

Annual Business Plan Commitment Report

2017/18



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Electricity Networks



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About us

As a Distribution Network Operator (DNO), we own and operate two electricity distribution licence areas. These areas are in the north of Scotland and central southern England. Our electricity distribution networks are the systems of overhead lines and underground and subsea cables that deliver electricity to homes and businesses.

Scottish Hydro Electric Power Distribution (SHEPD)

We deliver electricity to 772,984 customers across a quarter of the UK landmass which attracts unique challenges both in terms of distance and location. As well as the major towns and cities of Aberdeen, Dundee, Inverness and Perth, we connect to most Scottish islands with over 100 subsea cable links, including the Inner and Outer Hebrides, Arran and the Orkney Islands. We also serve the Shetland Islands, which runs as a separate electrical system without a connection to the mainland.

Southern Electric Power Distribution (SEPD)

This is the larger of our two distribution networks and delivers electricity supplies to 3,049,924 customers. It covers an area ranging from rural communities in Dorset, Wiltshire, Gloucestershire and Oxfordshire, to towns and cities including Bournemouth, Oxford, Portsmouth, Reading, Southampton, and parts of West London. We also distribute electricity to and across the Isle of Wight.

What is RIIO-ED1?

Like all Network companies SSEN is a natural monopoly which means our customers don't get to choose which one they use. To protect customers and ensure they get value, Ofgem set a price control limiting the amount we can charge to use the network. The current price control model, RIIO-ED1 (Revenue=Incentives+Innovation+Outputs Electricity Distribution) runs from 1st April 2015 to 31st March 2023.

About this report

In July 2013 we published our Business Plan for the RIIO-ED1 price control period. That document sets out how we would deliver an excellent level of service to our customers and stakeholders.

This report, published annually at the end of October, gives an update on our performance over the past year (2017/18).

In 2018 we engaged with our stakeholders and customers to review this report to enhance the information presented and ensuring it is focused on the areas of most importance to our stakeholders. For more information, please see page 8.

Our core commitments in this report focus on areas stakeholders and customers told us are the most important to them.

These fall under the following outputs:

- Ensuring a reliable supply of electricity
- Helping vulnerable customers
- Keeping people safe around our equipment
- Reducing our impact on the environment
- Connecting customers to our network
- Improving customer service

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Managing Director's message



I'm pleased to introduce the Scottish and Southern Electricity Networks (SSEN) Annual Business Plan Commitment Report for the 2017/18 reporting year.

The report summarises the performance of our two electricity distribution networks, Scottish Hydro Electric Power Distribution and Southern Electric Power Distribution, against the delivery of our RIIO-ED1 Business Plan.

Firstly, our commitment and focus on delivering safe outcomes for our people, customers and the environment remains a top priority across our business. During 2017/18, our consistent approach to safety resulted in our lowest Total Recordable Injury Rate (TRIR) on record.

Our safety licence – 'if it's not safe, we don't do it' – continues to embed a positive culture around safety and our award-winning behavioural training programme has now been experienced by more than 4,600 employees and contract partners.

As we continue to progress through RIIO-ED1 we have made considerable progress against our business plan commitments. However, we recognise that the world around us is changing and our customers' needs and expectations are changing too, leading us to seek feedback on whether our business plan commitments still meet the needs and expectations of our customers.

Following extensive engagement with our customers and stakeholders we have refreshed our 12 commitments, putting our customers at the forefront of our decision making by directly influencing new priority output areas.

One of the most exciting changes in the energy industry is the flexibility revolution. To facilitate the shift to a smarter flexible energy system driven by the transition from a Distribution Network Operator (DNO) to Distribution System Operator (DSO). The rapid evolution of the industry is happening around us now, and we are working with our stakeholders to understand what we need to do to ensure this transition works for all customers and stakeholders alike.

To benchmark our performance against leading customer service providers, we've become a member of the Institute of Customer Service and continue to look across a range of sectors to research and learn from best-practice, helping us achieve our ambition to be recognised for providing leading customer service.

Looking after our customers who need extra help remains a top priority and we continue to look for innovative ways of reaching those most vulnerable in our communities. Our Customer Mapping Tool is now firmly embedded throughout the business, helping us prioritise our decisions in recognition of the needs of our customers. We continue to work closely with a broad and diverse range of organisations to help extend the reach of the support we can provide to those who need us most. In November 2017, we achieved compliance with the BS18477 Inclusive Service Provision standard, and the creation of the industry's first Inclusive Service Panels is challenging and informing our decision-making with our customers firmly in mind.

Finally, providing a safe and secure supply of electricity to the homes and businesses we serve requires a continuous programme of investment in our network. This includes the replacement and refurbishment of our assets; upgrades to automated technology on our network; minimising the impact of tree related damage; and investing in innovative technologies, helping to keep the lights on and minimising the impact of power cuts for our customers.

Despite the rapid change that continues at pace across the industry, what remains constant is our firm commitment to delivering for our customers, ensuring their needs, expectations and future ambitions are met through continuous improvement in the way we manage our networks and the service we provide.

A handwritten signature in black ink, appearing to read 'Colin Nicol', written in a cursive style.

