity	<ul style="list-style-type: none"> 27,217 customers who use electrically powered medical equipment have been automatically escalated to PSR1+. This allows a quicker response to the top 2.57% of our PSR customers during power cuts and enables prioritisation of assistance ahead of planned supply interruptions
Business Plan Commitments	Stakeholders told us that their most important priorities are reliability and availability, followed by safety	<ul style="list-style-type: none"> Reliability and availability, and safety are two key areas of focus contained within our 2018-19 stakeholder engagement strategy Our strategic annual engagement workshops included both topics as agenda items
Resilient Communities Fund	<p>66% of stakeholders were of the view that communities in remote and isolated areas should be prioritised for Community Resilience Funding</p> <p>71% supported prioritising projects from areas which have been identified as having especially low resilience which had not applied for funding before</p> <p>83% believed projects which support areas where it can be difficult for emergency services to respond to should be prioritised for community funding</p>	<ul style="list-style-type: none"> 28 projects were awarded £147,000 in remote and isolated areas We used our customer mapping tool to identify and target communities with low levels of resilience

1.5 Our approach to Consumer Vulnerability

Our core approach to consumer vulnerability has been developed and challenged by a wide range of stakeholders, including customer advocates and strategic panels and is now firmly embedded into our business plan, our systems and our processes.

To simplify our ambitions into one easy-to-understand diagram, in 2018-19 we created our Vulnerability Strategy Wheel which was reviewed and challenged by a number of leading consumer advocacy organisations. This engagement helped us to define activity, set challenging targets and drive greater accountability of our company to deliver positive and lasting outcomes.

We continually refine our vulnerability approach in line with stakeholder feedback and to ensure emerging trends are considered. This has seen subjects such as inclusivity and accessibility of our services come to the fore as well as recognising the impact of fuel poverty on our customers, and the role energy efficiency plays in helping vulnerable consumers whilst reducing the demand on our network.



Delivering our strategy

At the core of the strategy wheel are four areas, each focusing on a strategic priority that underpins our company’s approach to consumer vulnerability. The four segments are enduring priorities and have evolved from our previous six areas of focus in 2017-18:

Strategic objective To make our services accessible and suitable for all consumers				
Four core areas of focus	1. Ensure our services are inclusive and accessible now and in the future Implementing outputs from our industry leading Inclusive Service Panels, sharing and learning from best practice, achieving the British Standard for Inclusive Service for a fourth year running and improving our online and general levels of accessibility	2. Expand on fuel poverty and energy efficiency activities This year we launched energy efficiency help to all our customers. We also increased the number of data sharing referrals with partners, helped more people living in fuel poverty, and allocated one third of our SECV reward to resilience projects	3. Widen our partnership network and collaborative activities Working closely with our network of partners has improved our outputs and outcomes for customers this year. We did more cross industry and sector collaborations, increased our regional partnership network, registered more PSR customers via partnerships and formed more health and social care partnerships than ever before	4. Drive forward PSR provision and promotion Our embedded mapping tool provides social and economic insights that helps us to identify gaps in service provision, leverage and target local partnerships to direct customers to our PSR
	Key outcomes and outputs achieved in 2018-19 <ul style="list-style-type: none"> We have improved accessibility for customers with sight loss, hearing loss, customers who speak a first language other than English, and those with learning difficulties by being the first UK DNO to introduce Easy Read as a format. We have also introduced a website accessibility tool, subtitles on videos and reviewed our welfare provisions 	<ul style="list-style-type: none"> £1.78 – value delivered per customer as a result of fuel poverty activities 1,133 households helped with energy efficiency (over four times as many as 2017-18) £200,673 annual savings for customers from energy efficiency projects 	<ul style="list-style-type: none"> This year we have formed 39 new partnerships £1.01 – value delivered per customer as a result of these partnerships 	<ul style="list-style-type: none"> 707,198 customers registered on our PSR, 23.2% increase since 2017-18 230,101 PSR records cleaned/updated during 2018-19, 18.8% up on last year £3.63 – value delivered per customer as a result of our PSR activities
Cost benefit £5.97 The value (per customer) realised as a result of our consumer vulnerability strategy				

1.6 Delivering positive stakeholder outcomes

The table on the next two pages provides a high-level overview of some of our engagement activity in 2018-19. As well as achieving impactful outputs and outcomes, importantly, through our 'stated preference valuation research' we can be confident that we are targeting investment in the areas most valued by our stakeholders. A full cost-benefit evaluation of our engagement programme can be found on section 2.2, which shows we have delivered £14.61 of added value to customers through our actions.

Topic	Activity	Example actions and outputs	Outcomes
Keeping our people, contractors and the public safe	Accidental contact with overhead lines	23,000 stakeholders engaged on our Look Out, Look Up agricultural safety campaign	Injuries involving agricultural machinery have declined over the past year (four down to one)
	School safety	Regional campaigns to promote awareness of electrical assets in the public domain	Helped over 3,200 school children learn about the importance of staying safe near our equipment
	PowerTrack App	Re-launched our innovative app, allowing the public to quickly report instances of damage to our network	15,000 customers have downloaded the app
	Influencing Behaviours	Continued to roll-out our award-winning safety training programme to contractors and employees	Over 3,900 people successfully trained so far
Ensuring a reliable supply of electricity	Subsea cables	Around 1000 stakeholders helped us to develop a unique and innovative Cost Benefit Analysis (CBA) methodology	
Transition to a Distribution System Operator	Social Constraint Managed Zones	Working with National Energy Action to help stimulate community interest in providing flexibility services	Flexibility services that provide wider societal benefits will receive additional weighting during the procurement process
	Future Energy Scenarios	Conducted a detailed study of anticipated future demand profiles in our southern regions	The findings will help us plan the future of our network, influencing our network investment programmes in RIIO-ED2 and beyond
Digital engagement	Messenger Web Chat	Overall increase in messages of 214% through Facebook – accounting for 67% increase in our overall contact volumes	Customers using the service gave us an average of 9.2/10 customer satisfaction score
	Sitemorse	Undertook an independent assessment of our website's accessibility	500 accessibility improvements made to our website
	Winter campaign	Targeted multi-channel campaign to help stakeholders prepare for winter weather	TV – +6 million views Radio – 822,000 listens Digital – +21 million impressions
	Supply restoration videos	Customers experiencing a supply interruption are now sent an animated video, clearly explaining why their power is off and when they can expect it to be restored	Helpfulness of video scored 8/10; 92% of customers feel they know more about faults on our electricity network than before they received the video
	Storm communications	Using paid adverts before adverse weather conditions to inform our customers about the weather	Over 586,000 extra customers reached who have not previously engaged with us
	Online Community	A platform for customers to engage with us at any time of the day	Several good qualitative responses which have been shared with teams including Safety and DSO
Supporting vulnerable customers	BS 18477	Achieved the BS 18477 Inclusive Service Standard for the fourth year in a row	Independent accreditation and assessment challenges us to improve our services
	PSR 1+	Customers who use electrically powered medical equipment have automatically been escalated onto PSR 1+, giving them priority support during power cuts	27,217 of our most vulnerable customers now receive the quickest levels of support, protecting those most in need as our PSR grows
	Resilient Communities Fund	Re-directed 33% of our 2017-18 SECV reward	£384,000 awarded in 2018 to support local resilience projects

1.6 Delivering positive stakeholder outcomes cont'd

Topic	Activity	Example actions and outputs	Outcomes
Supporting vulnerable customers	PSR survey	Surveyed 600 PSR customers to get feedback on our services	Customers scored the PSR 8.7/10; 96% were satisfied with how SSEN dealt with their most recent power cut; 99% found PSR registration easy
	EasyRead	First DNO to offer PSR information and application forms on our website and in print in EasyRead format	Helping customers with low literacy, learning disabilities and those whose first language is not English, to access important information
	Customer Mapping Tool Improvements	Continued to embed and use the tool as a mechanism for enhanced communications, customer support and investment decisions	Prioritised 10 communities who received £61,493 from our Community Resilience Funding; closed PSR gaps, better support during Planned Service Interruptions
	Mental Health and Samaritans training	53 mental health first aiders trained, Samaritans training rolled out and online mental health groups established	Mental health PSR registrations up 83% year on year
	WarmWorks	Expanded this partnership to include grant as well as gap funding for households wanting to improve energy efficiency	£264,062 total lifetime savings for households 231 measures installed as a result of fund intervention Average saving for households – £466
	Warm Hubs	Expanded our partnership with this fuel poverty initiative to help more communities improve energy efficiency	First two Warm Hubs locations were chosen using mapping data and are in communities that would benefit the most; Wickham and New Alresford
	LSx, inc Faith and Utilities extension	Through our regions, we have expanded the scope of this partnership to include local Hindu, Sikh and Muslim communities	279 energy efficiency measures provided, saving £4,530
	Shared utility partnerships	Chaired the Shared Utility Partnership comprising two GDNs, seven water companies	Increased data sharing partners from five to eight producing 3,791 PSR referrals
General engagement	Stakeholder Advisory Panel	Four meetings in 2018-19, alongside our Managing Director and Group Sustainability Director	New independent chairperson appointed; Terms of Reference refreshed; Annual report presented to board and published on our website – providing transparency and accountability of SSEN
	Inclusive Service Panels	Our Panels met four times in 2018-19. Topics discussed included consumer vulnerability strategy, PSR, accessibility of services now and, in the future, fuel poverty, and energy efficiency and partnerships	Reviewed our storm processes, informed our approach to fuel poverty and energy efficiency
	Stakeholder engagement workshops	Five workshops hosted, attended by 144 stakeholders representing 109 organisations	Stakeholder views have informed our public safety strategy, our approach to Social Constraint Managed Zones (SCMZs) and network investment
	Stated preference valuation research	Joint DNO initiative to measure the value stakeholders place on some of our activities	Customer values can now be attributed to 18 service measures, giving us a better understanding of customers' perception of value for money and appetite for future investment
	Domestic customer survey	Surveyed 2,066 domestic customers to seek feedback on our performance, approach to communication and engagement and other areas of customer service	70% know who we are and what we do compared to 64% in 2017; awareness of our PSR has increased by 5% since 2017
	Tractivity	Rolled out new stakeholder engagement software across the business	Holistic approach to mapping stakeholders, recording feedback and tracking business change

Putting stakeholders at the heart of RIIO-ED2

Looking ahead to the next price control, we endorse and fully support Ofgem's decision to implement an enhanced stakeholder engagement methodology for RIIO-ED2.

With the industry evolving at an unprecedented rate, we believe our stakeholders and customers must have a greater say in the strategic direction of our company, increasing transparency and the accountability of DNOs to deliver their business plan commitments.

Our goal is to ensure we robustly consider the diverse range of views across our stakeholder spectrum so that we can deliver a reflective business plan that shares the same vision. Our RIIO-ED2 engagement strategy will actively reach out to our stakeholders and consumers to allow them to have input into our forward plans.

During 2019 we plan to appoint our Chair and begin the business plan review process with our wider Customer Engagement Group (CEG) once

all members are in place. Our Stakeholder Advisory Panel has already advised us on our approach to establishing the CEG, and once in place, I'm confident that we will be able to co-create an ambitious and fair business plan that helps us to realise the shared ambitions of our customers and stakeholders.

Colin Nicol, Managing Director,
Scottish and Southern Electricity Networks



89.4%
achieved in the UKCSI



BSI Standard in Inclusive Service Provision attained
4 years in a row



Overall customer satisfaction in Broad Measure up from:
83% 2015-16 **88.1%** 2018-19

We pride ourselves on going the extra mile to deliver exceptional customer service. Our ambitions are high, which is why we don't just benchmark with other organisations in our own industry, but some of the most successful organisations around the world.

AA1000 Stakeholder Engagement Standard (AA1000SES)

It is important for our stakeholders to have the confidence that our business adheres to the highest internationally recognised standards for good engagement practice that can be independently verified.

The AA1000 Stakeholder Engagement Standard (SES) is the standard that SSEN benchmarks itself against and is a framework for the 'assessment, design, implementation and communication of quality stakeholder engagement.'

The standard also emphasises that stakeholder engagement must result in outcomes that are valued by those involved. Following feedback from last year's Ofgem assessment panel, we have collaborated with other DNOs to find a commonly applicable methodology for measuring the value stakeholders place on certain engagement activities – section 2.2.

Retaining the British Standard for inclusive service provision

Last year alongside UKPN, Wales & West Utilities and WPD, we were one of the first organisations in the UK to obtain Inclusive Service Verification from BSI, recognising services that are available, usable and accessible to all consumers equally – regardless of their health, age or personal circumstances.

Inclusive Service Verification covers topics such as the identification of customer vulnerability, inclusive design of products and services and data collection, protection and sharing data with partners.

To achieve verification, we were assessed by an auditor through a two-part site visit, demonstrating that we have effective processes for identifying and responding to consumer vulnerability.

Shaping inclusive service provision on a global scale

BS 18477:2010 is a British Standard which allows businesses to demonstrate they are providing an inclusive service, including identifying and responding to consumer vulnerability. However, currently there is no international equivalent despite many countries expressing an interest in having a consistent framework that can be applied internationally.

Uniquely in the energy industry, because of our track record in demonstrating a best practice approach in helping vulnerable consumers, in 2018 we were invited to participate in a working group assembled by the International Organisation for Standardisation to develop a common standard.

The ISO committee, ISO/PC311 Vulnerable Consumers, consists of members across the globe. The committee is working to safeguard consumers by developing a set of minimum standards on an international level that organisations can be assessed against.

We represent the energy industry as a working group expert along with other delegates to review the first draft of the new standards before they are presented to wider Committee members.

Industry-leading customer satisfaction

We became members of the Institute of Customer Service (IoCS) in September 2017. During 2018-19 we went one step further, when our Customer Contact Centres, who deal with supply interruption enquiries, were awarded the IoCS ServiceMark Accreditation.

The ServiceMark is awarded to organisations that deliver exceptional levels of customer satisfaction and can evidence a culture where all employees, from front line staff right to top level Directors, are focused on delivering exceptional customer service.

In 2018-19 we were proud to achieve a customer survey score of 89.4 in the UK Customer Satisfaction Index (UKCSI) business benchmarking survey, the largest of its kind. This score places us as the highest ranking organisation in the UK*.

Throughout my visit with the Scottish and Southern Electricity Networks I was thoroughly impressed not only with the commitment and passion for great customer service but also by the understanding of what great service means shown by all members of staff. Senior Leadership team clearly drive the culture of service excellence and expect the same from their staff. Everyone I spoke with showed great passion and desire to not only deliver great customer experience but to continue pushing themselves to do better, to continuously look for ways to improve.

AccountAbility AA1000 (ses) 2018-19



*As SSEN is a natural monopoly organisation, it does not appear as part of the final ranking index.



2018-19

Outcomes and outputs



Scottish & Southern
Electricity Networks



It was a fascinating year to be up close to the electricity industry. The Stakeholder Advisory Panel (the Panel) has direct access to Colin Nicol and to other senior Directors and has seen first-hand how leaders in SSEN are tackling the vast array of challenges affecting the sector.

Throughout 2018-19, the Panel has continued to act as a critical friend, expressing its opinion, exerting influence and providing challenge to the way things are done.

We set SSEN a series of challenges during the year to help them improve further:

Challenge 1: Recognise the public interest

The Panel wanted SSEN to give greater recognition to the 'public interest' – creating good jobs, supporting inclusion and diversity in the labour market, and driving the low carbon transition – Section 1.2.

Challenge 2: Ensure fairness

Electric vehicles and increasing requirements for flexibility is a fundamental change in the way networks operate. The industry-wide transition to smarter energy systems must be inclusive of all customers – Section 2.5.

Challenge 3: Build for RIIO-ED2

Looking ahead to RIIO-ED2 and building on the Panel's engagement with the RIIO-T2 User Group, the Panel has given early advice to SSEN on the approach to establishing a Customer Engagement Group.

Challenge 4: Be bolder

The Panel has challenged SSEN to communicate more success stories, allowing stakeholders and customers to understand more about their projects. We are pleased that SSEN has been shortlisted for and awarded a number of industry awards.

Challenge 5: Outcomes-based engagement

The Panel has notably challenged the organisation over the last year to give greater attention to the outcomes and benefits of their activities –Section 2.2.

In doing so, I believe we have helped SSEN to make impactful business decisions, as well as ensuring the strategic vision of the company is closely aligned with the expectations of stakeholders.

Although I took over as Chair mid-way through the year, I have been a member since the Panel's inception in 2017. What strikes me most over that time, is the way in which the voice of the stakeholder has become much more deeply ingrained in the culture and psyche of SSEN.

The Stakeholder Advisory Panel has now achieved a certain level of credibility, legitimacy and trust within the business, evidenced by the fact that we were asked by the company's

Board to present our annual assessment of SSEN's performance – www.ssen.co.uk/Library/StakeholderEngagementPublications/. The Panel has also taken on responsibility for setting its own agenda, which gives us the freedom to probe further into the issues that matter most from stakeholders' perspectives.

It's clear from engagement carried out by SSEN over the past two years, that reliability and availability of supply, and safety, remain the most important factors for their stakeholders. The Panel, alongside other stakeholders, played an important role in reviewing and developing SSEN's stakeholder engagement approach, which was subsequently structured around those two key areas, whilst also taking forward other vital workstreams, such as ensuring the transition to DSO is fair and equitable for all.

As the proceeding pages of this report set out, SSEN has initiated a comprehensive and targeted programme of engagement in 2018-19 that this Panel believes has been effective at delivering positive outcomes for stakeholders and encouraging meaningful business change.

Mike Petter, Chair
SSEN Stakeholder Advisory Panel

Engaging on the most important issues in 2018-19 = ↔

At SSEN, our priorities have been shaped by emerging and longstanding issues affecting our stakeholders and business. By engaging, we aim to deliver better outcomes, where stakeholder feedback can influence the future direction of our business and help us improve performance.

In 2018-19 we asked over 2,000 stakeholders to determine the most important aspects of our work that we should focus on in 2018-19.

The feedback received in 2018-19 is consistent with the same exercise we conducted in 2017-18, giving us the confidence that our engagement

approach and activities are aligned, and that we are investing our resources and funds wisely, addressing the issues most pertinent to our stakeholders.



The nature of our business, operating as a monopoly and delivering an essential need, places additional expectations and responsibilities on us to act ethically at all times. It is right that consumers know how network companies – that they help fund through their energy bills – are operating and performing.



Around 20% of consumers' energy bills go to electricity network companies.



We typically invest over £800m each year – over £2m per day – maintaining critical national infrastructure, driving economic growth and supporting decarbonisation goals.



Electricity network costs have fallen by 17% since privatisation in 1990.

Measuring the value of our engagement activity

Measuring the value of stakeholder engagement can be challenging. Often the outcomes of our activity are a mixture of quantitative and qualitative benefits and there has been little consensus up to this point on how best to derive and define an understanding of social value. That's why in 2018-19, all six DNOs in Great Britain (GB) came together to find a consistent approach that we would all look to adopt as part of our annual programme of cross-industry collaboration.

The resulting 'stated preference valuation research' exercise was a joint initiative to determine the financial values consumers hypothetically attribute to certain activities compared to the cost of delivering these, thereby demonstrating perceived value for money. We commissioned a third-party market research organisation to undertake face-to-face and online surveys of 1,200 consumers across GB, allowing DNOs to conduct their own cost

benefit analysis of activities they have carried out throughout the year. The table below summarises the results of that exercise.

I firmly believe that SSEN is focused on the outcomes and benefits of its actions, rather than focusing on the actions themselves.

Mike Petter, Stakeholder Advisory Panel, Chair

Category	Outcome tested	Value to customers (per customer)	SSEN project	Total cost of project*	Total cost of outcome per customer	Net value to customers (per customer)
Customer Support	Provide customers with access to information quickly and easily, in a range of formats to suit their preferences	£3.20	Website Accessibility Improvements Ease of communication: PowerTrack update, Supply Restoration Videos, Paid Adverts for storm communication	£17,212	£0.004	£3.20
	Use innovative technology to enable customers with a range of communication needs to contact us easily and effectively	£1.14	Adapted online communication: Messenger Web Chat, Instagram, FB community groups, Easy Read PSR format	£17,212	£0.004	£1.14
	Raising customer awareness of the national power cut number and making it easier for customers to know who to contact	£2.58	Communication on 105 number: Winter Campaign, Sky Ads, Regional TV, Big screen advertising	£237,018	£0.06	£2.52
Resilience	Support domestic customers and wider communities to increase their resilience and ability to cope during power cuts by delivering proactive advice and support materials	£2.67	Schools Resilience Development Officer, Resilient Communities Fund	£398,000	£0.103	£2.57
	Educate the general public on how to stay safe around electricity via a range of initiatives	£1.32	Public Safety Measures: PowerPack Pals; Farm Safety; Agricultural Shows; Safe Taysiders, Safe Highlanders; Contractor Safety Days	£9,015	£0.002	£1.32
Smart Networks	Develop future energy scenarios and forecasting to aid long-term planning of networks in the face of uncertainty	£0.75	Future Energy Scenario Modelling (North / South)	£155,000	£0.04	£0.71
	Engage stakeholders such as local authorities and developers with their future planning by helping them understand our short and long-term investment plans	£0.30	DSO Events (North and South)	£5,761	£0.001	£0.30
Sustainability	Make it easier for customers to connect distributed generation to the distribution networks. Do this by providing information on network capacity, network diagrams and details of our existing network, and rolling out technology to provide flexible output onto the network	£1.58	Distributed Generation (DG) Forum Events, Facilitation costs	£14,472	£0.004	£1.58
	Engage with a range of community energy schemes looking to connect localised, small-scale renewable energy onto the electricity network	£1.29	Joint DNOs Community Energy Innovation Forum, summary report, Social CMZs Events	£8,872	£0.002	£1.29

*Where projects have been assigned to more than one tested outcome, we have applied a 50% deduction from the final calculation

£862,562
Invested in stakeholder engagement activities

£0.22
Cost per customer

£14.61
Net value generated per customer

Key

- New
- Expanded
- Improved
- Embedded
- Best Practice
- Dilemma



Subsea cables: Challenging the current approach

Our north of Scotland network includes **59 Scottish islands**, supported by over **110 subsea cables**, which presents a number of unique engineering and operational challenges.

This includes the need for an ongoing cable replacement programme as these cables naturally reach the end of their operational life, or in response to damage.

Further information is available at ssen.co.uk/subseacables

2015 Planning context

Scotland's National Marine Plan of 2015 favoured the adoption of the relatively high cost solution of burying cables under the seabed or protecting them, compared to our historical and generally lower cost solution of laying the cables on the seabed.



2015-17 Stakeholder engagement

We worked proactively with our regulators, customers and stakeholders to better understand the impacts our engineering decisions can have on the safety of mariners; energy costs for communities; local and national economic activity; and the natural environment.

Around 1,000 stakeholders helped us to develop a unique, innovative Cost Benefit Analysis (CBA) methodology, with stakeholders determining all the values in the model.



2018-19 Outcomes

As a result of close cooperation with our stakeholders, we successfully influenced the day-to-day adoption of Marine Planning Policy, ensuring that the most appropriate cable installation method is used on a cable-by-cable basis so that costs, and the impact on customers, including on fuel poverty and the associated health impacts of fuel poverty, are carefully considered, helping keep costs down for our customers.

By taking a proactive approach we have successfully kept costs down for our customers whilst also ensuring that our stakeholders have an active and ongoing influence in all our future subsea cable replacements.



Sharing best practice

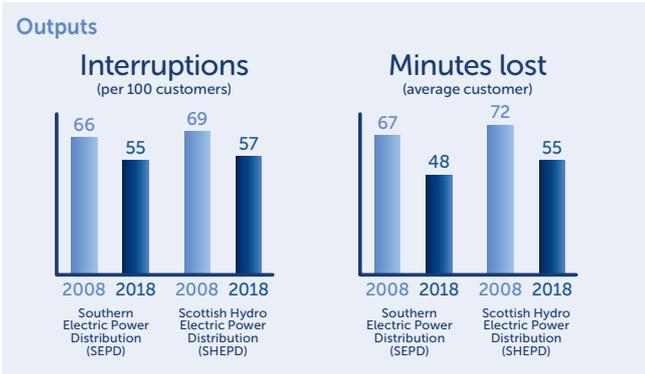
The stakeholder-led model we used to develop our subsea programme has attracted a large amount of interest from stakeholders across the energy industry and beyond. Since 2015 we have shared our learning with over 120 organisations.

A project we are particularly heavily involved in is the Natural Capital Protocol on Oceans – <https://naturalcapitalcoalition.org/projects/oceans-supplement/>, presenting to stakeholders in London and Washington DC, as well as making connections with the Marine Management Organisation and Department for Environment, Food & Rural Affairs.



Key

-  New
-  Expanded
-  Improved
-  Embedded
-  Best Practice
-  Dilemma



Reliability of supply is the top priority for our stakeholders and customers. We surveyed **2,066 domestic customers** and **45% of respondents** said that **network reliability should be our main area of focus**.

Whilst we cannot guarantee a continuous supply of electricity, we are working hard towards reducing both the frequency and duration of supply interruptions that our customers experience. Over the last 30 years, the number and duration of power cuts has reduced steadily and significantly.

We focus on three areas our customers tell us are important to them:

Reliability

Our network has to be reliable, with investment aimed at restoring supplies quickly in the event of a fault.

Availability

Our network needs to be available, with a proactive approach to asset management.

Capability

Our network needs to be capable, with capacity to meet demand and generation requirement.

Increasing reliability, reducing costs

Distributed energy generators – such as wind or solar farms – use standard protection systems when they connect to an electricity network. These systems safeguard the generator or the electricity network from interruptions. This protection also prevents distributed generation from being disconnected, due to an interruption on the wider network.

Outcomes

The new measures will help keep the lights on and accommodate growing volumes of renewable energy in the south of England, as well as saving consumers around £40 million.

Outputs

- Identified strategically-located generators operating up to 800MW and offered to fund the costs of upgrading their protection to a new, more resilient mode of protection.
- The consortium completed upgrade works at a total of 70 sites.

Action

We joined forces with UK Power Networks, Western Power Distribution and National Grid to create a programme of improvements to keep more renewable energy flowing onto local networks.

Insight

Modelling undertaken by National Grid showed that a current system of protection, known as Vector Shift, is highly sensitive to disturbances in the wider network and can cause some generators to stop exporting power unnecessarily. The cost of resolving these sudden changes to the amount of electricity on the network in the south of England amounts to around £40 million a year.

Preventing interruptions to supply

In an ideal world, we would avoid having any interruptions at all. However, when these are unavoidable, we know from engagement that domestic customers would prefer more frequent but shorter interruptions as opposed to less frequent but longer interruptions.

Outcomes

Over the last five years, we have seen a decrease of unplanned supply interruptions:



Over a three-year period, we are investing around £35m across the entire network with over 800 circuits fitted with the latest automation technology. We have over 320,000 customers already benefiting from this investment and we hope to see that positive impact on a wider scale.

Outputs

In 2018-19, our automation schemes in SEPD operated successfully 6,805 times, preventing customers from experiencing unplanned interruptions to their electricity supplies.

Actions

Due to the success of this investment, we are focusing on the installation of automation systems on our high voltage (HV) networks. The automation systems rapidly identify fault locations and operate switches on the network to restore as many customers as possible, without the need for human intervention.

Insight

Reducing the overall number of power cuts, and how long they last, are key aspects of our work, as cited by 33% of stakeholders to our annual domestic survey.



Key

- New
- Expanded
- Improved
- Embedded
- Best Practice
- Dilemma



99.55%
of our workforce went home safe



75%
Reduction in agricultural injuries



15%
Reduction in injuries from underground cables

Stakeholders again cited safety as one of the most important aspects of our work. Of the **2,066 customers we surveyed, 19% of stakeholders** believed we should prioritise this issue over others.

Because of this, in 2018-19 we have engaged extensively with stakeholders and the wider electricity industry on the content of our public safety strategy to ensure we continue to keep people safe.

Collaboration with third parties is important since only 25% of stakeholders are prepared to pay more on their bill to invest in safety campaigns. As a result, our strategy looks to ensure we invest our money wisely, identifying where we can spread our safety

messaging to reduce the likelihood of members of the public and third-party contractors inadvertently coming into contact with our equipment.

1. Accidental contact with overhead lines

There are many situations where people may accidentally come into contact with overhead lines, including those working in the construction and agricultural sectors, or taking part in leisure activities.

Outcomes
Injury incidents involving agricultural machinery have declined over the past year, from four down to one.



- Outputs**
- Attended series of regional agricultural shows and county fairs, engaging with 23,000 stakeholders on our Look Out, Look Up agricultural safety campaign
 - 750 tractor cab stickers distributed to agricultural machinery manufacturers. With feedback from the stakeholders, we have broadened the design of the sticker to allow it to be positioned adjacent to external machinery control panels, as well as inside the cab. This reinforces the Look Out, Look Up message for a wider range of agricultural equipment

- Actions**
- Produced a safety guide to sit alongside logbooks in heavy machinery and vehicles, such as tractors

- and excavators, which will stay with the machine for its lifetime
- Ensure safety information for landowners is available to increase awareness of the dangers of electrical equipment
 - Send information to customers, developers, land owners refurbishing properties
 - Work with the HSE, National Farmers Union (NFU), Freight Transport Association (FTA) and agricultural machinery contractors and suppliers to improve safety messages
 - Promoted the use of warning labels in construction vehicles
 - Engaged with equipment manufacturers and operators of equipment to promote safer working near overhead electricity networks

Insight
36% of stakeholders believe we should prioritise working with farm and construction machinery suppliers and manufacturers.

2. Protecting our equipment from interference

The illegal extraction of electricity and theft of equipment is a serious problem for electricity network operators.

The costs of replacing our equipment is ultimately borne by the GB taxpayer, which runs into millions of pounds each year. More importantly, there is also the immediate risk of serious injury to people who do not have the necessary authorisation to work around high voltage electricity.

- Outcomes**
- Reporting of incidents relating to unauthorised interference or access to our sites has improved, with better information allowing us to respond quickly and commensurately to the risks posed
 - Injury incidents involving unauthorised interference has remained static without increase over the past year

Outputs
We have continued our regional campaigns to promote awareness of electrical assets in the public domain, and the dangers of unauthorised interference, using traditional and social media streams. Wider promotion of the 105 number has helped maintain an awareness of our equipment.

- Actions**
- We will investigate incidents associated with wilful interference and report via industry channels to collectively manage industry actions
 - Support relevant national and regional campaigns to reduce acts of wilful interference

Insight
Our Revenue Protection team investigates potential electricity theft and unregistered supplies across our two licence areas, investigating approximately 3,800 each month. Of these, around 600 relate to unregistered supplies and electricity theft.




Influencing behaviours training programme

Our 'Influencing Behaviours' training programme has won two awards – the Health and Safety Champion: Initiative award at the Utility Week Stars Awards in 2018 and the Network award for Health and Safety Initiative of the Year in March 2019.

The 'Influencing Behaviours' programme has been delivered to approximately 3,900 employees and contractors, challenging our people to think differently about their own beliefs and behaviours and promoting the importance of interdependency.

We have committed to carrying out a refresher session for all employees on a rolling three-year programme.

3. Underground cable damage



Our network contains approximately **18,000km of underground cables**

– almost enough to stretch half way around the globe.

These cables are situated in public highways and roads, paths and fields across the country, and although hidden from sight, they are essential to provide a safe and reliable supply of electricity to homes and businesses.

Because these cables are hidden, it is our duty to educate the public, and construction workers undertaking work, so they are aware of where these are located, offering guidance on how to safely work in and around the land.

Outcomes

The number of injury incidents associated with underground cable damage have declined over the past year, from 20 to 17.

Outputs:

Attended and participated in the Utility Strike Avoidance Group (USAG). The USAG is a collaborative group of over 180 asset owners, industry groups and contractors that seek to ensure the highest standards of safety and best practice when carrying out work on the vital services for our homes and businesses.

Actions

- Provided leaflets and other safety information to individuals engaged in excavation
- Engaged with other utilities, contractors and local government bodies to promote safer working near underground electricity network assets
- Provided advice and guidance to domestic property owners on safe digging practices
- Explored opportunities with DIY companies to help promote our safety messages in their marketing materials

Insight

 18% of stakeholders believe we should prioritise working with DIY supply chains.

4. Raising awareness

Our targeted awareness raising campaigns provide useful safety information to those most at risk.

Outcomes

Our stakeholder engagement activities have delivered £1.32 of value per customer in 2018-19.

Outputs

- In order to reduce the number of potential safety incidents involving school children, and promote safety messages around substations, overhead lines and the 105 emergency number, we sponsored the Safe Taysiders and Safe Highlanders school safety programmes, delivered to 2,200 pupils in Dundee and the Highlands. These annual events promote

community safety to primary 7 pupils by simulating a number of potentially hazardous situations and practical exercises

- Delivered our Power Pack Pals training course to over 1,000 school children
- Sponsored four schools in a fuel poor area of Bournemouth to attend Safewise – a programme that delivers interactive and practical 'skills for life' education in realistic full-size streetscapes in Bournemouth and Weymouth. We are also advising Safewise on an ongoing basis to help shape content and key messages around electrical safety

Actions

- Promoted the Look Up, Look Out safety campaign to highlight the importance of agricultural safety, reduce the number of safety

incidents, and share best practice to communities with a heightened risk of incidents

- Produced specific safety information for identified risk groups
- Promoted safety at public events such as Country and County Shows (including events organised by other agencies such as the Farm Safety Partnership, NFU, FTA, the Construction Industry and angling authorities) and in schools and colleges
- Included public safety issues in our policies and shared best practice
- Supported the HSE in the revision of guidance for reporting public safety incidents

Insight

29% of stakeholders believe we should prioritise our Look Out, Look Up campaign.

Reporting safety incidents on our network

Customers in the north of Scotland and central southern England can now report power cuts and network damage through the launch of our updated, innovative PowerTrack app.

The new app allows customers to report power outages by using their mobile phone or tablet, rather than having to phone the customer services team on 105. Customers can also find fault information in their area, get advice on how to cope during a power cut and, uniquely, report suspected damage to our network through the app by simply taking a picture. The images, combined with GPS signals, will alert engineers to the exact location and potential cause of any problems, allowing them to minimise time locating faults and promptly repair any damage to the network.

The app is a far more accessible method for anyone who has hearing or speech loss, as well as customers who may lack confidence on the phone, and also prompts customers to join our Priority Services Register via the app.



Outputs




15,000

downloads

323,000

times opened





Finalists

in three awards

Outcomes

PowerTrack is the first app of its kind and has already helped our field staff better identify faults on our network, respond quicker to power cuts, and get customers electricity supply restored.

Key

-  New
-  Expanded
-  Improved
-  Embedded
-  Best Practice
-  Dilemma



+£150m
DSO investment programme



1st DNO
to procure Proactive Flexibility services from local energy providers



£300/MWh
Expected typical payment for flexibility services

We know we must make swift progress toward a smarter electricity system if we are to meet our stakeholders' expectations, which means focusing on innovation, learning by doing, and making smarter investment decisions to secure the long-term future of the sector.

Engaging on our strategic DSO principles

Rather than producing a plan that assumes we know what the future holds, our Supporting a Smarter Electricity System report outlined the principles we will adhere to in our transition from a Distribution Network Operator (DNO) to a Distribution System Operator (DSO).



The UK Government's four Principles for the Energy Sector

To promote a coordinated approach across the industry, we have ensured our principles are also aligned to the Government's own four strategic principles.

<p>The Market Principle Using market mechanisms wherever possible to take full advantage of innovation and competition Principle 5: A DSO should unlock local solutions</p>	<p>The Insurance Principle Given uncertainty about the future, Government must be prepared to intervene to provide insurance and keep options open Principle 4: Neutral facilitation is paramount</p>
<p>The Agility Principle Energy regulation must be agile and responsive if it is to reap the great opportunities of the smart, digital economy Principle 2: Learning by doing will give the best outcomes for customers</p>	<p>The Fairness Principle Consumers should pay a fair share of the system costs Principle 1: SSEN's DSO must work for all customers Principle 3: Our transition to DSO must be coordinated and cost efficient</p>

KEY

- BEIS principles
- SSEN principles

Through a launch event and a written consultation, stakeholders endorsed our five strategic principles, but requested further action on a number of areas.

Despite Government policy, the rapid development of new technologies and the DSO transition already being underway, stakeholder engagement activities relating to our system operator role were the least valued segment from our social valuation exercise in section 2.2. To raise awareness and

increase understanding of this vital work with hard-to-reach stakeholders, in 2018-19 we embarked on a comprehensive and targeted DSO engagement programme, allowing stakeholders to shape our innovative approaches.



Only 1%
of our customers report having purchased an electric vehicle

Stakeholder feedback	Our response	Outcomes
Unlocking local solutions and removing barriers for community-level projects is flagged as a priority for many of those we have engaged.	Increase our engagement with a broader group of stakeholders, particularly those who traditionally have been under-represented i.e. hard-to-reach.	Over 1,000 stakeholders receive our regular innovation newsletter. In 2018-19 we engaged over 200 stakeholders to inform our DSO transition plans.
Stakeholders welcome the progress SSEN and other network operators are making towards a DSO model, however, there is a desire for us to be bolder and even more progressive.	Support the development and trialling of new platforms that make it easier for customers and stakeholders to trade flexibility; this will involve data transparency.	We have committed to consider demand-side response, or flexibility solutions, over network reinforcement in all major projects where these services provide better value for the public than traditional network infrastructure.
While there is broad agreement that as a DSO we should strive to be a neutral facilitator, several stakeholders believed that DSOs should, in some cases, own and operate flexible devices such as energy storage.	Work with Local Authorities and other stakeholders to help deliver community-level benefits from smart grids.	We have further progressed the concept of our innovative Constraint Managed Zones, to provide additional weighting to services that provide local flexibility, whilst also bringing wider societal benefits.
Many stakeholders are looking for DSOs to provide greater transparency, particularly on data, but stakeholders also want simplification and to avoid complexity.	Continue to issue Constraint Managed Zone tenders to stimulate local flexibility where it is required. In addition to this we will work with industry to remove barriers to entry and to make these tenders more accessible.	To encourage hard-to-reach stakeholders, such as community-based organisations, to participate in providing flexibility services, we have partnered with National Energy Action, to help deliver a series of local workshops, designed to stimulate local interest.

Key

- New
- Expanded
- Improved
- Embedded
- Best Practice
- Dilemma

Delivering on our stakeholder-led principles

Principle 1: SSEN's DSO must work for all customers

Ensuring fair access and charging arrangements for customers

The transition to DSO has far reaching consequences. A substantial amount of the existing arrangements underpinning the sector needs to be re-visited, including how network companies will raise and recover revenues through network charges.

Outcomes

- We have committed to ensure vulnerable customers are not disadvantaged by future access and charging arrangements

Outputs

- To understand the implications of charging mechanisms on consumers living in fuel poverty, we consulted with National Energy Action

Action

Ofgem's significant code review (SCR) intends to reform areas such as access arrangements – the amount of power a user can demand or supply through the network – and forward-looking charges – which indicate to users how their behaviours can increase or reduce future costs on the network.

Insight

We asked our stakeholders what charging mechanism they believe is the most appropriate for the industry:

- Customer funded (8%), other (11%), socialised cost across the country (19%), a tax equivalent approach where larger users pay a higher percentage (46%)

Principle 3: Our transition to DSO must be coordinated and cost efficient

Understanding future energy worlds

Electricity demand is expected to grow significantly by 2050. As electricity networks become more decentralised, increasingly we need to understand how electricity generation and demand is changing on a localised level.

Outcomes

- Identified potential network constraints and the opportunities for mitigating those constraints through local flexibility services
- The findings of the study will help us on a strategic level to plan the future of our network, influencing our network investment programmes in R10-ED2 and for decades beyond

Outputs

- There could be up to 2.5 million EVs in our southern network alone by 2032, 50% of all cars in the region

- Typical domestic household demand could grow by as much as 4,300 kWh per year by 2032

Actions

We developed a series of four forward-looking scenarios across our SEPD licence area to predict what the energy system might look like in 2032.

To supplement this research and customise to our own distribution network, we engaged extensively with 54 Local Authorities and 15 other organisations, as well as hosting a consultation event with 50 local stakeholders.

Insight

One of the biggest impacts will be the widespread adoption of electric vehicles across GB, with the Government ban on the sale of new petrol and diesel vehicles coming into force in 2040 (2032 in Scotland).

Principle 2: Learning by doing will give the best outcomes for customers

Electric vehicles – 'Street Readiness' app

One of the biggest challenges we are facing is the shift to decarbonise transport. Understanding and managing the impact of Electric Vehicles (EVs) is now a vital aspect of how we plan to operate and invest in our electricity networks to meet future demand.

Outcomes

- Customers will have clear information to check for any potential works needed on their home network before they start charging their EV at home

Outputs

- We are working with the Driver and Vehicle Licensing Agency and the department for Business, Energy and Industrial Strategy to explore what data sharing agreements could be established

Action

We are looking to develop a 'Street Readiness' app, giving early visibility of customers' transition to driving an EV. The app will encourage customers to let us know when they are at the stage of considering getting an EV.

Insight

Our Stakeholder Advisory Panel (SAP) challenged us to engage more widely with other DNOs to encourage a more coordinated approach across the industry.

More customers in the South (15%) compared to the North (9%) said they have already purchased, or intend to purchase in the future, an electric vehicle.

Principle 4: Neutral facilitation is paramount

Producing a fair methodology

We are working with Frontier Economics to create a method where network reinforcement is compared with flexibility services, helping to support our role as a neutral market facilitator.

Outcomes

Households, businesses and communities can utilise technologies to offer flexibility services, and be paid for doing so.

Outputs

By commissioning an independent third-party to carry out this work, organisations that are interested in offering flexibility services can be assured of a transparent and level-playing field.

Insight

Flexibility services can help alleviate constraints and are adaptable to increasing or decreasing levels in electricity demand.

Principle 5: A DSO should unlock local solutions

Procuring local flexibility services

New technologies, alongside requirements for new connections, are putting increased strain on certain sections of distribution networks.

Instead of building more infrastructure to deal with the extra electricity needed, we believe we can reduce electricity consumption while at the same time avoiding disruptive reinforcement and expenditure by incentivising 'smart' solutions.

Outcomes

- The SCMZ will look favourably upon flexibility which provide a greater weighting to social aspects such as engaging vulnerable customers and reducing carbon emissions
- National Infrastructure Commission research suggests utilising smart technologies could avoid the need for new energy infrastructure, saving consumers up to £8bn a year by 2030

Outputs

- We have made a 'Flexibility First Commitment' so that for all load-related reinforcements that exceed £1m, we will only install new physical

infrastructure where this is more cost effective than flexibility services

- Partnered with National Energy Action to deliver a targeted programme of local stakeholder workshops to engage hard-to-reach stakeholders

Action

We have developed a concept called a Constraint Managed Zone (CMZ) over the last two years, which allows us to pay third-parties to manage demand or generation flexibly on the network, reducing or avoiding the costs.

Insight

- 76% of our stakeholders believe we should be investing beyond the meter (in communities) to help us manage the network more efficiently
- Through our Solent Achieving Value from Efficiency (SAVE) project, households saw an average 7% reduction in energy use (average saving of around £42 per year) at peak times. This project was awarded the Stakeholder Engagement Initiative of the year at the Network awards in March 2019

 <p>Digital customer satisfaction up to 91%</p>	 <p>+34million Digital reach and impressions 69% increase in response time</p>	 <p>89.5% of social media complaints resolved within day+1</p>	 <p>#1 for website accessibility across the industry</p>
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Supply restoration videos

During unplanned supply interruptions, we let customers know when they can expect their power back on either via the phone or through our digital channels. In 2018-19, we have introduced video content to this mix, providing information in a more engaging way.

Outcomes

100% of customers who watched the videos said they were easy to understand.
92% of customers said they felt more

knowledgeable about the cause of the fault and our electricity network in general than before they received the videos.

Outputs



1,191 video views since the launch at the end of January.

Action

In February, we launched a set of animation videos that we send to customers once their power is restored. This was designed to help our customers to understand what caused their power

cut, how we restored it, what we're going to do to stop it happening again, and what they should do if the power goes off again.

The short videos aimed to better educate our customers, but also provide them with reassurance that we've sorted the problem.

Insight



Our Stakeholder Advisory Panel and Inclusive Service Panel both suggested we should adopt more innovative ways of communicating with our stakeholders, including the use of videos.

Providing industry leading communications to our customers

In an ever-changing digital world, more and more customers are using digital channels to contact businesses. We want to remain at the forefront of that digital evolution.

That's why our digital team is still working hard to provide a best-in-class experience for customers using digital platforms.

Outcomes



Customer satisfaction with our digital communications has reached 91%.

Outputs



7 minutes response time, an improvement of **69%** since 2017-18.



98% of stakeholders had their questions answered.



Webchat traffic increased by **404%** with an average satisfaction score of 92%.

Actions

In August 2018 we introduced Messenger Webchat. The first DNO to do so. This allows customers to start a conversation with us directly from our website and continue the conversation through their messenger app. This has already been a great success and we're rolling this out across our website in phases.

Insight

Customers told us that they'd like it to be easier to contact us online.

Innovation distinguishes leaders from followers and SSEN have consistently shown their ability to push new frontiers and try new things.

Mo Mahar, Customer Success Director, Conversocial

Moving to a digital world

Throughout the year, we have started to build our Networks Digital Strategy for the next 5 years, a central tenet of which is built around customer choice, ensuring that we empower our customers to choose a communication method that's right for them.

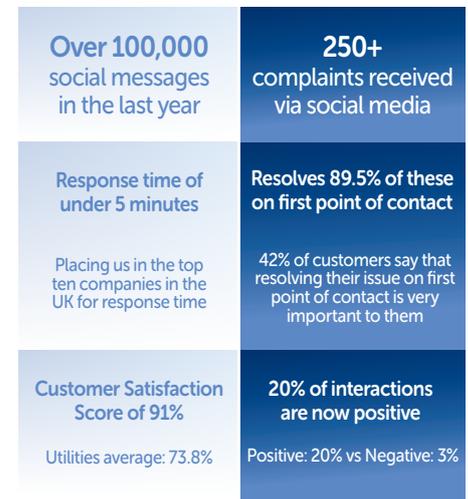
As part of our Networks Digital Strategy, the Customer Contact Centre management team began a Digital Movement Project to raise awareness and promote digital channels, such as social media or PowerTrack, in addition to traditional communication methods.

As part of the research, before launching this project, we found that stakeholders are increasingly contacting us through social methods.

Insight



Delivery



Key

-  New
-  Expanded
-  Improved
-  Embedded
-  Best Practice
-  Dilemma

Improving stakeholders' online experience

For the past eight quarters, Sitemorse has scored our website the highest out of all Distribution Network Operators for accessibility and user experience. Respondents to our annual domestic survey also gave our website a rating of **8.5/10**. Despite these high levels of satisfaction, we regularly look to improve our website using customer feedback. Some of the changes we've made to the website include:

-  A review of all FAQs and the creation of a dedicated Power Cuts FAQ section
-  Improvements to layout to make it easier for mobile users to access the site
-  A re-design of our complaints webpage, which allows stakeholders to raise a complaint online and also view our streamlined complaints process
-  Refreshed look and feel of our safety webpage, providing more advice on staying safe around our equipment than ever before
-  The creation of our 'Winter Ready' webpage to help customers get ready for the winter period
-  Improvements to our search engine keywords, so it's easier to find us on sites like Google
-  Over 1 million texts have been sent to customers containing details of our social media channels



Our social media service offering was recognised in this year's CCA Global Excellence Awards where we were shortlisted as finalists for 'Most Effective use of Social Media'. The peer-judged awards programme is one of the most prestigious awards ceremony in the customer service and contact centre profession.

Annual domestic survey 2018-19	
Feedback	Action
70% of domestic customers know who we are and what we do compared to 64% in 2017. However, awareness of our business is significantly higher in the north of Scotland (85%) compared with the south of England (66%).	<p>Our annual winter campaign targeted different parts of our licence area across a number of different channels, prioritising investment in areas with low levels of awareness of our business.</p> <ul style="list-style-type: none">  Television +6 million views  Radio 822,000 listens  Digital +21 million impressions <p>We have also started to use paid advertisements before a storm to pre-warn our customers. This has proved cost effective as well as enabling us to reach an additional 586,000 customers.</p>
Customer experience of our website remains high, with customers scoring ease of navigation and usefulness of information 8.5/10.	A website-wide review is taking place which focuses on customers' end-to-end journey within each of the web pages, with the aim of improving overall scores.

Monitoring the effectiveness of our engagement mechanisms

At the beginning of 2018, we launched our Online Community to engage with hard-to-reach stakeholders at any time of the day, allowing them to provide feedback on our performance by taking part in polls, surveys and conversations on a variety of topics.

As a result of this, we have decided to close our Online Community in favour of Facebook. Our Facebook page has over 16,000 followers and is a successful tool for running polls and discussions with customers. During the promotional campaign a total of 1,161 responses were received from customers in the polls, nearly seven times more than the responses from the Online Community.

Initial sign-up to the Online Community was slow and although the feedback received was useful, the low user base meant implementing any meaningful business change proved difficult. In a bid to increase engagement levels, we instigated a #HaveYourSay campaign on our social media channels. Despite reaching 30,000 stakeholders, the campaign only translated into a small number of additional registrations.

Preventing digital exclusion

We offer a range of contact channels for our customers and embrace new technology wherever possible. However, we also recognise that providing digital channels alone is not suitable for the diverse range of customers we serve. That's why we're committed to retaining, and improving, traditional methods of communication as well.

Insight

Our customers have a variety of reasons for contacting us, the most common include having experienced a power cut (29%); enquiring about a new connection (18%); to get additional help for a vulnerable customer (13%); to enquire about the Priority Services Register (12%); and, safety concern/s (8%).

90% of over 75's prefer phone for contact

But 88% of under 38's prefer digital channels

Outputs

- We have made improvements to our connections, general enquiries and emergency phone lines, changing the upfront voice recording messaging to make it easier for customers to be routed to the correct department quickly based on customer selection.
- Reviewed the compliance and privacy policy wording to streamline the customer experience.
- Changes have been made to our systems so that when a customer calls in an emergency, they will be put straight through to a customer advisor



2018-19

Consumer vulnerability



Scottish & Southern
Electricity Networks



For many businesses 'inclusion' has become a buzz word, an opportunity to be seen to be doing the right thing without the need to challenge the way they think, the way they feel, or the way they behave. Within Scottish and Southern Electricity Networks (SSEN), I have seen a real passion and desire to ensure their services are more inclusive for all the customers they serve.

Chairing both the internal and the external Inclusive Service Panels (ISPs) has allowed me to see how committed SSEN is to their customers. SSEN already

has robust processes, passionate and skilled people and the ability to help any of their customers whoever and wherever they may be. Yet they push to do more. This past year they have become far more open, transparent, and inclusive.

Improving any business's approach to inclusion can only happen with the support of all. It is clear in the case of SSEN, that their staff are passionate about supporting vulnerable customers and recognising the complexities and multidimensional elements, considering customers may not clearly identify themselves as 'vulnerable'. From Colin Nicol at the centre, and right through the business to frontline employees on the ground, there is an authentic culture of doing the right thing for customers, this is particularly true when a customer needs additional help, or an adapted service. They have a deep understanding of what customers really need, how they can help them, and what role they play in the wider communities they serve.

The success SSEN has had this year is down to welcoming challenges and embracing change. They take on board ideas, feedback and challenges from panel members, customers and stakeholders alike. The desire to change for the benefit of their customers, particularly those in vulnerable situations, has led to key outputs across the business including: providing greater clarity via their Vulnerability Strategy Wheel; improving their storm processes for customers; adding subtitles to videos; producing documents in EasyRead; introducing an accessibility toolbar to their website and radically improving catering options for customers during power cuts.

Continuing to consider the needs of their customers, working with partners from water companies to resilience partners, and the willingness to be challenged is, in my view, what sets SSEN apart from other businesses.

Richard Shakespeare
Chair of the SSEN Inclusive Service Panels

Our Approach to Supporting Customers in Vulnerable Positions

At SSEN we have a deeply embedded culture of doing the right thing for customers.

Our teams work across the communities we serve supporting customers 24 hours a day, seven days a week. Providing support for customers who are in vulnerable situations is second nature. Our approach to supporting vulnerable consumers ensures we continue to expand the range of services for all our customers. Ofgem's definition of vulnerability underpins our work, and our approach; this definition is:

'When a consumer's personal circumstances and characteristics combine with aspects of the market to create situations where he or she is:

- *Significantly more likely than a typical consumer to suffer detriment, or that detriment is likely to be more substantial.'*
- *Significantly less able than a typical consumer to protect or represent his or her interests in the energy market;*

- *Significantly more likely than a typical consumer to suffer detriment, or that detriment is likely to be more substantial.'*

In our RIIO-ED1 business plan we introduced our Strategy for Customers in Vulnerable Positions. This detailed our commitment to work cooperatively with stakeholders to tackle social issues and provide a strategic framework built on five broad areas:

- 1 Ensure that addressing customer vulnerability is at the heart of SSEN's business strategy, culture, policies and all services
- 2 Identify and respond to customer vulnerability timeously and with empathy

- 3 Keep the distribution costs of customers' electricity bills as low as possible
- 4 Deliver an accessible and empathetic service to PSR customers
- 5 Support those who become temporarily vulnerable during a power cut

We have continued to evolve our thinking, with these commitments shaping our approach, resulting in the creation of our Vulnerability Strategy Wheel.

To ensure our approach is accessible, transparent and challenging we've condensed our strategy into four core areas, expanded our range of activities, introduced smart targets and displayed all the information in one visual. Our wheel has been openly reviewed and challenged by a number of stakeholders including key consumer advocates, our Stakeholder Advisory Panel (SAP), Inclusive Service Panels (ISPs), our leadership team, Board members and key front-line colleagues.

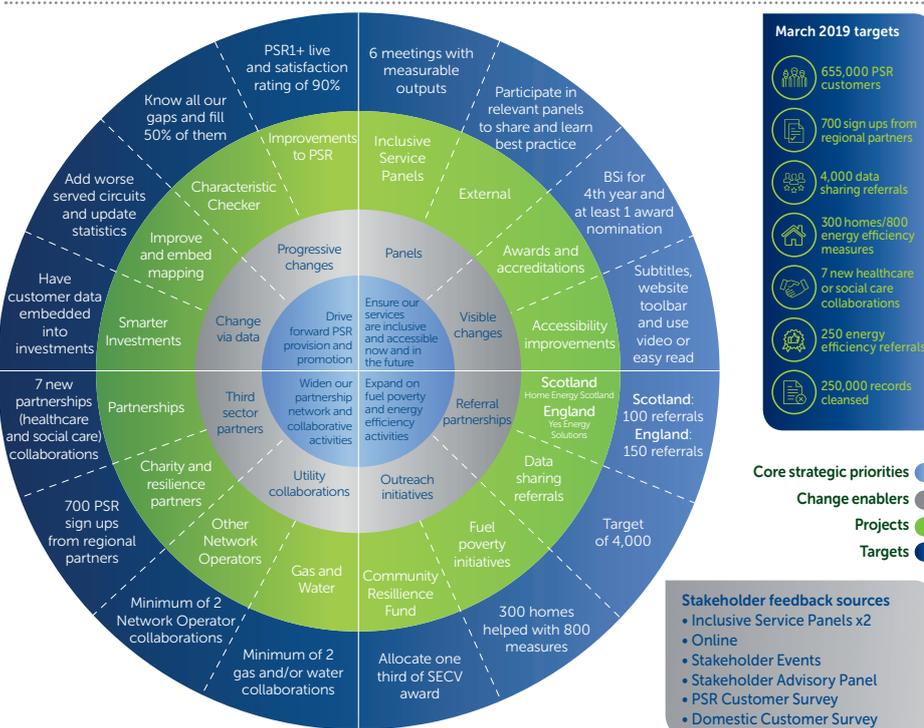
At the centre of the wheel you'll find four core areas of focus; these are:

- Ensure our services are inclusive and accessible now and in the future
- Expand on fuel poverty and energy efficiency activities
- Widen our partnership network and collaborative activities
- Drive forward PSR provision and promotion

Moving out to the silver ring you'll see the change enablers for our Vulnerability Strategy.

The green ring illustrates the projects that deliver outputs and outcomes for customers, stakeholders and for us as a business.

The blue ring shows our targets for each project area and the silver panel contains the stakeholder engagement activities.



3.2 Driving forward PSR provision and promotion

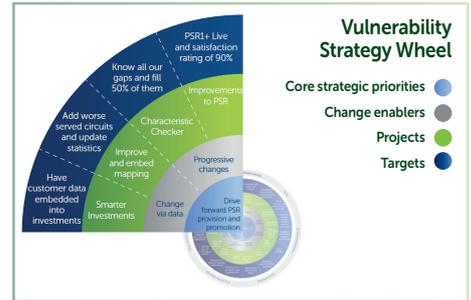
707,198
PSR registrations
23.2% increase over one year

Over 20%
of homes in our areas
are on the PSR

Over 1.9m
people reached by TV
advertising with 6m views

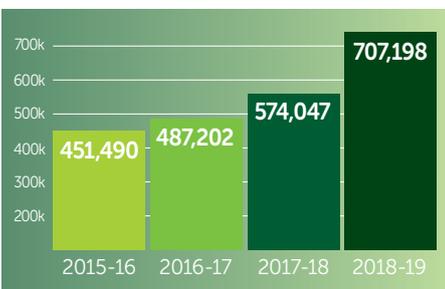
862,146
weather warnings
for PSR customers

9.27/10
PSR customer
satisfaction score



During 2018-19 our approach to PSR provision and promotion has resulted in 707,198 customers now having the peace of mind being on the PSR brings, 133,151 more than last year. In addition, we have enhanced our provision for all consumers with the introduction of initiatives such as ReciteMe and EasyRead as well as conducting a review of our welfare provisions.

PSR growth



Data cleansing increased 18.8% on last year

During 2018-19 we have procured specialist fulfilment house services, allowing us to increase our rate of data cleansing.

Following consultations with both ISPs the process changed to ensure we met our commitment of cleansing PSR records every 36 months, which we have surpassed. We plan to improve further and cleanse data on average every 24 months this coming year creating a value of 84p per customer.



Multimedia Winter Campaign

Our Winter Campaign focuses on promoting the PSR and raising awareness of the 105 national power cut number.

Through our annual PSR survey, 31% of those asked, told us they would expect to see PSR promoted on television with 28% saying either in newspapers, by letter, on the radio or in health centres or hospitals. During our 2018-19 Winter Campaign we have responded to this insight.

This year we used targeted television advertising such as SKY AdSmart. This allowed us to amplify our messaging and maximise the effectiveness by showing PSR adverts exclusively to families with young children or our elderly customers. These categories were chosen as they are underrepresented on the PSR as shown by PSR Gap Analysis data from our Customer Mapping Tool.

Key outcomes

Television:

- +5 million views on ITV in our southern region
- 1,050,310 Targeted TV views on ITV Hub and SKY AdSmart, all in our southern region
- We are the first DNO to use digital big screen street advertising to warn customers ahead of bad weather and promote the PSR

Healthcare professionals:

- PSR promotional material delivered to over 700 healthcare locations

Radio advertising:

- 822,000 listeners reached

Online/Digital promotion:

- 21,167,872 impressions on Facebook and Instagram
- 664,547 of these impressions were translated adverts with a reach of 49,468 people
- Facebook impressions up 1228% on last year
- 5,990,069 impressions on Google Ads – up 18% on last year



PSR radio campaign



We chose community radio stations in areas we know many people are eligible for the PSR but not yet signed up, our PSR Gap.

The PSR message is brought to life by our Customer Community Advisers (CCAs) going live on air to answer questions about the PSR from broadcasters. This was suggested by our ISPs as an effective medium to reach the right demographic of customers in a cost-effective way.

- Stations selected to reach high PSR Gaps
- Reach of 1.33m
- 265% increase in area PSR registrations
- Paid for advertising followed for the best two performing stations (Vectis and Angel Radio)
- Podcasts and online recordings remain available

Regional support and promotion

Our network of Customer Relationship Managers (CRMs) and Customer Community Advisers (CCAs) cover our full geographical footprint.

Their role is to assist customers, recruit and manage local and regional partnerships, promote campaigns, safety initiatives and the PSR. During 2018-19 they have:

- Attended or organised 305 events and engagements
- Engaged with over 35,309 people
- Signed up 22,699 PSR customers, in conjunction with telephone based teams

New PSR registrations for Portsmouth, Isle of Wight and Chichester (Havant) during CCA radio promotion



Key

- New
- Expanded
- Improved
- Embedded
- Best Practice
- Dilemma

Mapping successes

During 2018-19 our Customer Mapping Tool has continued to be widely used at all levels of the business. Several data enhancements have been made.

Key Outcomes

Our regions all know their priorities for assisting customers. The Customer Mapping Tool has added value to these operational activities by identifying new regional priorities and informing welfare provision; during 2018-19 our Customer Mapping Tool has helped to:

- Increase the PSR seeing a rise of **23.2% from last year**
- Prioritise **10 communities** who benefited **£61,493** from our Community Resilience Funding
- Inform our fuel poverty work and projects

- Drive customer engagement with partners
- Focus activity to close PSR Gaps, tracking **39 data sets over 6,009 zones with the highest closure rate being 52.6% over two years**
- Identify schools that would benefit most from our Schools Resilience Development Officer work and from access to the SafeWise Centres
- Target outreach via GP Surgeries in ethnically diverse areas with a large PSR Gap
- Assist over **20 partner organisations** to help people in vulnerable situations
- Support South East Water in developing their own Customer Mapping Tool following use of ours

Dilemma

Are our current welfare arrangements inclusive and accessible for all?

Current provisions include our own welfare units, professional catering vans, provision of generation payments to local food establishments and the reimbursement of costs to customers.

Solution and outcome:

To ensure we better meet the needs of customers with medical, ethical and religious requirements, we have partnered with JustEat to cater for customers during longer power cuts and storms. Our JustEat partnership, which started in March 2019, means customers can choose to have food delivered to their home, catering for people without transport, with disabilities, or with caring responsibilities.

The JustEat partnership will complement our business as usual welfare provision rather than replace it.



Dilemma

Managing growing PSR numbers

With the number of people eligible for PSR continuing to rise, and indeed a direct challenge from Ofgem in 2018, we have reviewed how we manage our increasing PSR base. Our PSR database had grown over 45% in just two years and the 2017 NATCEN report confirms this trend is likely to continue.

We engaged with over 80 stakeholders and our ISPs to decide on a new approach of creating a fourth PSR category, PSR1+, exclusively for customers who use electrical medical equipment including life support machines, ventilators, oxygen nebulisers and dialysis machines.

Key outcomes

-  **27,217 customers automatically escalated to PSR1+**
-  **PSR1+ customers prioritised during power cuts and PSIs**
-  **Quicker response to the top 2.57% of PSR customers**

Mapping case study – Regional PSI Welfare Planning

Our Lead Customer Relationship Manager for Central Southern England, **Emma Merritt**, explains how we use the Customer Mapping Tool to plan help for customers ahead of Planned Supply Interruptions:



We use the Customer Mapping Tool for numerous reasons, including to inform our approach to Planned Supply Interruptions (PSI). In a recent PSI we were surprised to see the Customer Mapping Tool identify an area with a high concentration of fuel poor households as local knowledge would not have identified this. Upon further investigation we identified a Park Homes site which was due to be included in the PSI. Armed with this information the team proactively contacted the Park Home site to raise awareness of our PSR. Our team also took the opportunity to signpost those customers who expressed concerns regarding fuel poverty to Yes Energy Solutions. This example was further discussed at an ISP meeting where we were challenged to develop our thinking on the service we provide to residents of Park Homes. Helping Park Homes customers will be a focus for 2019-20. This case is by no means unique. Our regional staff and our control rooms use the insight from our Customer Mapping Tool to inform plans and support customers in vulnerable situations accordingly.

Improving our response during power outages

Following insight from customer surveys and our Customer Characteristic Checker we have reviewed, and enhanced, our processes for helping customers during power cuts and storms. Two of the key improvements are:

1. Enhancing our already successful approach to power cut response with the creation of a Central Welfare Team and a Storm Welfare Lead. These roles use our Customer Mapping Tool, network/engineering data, and PSR data to plan and reach the most vulnerable customers quicker. Customer communication channels have also been enhanced as the Storm Welfare Lead is in constant contact with our customer facing teams.
2. Reviewing our storm processes with our ISPs to ensure our services are accessible and inclusive. Improvements include checking emergency hotel accommodation for disability access, dietary requirements, and even whether the family pet will be welcome.

Storm name	Calls taken	Homes reconnected (circa)	Contact made with PSR customers (over)	Social media conversations
Ali	Over 8,000	28,000	125,000	Over 950
Bronagh	Over 2,800	25,000	235,000	Over 900
Deirdre	Over 7,000	18,000	5,900	Over 950
Erik	Over 1,900	15,000	133,000	Over 900
Freya	Over 5,000	13,000	133,200	Over 1,500
Gareth	Over 3,800	7,000	78,500	Over 1,300

Key

-  New
-  Expanded
-  Improved
-  Embedded
-  Best Practice
-  Dilemma

Listening to our customers

Customers are one of our most important stakeholder groups; as a customer focused business we must continue to deliver the service our customers want, particularly for PSR customers. Often the hardest to reach customers will not freely offer their views, that's why we proactively use channels such as social media, surveys and panels.

Since 2016 we have engaged directly with over 1,800 PSR customers through annual surveys. Outputs from the surveys are used to improve the provision and promotion of our Priority Services; examples include:

2018 PSR Survey findings	Actions taken	Outcomes
3% said they have previously stated that they needed information in another format or language. This rose to 75% for non-white respondents	ISPs have reviewed our options resulting in us introducing ReciteMe, EasyRead, subtitling videos and marketing the PSR in more languages	<ul style="list-style-type: none"> All customers benefit from greater accessibility to our website and off line content
31% of PSR customers told us that advertising on TV is the best way of promoting the PSR	TV spend increased and targeted to reach potential PSR customers	<ul style="list-style-type: none"> In excess of 1.9 million people saw the television advertising promoting PSR
99% believe that phone is the best way for SSEN to communicate with them regarding the PSR	Digital exclusion review conducted to ensure PSR customers can always talk with someone and get offline information	<ul style="list-style-type: none"> All customers have the choice to call our dedicated PSR number 24/7, 365 A telephone number is always the most prominent point of contact in our offline marketing

Key results from 2019 PSR Survey

99% found the registration process either 'very easy' or 'easy'

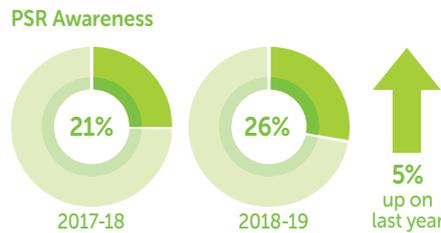
60% heard about the services directly from SSEN

95% said that the advice they received during registration helped address concerns

9.3 out of 10 for providing reassurance, explaining the PSR and giving the right information for contacting us

Domestic Customer Survey

Our annual Domestic Customer Survey showed improvements in many areas, including awareness of the PSR:



2018 Domestic Customer Survey findings	Actions taken	Outcomes
34% of respondents were aware customers in vulnerable situations can get extra help	Additional PSR promotion launched throughout the winter	<ul style="list-style-type: none"> Over 3 million people reached 133,151 additional PSR signups to last year
Awareness of extra help for vulnerable customers was higher in Scotland (48%) compared with the South of England (31%)	Focused PSR promotion more heavily in our southern region	<ul style="list-style-type: none"> Over 1.5 million additional TV views in our southern region New digital screen advertising used exclusively in our southern region

Excellence in service via our Customer Contact Centres

PSR Guidebook relaunch

In 2017 we created a PSR Guidebook to help the wider business support PSR customers. During 2018 the guidebook was reviewed, content refreshed and relaunched across our contact centres.

The update includes an innovative PSR Wizard that guides advisers through the decision-making process of what help to offer customers.

Key outcomes



Quicker access to information



Guidebook used 3,332 times

Most used sections are

- 289 Terminal illness
- 162 Dementia
- 160 Language



Consistent data for regular teams and for support during storms

Wiltshire and Dorset Health Project

Our PSR customers tell us they would expect the PSR to be promoted via healthcare providers, this is also the view of our ISPs and supports our strategy of finding innovative ways to promote the PSR, particularly within harder to reach groups of customers.

In response to this challenge, we are now working in partnership with Wessex Water and the Centre for Sustainable Energy (CSE) to actively increase PSR and water scheme membership among vulnerable groups in Wiltshire and Dorset. This initiative extends the provision across Dorset and expands the support available to more households.

Running from late 2018, this is a multi-charity and healthcare provider project which will provide invaluable insight to be used to influence our future approach. Partners include:



Occupational therapists



Discharge teams in Swindon hospital



GP surgeries



Social workers



Medical Practices



4th year of achieving the British Standard for Inclusive Service



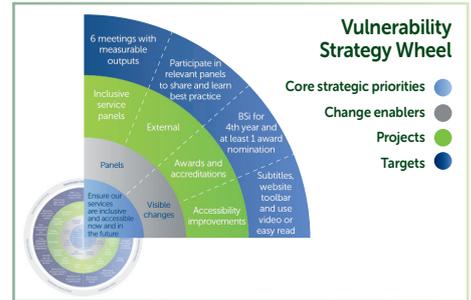
83% increase in mental health PSR registrations



First DNO to introduce EasyRead



First DNO to introduce Messenger Web Chat functionality



We strive to ensure we provide an inclusive and accessible service for all. From the implementation of our industry leading Inclusive Service Panels and achieving the British Standard for Inclusive Service for a fourth year running to improving our online and traditional levels of accessibility, we believe we have made significant steps forwards this year. We are particularly proud to be the first UK DNO to introduce EasyRead as a format.

Inclusive Service Panels, outputs and outcomes

Launched in 2017, our well informed and independently chaired external and internal Inclusive Service Panels comprise of experts who help us go further by questioning and scrutinising our current service and processes. They bring suggestions of best practice as well as challenging us to continue pushing boundaries.

Key outcomes

This year Inclusive Service Panels have made 22 tracked recommendations, some are detailed below:

ISP Challenges	Actions taken	Outcomes
Investigate using EasyRead	EasyRead documents professionally designed by LanguageLine, distributed and communicated to colleagues	EasyRead PSR information is now available on our website and in print, helping people with low literacy, dementia, learning disabilities and people who don't read English easily
Improve website adaptation options	ReciteMe added to our website	All customers can now make accessibility adjustments to every page of our website
Provide subtitling on more video content	All customer facing videos now have subtitles	All customers now have access to subtitled content on our website and social media. Accessibility advice also passed onto Vimeo
Ensure PSR survey is accessible to all even though conducted via telephone	Accessibility review conducted, and preferred contacts included in sample data	37% of survey data sample contained alternative contacts allowing for opinion of people with hearing loss and mental ill health
Improve Mental Health provisions	Updated mental health training, Samaritans Training rolled out and online mental health groups created to complement existing Employee Assistance Programs	<ul style="list-style-type: none"> 53 mental health first-aiders trained Mental health PSR registrations up 83% year on year
Help partners, customers and colleagues to understand PSR across all utilities, not just for electricity distribution	PSR Pass created and agreement in place for relevant partners to review	Outcomes will be seen in 2019-20
Review energy efficiency and fuel poverty approach	New partnerships and additional funding secured to help resolve fuel poverty – projects signed with Citizens Advice Purbeck and Citizens Advice Scotland	Our new partnerships will enable us to help significantly more people who experience fuel poverty
Do more to help Park Homes	Park Home provision reviewed and expanded this advice to cover other sub metered customers such as sheltered housing	Additional PSR category embedded into our systems to enable better recording and help for submetered customers. Pilot projects with Park Home sites already working in Wessex
Use video to help people who can't read well and to engage Millennials	New videos launched to explain what caused their power cut, how we restored it and what we're doing to stop it happening again	Videos have been seen by over 1,000 customers who scored the helpfulness at 8/10 with 92% of customers saying they feel they know more about the fault than before

I was impressed with the depth and sophistication of the SSEN call centre's understanding of mental health issues and the impacts of these during power cuts.

Emma Saccomani – Mental wellbeing speaker External Inclusive Service Panel member

Accessible and inclusive communication

EasyRead

EasyRead is adopted best practice within the NHS and we are proud to be the first UK DNO to produce PSR information in this format. EasyRead uses images to support the text, large print in a clear font and short sentences with easy to understand words. EasyRead helps people with learning disabilities, dementia, lower reading ages and when English is a second language.

Subtitles

All video content on our website and our social media channels now includes subtitles. Not only that but we've reviewed the accessibility of the leading video platform Vimeo and suggested accessibility improvements to their site that will further improve our accessibility as a result.

Website accessibility tool

We've introduced the market-leading online accessibility toolbar ReciteMe. This enhancement allows customers to adapt all our website content in numerous ways to suit requirements: Filters include:

- Over 100 languages, 33 read aloud
- Increase font size
- **Change fonts** and type size
- **Change colours** and magnify content
- Read content aloud or save as MP3

Most accessible energy company website in the UK

For eight quarters running our website has topped the Sitemorse list of DNO websites for accessibility.

This year we've gone a step further, increasing our score and being recognised as the most accessible website of any UK energy company.



Proactive translated PSR promotion



Building on the success of language specific Facebook advertising in 2017-18, we have further enhanced our provision by adding translated Google Ads to our Winter Campaign in 2018-19.

The adverts are automatically served to customers in their own language whenever their Google account is set to Polish, Bengali, Punjabi, Urdu or Hindi; the top five non-English languages spoken by our customers.

Key Outcomes:



Messenger Web Chat

Following a review of our Customer Characteristic Checker, and challenges from our Inclusive Service Panels, we enhanced our service for customers who are deaf, hard of hearing or unable to use telephone-based services.

This led us to become the first UK DNO to adopt Messenger Web Chat as a standard communication tool.

Since its launch in August 2018 the service has been used 70,257 times and welcomed by customers, particularly people who are deaf, have hearing loss or have reasons for not wanting to use the phone. Customers give the service an average satisfaction score of 92% and regularly let us know how valuable this is for them:

I am deaf. This was a really good service for me and I didn't have to wait for ages for a reply. Good job guys hopefully others will soon follow your ideas.

SSEN customer

Expanded translation services

As part of our Customer Characteristic Check we reviewed our translation services. We have also re-procured translation service providers until 2021 and can use Language Line Solutions' full range of services as well as XL Braille for Braille users and SignVideo for customers who use BSL. We have also made sure that more translated documentation is available as standard, as well as on request.

Translated customer contact cards

Power interruptions are inconvenient for most people but can be far more serious for PSR customers if the interruption is unexpected. We already translate letters and can have telephone interpreters on a call within minutes but being able to easily communicate messages instantly for customers is always preferable.

Reason for doing this

Providing translated information for customers was an output of our cultural diversity workshop held in our West London depot with London Sustainability Exchange. The idea was also endorsed by our ISPs.

Key Outcomes:

- Translated customer contact cards are readily available for teams to forewarn customers about PSIs
- Translated into five languages

SSEN have ensured that its policies and processes treat all consumers fairly without discrimination, and demonstrate a proactive approach to meet consumers' needs as effectively as possible.

Quote from BSi Report December 2018

Dilemma

Mind the gap!

We take a strategic approach to providing services for customers and pride ourselves on excelling at what we do.

To keep moving forward, we now systematically check the services we provide for every category of PSR customer and investigate what more we could be doing; in other words, look for gaps and fill them.

Finding and filling any gaps

We devised a new process for ensuring we have inclusive services to cover all customers

characteristics. We called this our Customer Characteristic Checker. It allowed us to methodically assess each customer characteristic, from deafness and hearing loss to mental ill health or having young children, checking we could provide assistance, and extra support, in all cases.

Key outcomes

23 categories were identified where additional or enhanced services could be provided for customers over and above our core PSR services.

We have closed the gaps by 76%; over target by 26%.

3.4 Expanding on fuel poverty and energy efficiency activities



4x
more households helped this year



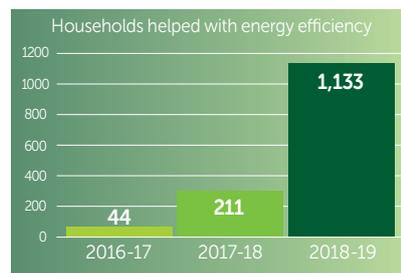
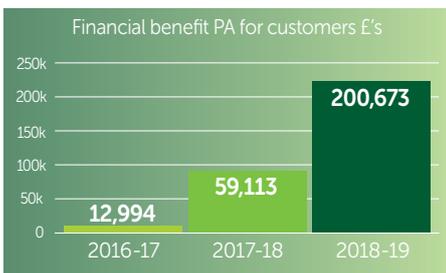
£102,576
invested in energy efficiency partnerships and projects



£200,673
annual savings on bills for customers



We are the only DNO to support both National Energy Action (NEA) and Energy Action Scotland (EAS), helping them to support the estimated 3.5 million people in fuel poverty right across the UK, not just in our areas.



Expansion of Warm and Safe Wiltshire

We have commissioned the Centre for Sustainable Energy (CSE) to increase PSR registrations and deliver energy saving.

The Warm and Safe Wiltshire partnership includes CSE, Wiltshire Council, Swindon Borough Council and Dorset & Wiltshire Fire and Rescue Service. CSE advisors provide impartial energy saving advice with the fire service offering fire safety checks and installation of draught-proofing strips, light bulbs and reflective radiator panels.

We have also expanded the partnership with CSE to include Healthy Homes, an energy advice project covering the county of Dorset.

Innovative ways to sign up hard to reach groups include leaflets with blue badge holder applications and bus pass renewal applications. New approaches this year include mail outs to residents recently affected using our Power Track map, community engagement, partnering with GPs to target those most at risk and promoting to residents who signed up to the assisted bin collection service.

Key outcomes

- 586 households helped with energy efficiency
- £176,639 annual financial saving for customers
- £291 average saving/award for customers
- 48 energy saving measures installed
- 1,066 PSR registrations

Partnerships to tackle poverty strategy

No one company, organisation or even government will solve fuel poverty in isolation, working together in partnership is what will beat fuel poverty in the end. Therefore, we focus our efforts to working with strategic partners and charities, helping them to tackle fuel poverty on a national level.

We support National Energy Action (NEA) and Energy Action Scotland (EAS) with their aim to ensure that everyone can afford to live in a warm, dry home. We're the only DNO to support both organisations and we're proud to play an active role in their work.

For NEA we attended, exhibited, and spoke at their National Conference in Nottingham. We also sponsored the launch of the NEA Warm and Safe Homes Campaign for 2018 at Westminster; helping NEA engage with their stakeholders in the fight against fuel poverty.

For the past two years we have co-sponsored the EAS annual conference. Our support has allowed EAS to keep the cost accessible to more people, including most importantly those who might otherwise struggle to attend.

More than half of those who attend the EAS conference have a specific responsibility for the health, wellbeing and social welfare of fuel poor and vulnerable households.

Sponsorship of the EAS conference allows one, single opportunity for MSPs, Ministers, Government officials, local authorities, third sector organisations, service providers and SME's to interact with energy companies, academics and specialists to plan and deliver solutions to a complex and seemingly intractable problem that claims the lives of six people in Scotland every day of winter. It facilitates a vital discourse on which the future of 613,000 households rely.

Barbara Atterson, EAS Deputy Director



Expanded Warm Works partnership

Our award-winning Warm Works gap funding has been expanded. As well as continuing to fund enabling works for the most vulnerable customers who are eligible for Warmer Homes Scotland, we have added grant funding to help people who need to part pay for measures when this is a barrier.

Key outcomes

Lifetime financial benefit for customers up **£52,342 to £264,062** | Average annual saving for household up **£182 to £446** | Funding allocated to help customers up **£2,125 to £17,632**

 15:1 return on investment ratio	 37 households receiving assistance	 231 measures installed	 23 Commitment made to fund until 2023
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Key

- New
- Expanded
- Improved
- Embedded
- Best Practice
- Dilemma

Home Energy Scotland Homecare

Building on our existing relationship with Home Energy Scotland and knowing the link between poor health, housing and heating we have supported the HES Homecare Energycarers to take referrals from health and social care professionals and visit people whose health makes them vulnerable to cold-related illness.

The scheme improves energy efficiency in homes to prevent reoccurrence of illness due to living conditions.

Specific to the Moray region, this service helped 50 households, eight of which gained benefit from additional SSEN funding, saving them £3,000 in total. Most importantly the scheme changes lives and improves health as can be seen in this brief case study:

Marilyn lives in a detached 1 bedroom bungalow alone. She is over 60 and a wheelchair user. Marilyn has benefited from the HES Homecare intervention fund which was used to de-clutter the home (£500), enabling the installation of LPG central heating (£5,000). The work has raised the property up one EPC band.

Warm Hubs

We are the first DNO to work with Warm Hubs, the award-winning project that helps communities to help themselves. They assist communities to improve energy efficiency and reduce fuel poverty, starting with the halls many community groups meet in already.

Reason for doing this

Last year we viability tested Warm Hubs, and out of 46 stakeholder organisations, 100% thought there was a need for Warm Hubs in Hampshire with 94% saying they were interested to become involved.

Together with Action Hampshire we chose communities with high PSR eligibility and PSR Gap, above average fuel poverty and poorly insulated homes.

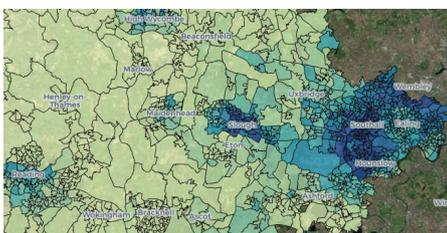
The first Warm Hub is running in Wickham and has already:

- Launched an Energy Cafe engaging with 21 people at the first event
- Helped 11 homes with energy efficiency
- Promoted PSR, 105 and supplier switching

Another three Hubs will launch in 2019

London Sustainability Exchange (LSx), Faith and Utilities extension into Hindu and Sikh communities

Building on the joint Faith and Utilities work in London with Muslim communities during 2017-18, we have expanded the scope to include Hindu and Sikh as well as Muslim communities. We have also expanded the geographical reach into Ealing and Hounslow as we know that one in every three customers is of Sikh, Hindu or Muslim faith.



Our Mapping showing areas of highest ethnic diversity across the Thames Valley. We're working with GP surgeries and Temples in Slough and with LSx in West London.

Reason for doing this

We adapt our engagement depending on each community. The LSx programme of engagement and fuel poverty will also deliver learning to help our CRMs and CCAs who already work with diverse communities. This project capitalised on recently developed relationships with Hindu and Sikh communities as part of the Heathrow Community Fund.



Groundworks with Thames Water

Building on last year's successful work in Selsey with SGN we identified Slough as the next area which would benefit. We partnered with Thames Water to help more people and expand the range of benefits for customers.

Key outcomes

-  Five Carbon Cafes reaching 280 people
-  128 homes helped with energy efficiency
-  63 people helped financially
Total annual saving for customers = £4,879
-  34 Green Doctor home visits, installing 147 measures saving customers a further £1,020

Dilemma

As parts of our network approach capacity we must consider a range of options to manage this whilst limiting the impact on consumers' bills and meeting the needs of our vulnerable consumers.

Our solution: Social Constraint Managed Zone (SCMZ) concept

Since 2015 we have developed the concept of Constraint Managed Zones (CMZ). These CMZs allow us to contract with third parties to manage demand or generation flexibly on the network, reducing or avoiding the cost of conventional network reinforcement.

We have taken learning from our award-winning stakeholder engagement led SAVE project to actively introduced a "Social CMZ" concept (SCMZ). SCMZs provide more local support to stimulate local engagement, emphasising energy efficiency, societal benefits through increased efficiency and lower costs. We are working with National Energy Action (NEA) to help communities engage in the process and add social benefits.

Energy Efficiency Referrals

We have expanded our service to ensure all SSEN customers can benefit from specialist energy efficiency advice; via Yes Energy Solutions (YES) in England and Home Energy Scotland (HES) in Scotland, services include:

- Energy saving advice
- Switching energy suppliers
- Grants and loans available for insulation and heating systems
- Identify money customers could claim such as the Warm Home Discount and Winter Fuel Payments
- Heating, hot water and thermostat advice
- Smart meters and how to use them effectively
- Income maximisation

This year the referrals process has been introduced to our contact centres, including during our 'day after' calls; these calls are made to all customers who have contacted us during a power cut. In addition, we have conducted training with all frontline colleagues and are piloting the training to engineering colleagues too.

Key outcomes

So far 143 customers have been referred to HES and YES.



Working closely with our network of partners has increased our cross industry and sector collaborations, PSR registrations from partners and has informed our approach to health and social care more than ever before. This has allowed us to support more people, many of whom are, or were, in vulnerable situations or classed as hard to reach and were previously unknown to us.

Working with Water and Gas Utilities = ▶ 📄 ▶

Shared Utility Partnership

For over three years we have organised and chaired the Shared Utility Partnership comprising two gas distribution networks, seven water companies and SSEN, the Deputy Chair is a rotating member of the Water Utilities.

As well as SSEN the companies represented are Thames Water, Wessex Water, South East Water, Southern Water, South West Water operating in the Bournemouth area as Bournemouth Water, Portsmouth Water, Scottish Water, SGN, and Wales & West Utilities. The only other water company in our areas is Affinity Water; they are joining the partnership in April 2019.

Reason for doing this

As well as fitting with our strategy to expand our partnership and collaboration network, we fully support the vision of a simpler PSR registration process, making it easier for consumers.

Key drivers are:

- To identify opportunities and develop and share best practice on consumer vulnerability
- Build and develop on existing data sharing agreements and shared leaflets
- Carry out a stakeholder mapping exercise within geographical areas to minimise overlap of engagement and maximise impact
- Where appropriate jointly deliver communications to customers on behalf of power, water and gas
- To maximise customer benefit for less outlay

This year the shared Utilities Partnership have launched many collaborative projects, the top ten of which are; working with:

- 1 Thames Water and Groundworks to include PSR promotion using co-branded leaflets to enable customers to sign up to PSR during water efficiency visits
- 2 AGE UK and Thames Water to help contact hard to reach customers via hospital discharge teams. This included a televised PSR promotion in Thames Valley
- 3 Kidney Care UK to develop a co-branded PSR leaflet enabling us to work in dialysis units through a trusted third party
- 4 Berkshire Home and Well visits supporting the local Council to reach out to customers who are not able to leave their homes
- 5 Royal Berkshire Hospital and their Patient Engagement Officer. Using an innovative approach to reach a wider audience through the volunteers and members of the hospital including Hospital Radio magazine
- 6 Wessex Water on a three-way partnership with Bournemouth Water to comprise waste, clean water and electricity. Through our data sharing agreements – this is still a one stop registration for these customers.
- 7 Partner organisations adding value to their existing events, an example being attending a DWP event with Wessex Water
- 8 Citizens Advice (CA) in Dorset; making every contact count enables this partnership to look for innovative ways to reach out to all CA volunteers working across Dorset to register onto cross utility PSR
- 9 Southern Water on engagement across the Isle of Wight, an area identified by our Mapping as being high for fuel poverty and with a large PSR Gap
- 10 Portsmouth Water to engage with the Local Energy Partnership in Portsmouth Council

The Shared Utility Partnership is working in advance of the UKRN direction to provide a simpler point of contact for customers and stakeholders and prepare the industries for automatic electronic data sharing which is due to take place in 2020.

Further key outcomes from the Shared Utility Partnership are:

- Five data sharing partnerships in place with water utilities
- Three-way data sharing between an area where there is a different waste water to clean water partner with Wessex Water and Bournemouth Water

- Shared best practice around interventions with councils, charities and third sector to provide one point of contact for stakeholders and customers for water and power PSR. Carers group meeting at Chippenham Hospital on behalf of Wessex Water and SSEN
- A partnership with the Local Energy Advice Partnership through Portsmouth Council
- Working with Berkshire Fire & Rescue on their Safe and Well Home visits on behalf of SSEN and Thames Water.

Key

- ▶ New
- ▶ Expanded
- 📄 Improved
- = Embedded
- ✔ Best Practice
- ⚙️ Dilemma

Building resilience for customers and communities

Schools Resilience Development Officer

In the 'Year of Young People' (for Scotland), we have co-funded a Schools Resilience Development Officer to help children cope with emergencies such as extreme weather, flooding, terrorism and loss of essential services.

Reason for doing this

Helping our communities stay safe during emergency events is part of our ED1 business plan and by teaching children, this lays a firm foundation for this continuing into ED2.

Key outcomes

- Nearly 5,000 pupils reached
- Work in 47 schools
- Funding for 23 months so it can be embedded

Working with governments and emergency services

We work with Governments, Local Authorities and other resilience partners to keep people safe in all sorts of emergencies, not just power cuts. Examples this year include setting resilience standards with the Scottish Government, emergency planning with Local Resilience Forums and Councils and working with the police, fire and rescue, NHS and coastguard to help vulnerable customers and plan for emergencies.

We have exhibited and spoken at the Emergency Services Conference at the NEC, and sponsored the Scottish Government's Resilient Communities Conference enabling emergency responders to meet, plan and help improve resilience during emergency situations.

Resilient Communities Fund

Each year we set aside one third of revenue from our Stakeholder Engagement and Consumer Vulnerability incentive to help the communities we serve become more resilient.



Collaborations with DNOs

Measuring the value of our engagement activity

Further to the valuation work described in section 2.2 these are the figures pertaining to consumer vulnerability:

Category	Outcomes Tested	Value to customers (per customer)	SSEN projects	Cost of project	Total cost of outcome per customer	Net value per customer (value less cost)
Vulnerable Customer Support	Identify customers that are likely to be vulnerable during a power cut and sign them up to the Priority Services Register	£2.35	Collaborative activities including: CSE Mapping Update; LSx; Groundworks with Thames Water, Water Utilities Collaboration	£27,650	£0.01	£2.34
	Provide support to vulnerable customers who are impacted by fuel poverty through a range of outreach support and advice services	£1.85	Fuel poverty and outreach support including: Energy efficiency referrals; Warm Hubs; Groundworks; Warm Works; EAS Annual Conference; CSE health project; NEA Warm and Safe Homes launch; NEA membership; EAS membership; Warm and Safe Wiltshire	£51,288	£0.07	£1.78
	Develop a wide range of partnerships to ensure vulnerable customers receive holistic support and advice beyond power cuts	£1.09	*Fuel poverty and outreach support have been divided equally between these two attributes for clarity due to the overlap in support on these projects	£51,288	£0.07	£1.02
	Contact all existing PSR customers every couple of years to update their details and offer advice and practical steps they can take to ensure they are more resilient in the event of a power cut	£0.86	Data cleansing activity and letters to PSR customers	£14,803	£0.02	£0.84

What's next

Promoting PSR across all utilities

With the advent of data sharing and co-promotion we have created an easy to understand document explaining what services are available via the PSR across all utilities. We'll be launching this to help our partners promote the PSR more easily to customers and we're making the leaflet available to other utilities, so everyone can benefit from this simple new way of explaining the PSR.



Working with Citizens Advice Scotland to fund Energy Advisors

Over 2019-20 we will fund four dedicated energy advisers who will work for Citizens Advice Scotland helping to alleviate fuel poverty and promote the PSR. It is envisaged they will support approximately 700 consumers over a 12 month period offering a range of advice both in home and in Bureau.



Key

-  New
-  Expanded
-  Improved
-  Embedded
-  Best Practice
-  Dilemma