Colin Nicol
Managing Director, SSEN

Performance snapshot 2017/18



Our network

The combined length of overhead and underground (including submarine) cables and lines on our network

Number of customers served

Company	Customers Served	Network Length (km)
SHEPD	772,984	49,153.9
SEPD	3,049,924	77,487

Environmental Impact

Total Business Carbon Footprint (BCF)*

Year	SHEPD	SEPD
2017/18	22,891	27,002

* Excluding losses

Reliability

Customer Interruptions (CI)

The average number of minutes a customer is off supply

Company	Including Exceptional Events	Excluding Exceptional Events
SHEPD	54.7	52
SEPD	57.1	53.5

Customer Minutes Lost (CML)

The average number of minutes a customer is off supply

Company	Including Exceptional Events	Excluding Exceptional Events
SHEPD	47.4	42.8
SEPD	51	44.2

Legend: ■ Including Exceptional Events e.g. extreme weather, ■ Excluding Exceptional Events

Connections

Time to Quote

The average number of working days taken to provide a connection offer

Company	Single connection	2-4 connection
SHEPD	4.22	9.02
SEPD	3.41	9.28

Time to Connect

The average number of working days taken to provide a connection following acceptance of a connection offer

Company	Single connection	2-4 connection
SHEPD	27.84	28.76
SEPD	45.71	64.01

Reliability and Safety

In 2017/18 we remained consistent with our approach and focus to deliver safe outcomes for our people, customers and the environment. This had positive results in many areas and has led to SSEN delivering its lowest Total Recordable Injury Rate (TRIR) on record.

Our licence – if it's not safe, we don't do it – was promoted throughout the year with positive results, and our industry award winning behavioural programme (Influencing Behaviours) was experienced by more than 4,600 members of our workforce (employees and contract partners).

Innovation

We have continued to make efficient use of the Network Innovation Allowance (NIA) and Network Innovation Competition (NIC) available to us in order to continue to bring benefits to customers from our innovation portfolio. During 2017/18 we received discretionary rewards for our Thames Valley Vision (TVV) project and for our innovation portfolio.

We continue to focus on deploying innovative solutions in our business as soon as the case for our customers and business is clear. Most recently we have now fully deployed Light Detection and Ranging (LiDAR) within the business allowing remote gathering of overhead line data. This data is now being put to a number of uses providing benefits from safety, operational efficiency and investment optimisation. We have also deployed new "Apps" in particular, "Power Track", which now allows customer to provide geotagged photographs of networks damage or defects, effectively crowd sourcing fault information to promote safety and improve quality of supply.

Customer Satisfaction

Overall Broad Measure of Customer Satisfaction score

SHEPD	8.85/10
SEPD	8.34/10

Penalties incurred under the Incentive on Connections Engagement (ICE) scheme

£0

Our Stakeholder Engagement and Consumer Vulnerability score

5.5/10

Finance

Total expenditure in 2017/18

£472m

SHEPD	£152.1m	(90% of our allowance)
SEPD	£319.9m	(110% of our allowance)

Unrestricted Domestic Tariff Charge (not including the domestic customer rebate)¹

SHEPD	£111.2	SEPD	£72.0
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HASYS project

In February 2018 we launched our HASYS Phase Identification Unit Project. The purpose of the project is to investigate equipping our fault location teams with hand held devices and a HASYS phase identification unit, which can identify which houses have their supply interrupted and can assist in locating the fault. It would be used as a complementary tool alongside other current fault finding equipment such as our thermal imaging cameras, Bidoyng (automatic fuse replacement and sniffing tool). This would be particularly beneficial when the property is vacant or the unplanned supply interruption occurs overnight or in unsocial hours. This can assist in improving the accuracy of fault location meaning faster repairs and ultimately faster restoration of supply.

¹ The Unrestricted Domestic Tariff Charge is the proportion of the electricity bill customers paid to us through their supplier.

2017/18 highlights

Maximo

In November 2017 we concluded an 18 month project to implement our new Asset Management System (Maximo). Maximo provides us with key improvements in a single asset register for our assets, it generates and tracks the work for inspections and maintenance and ensures we understand and manage the health of our assets.

The system consolidates a number of our legacy systems covering both our Distribution and Transmission networks including new desktop and mobile systems (which are fully integrated including the management of work to field operatives).

Maximo is a key component of our modernisation and transformation programme. Our policies and procedures, which include our mandatory timescales for inspection and maintenance work, are embedded in the system and drive this work. It allows us to schedule and despatch work within the system and deliver work orders straight to the handheld devices used by field operatives.

It lays a strong foundation for efficiency and productivity improvements as part of our overall transformation programme. The development of the system continues as we have adopted a phased release with this main initial release focussing on the Asset Register, Inspections & Maintenance and Reporting.

The system has been rolled out to 800 users (desktop and mobile) and improves our internal and regulatory reporting.

Bicester Network Upgrade

In our SEPD area we are investing £25 million to reinforce the electricity supply to households and businesses in and around Bicester. The town is expanding year on year and, as a result, the network is nearing full capacity. It is predicted that a further 10,000 homes will be built in the area by 2030, so it is vital the infrastructure is in place to support this expansion and future economic growth.

The project, which is currently in construction, involves building a major high voltage substation on the outskirts of Bicester and connecting it to the National Grid by installing two 18km underground high voltage cable circuits. As of the end of September 2018 all 132kV cables have been installed and the new substation at Bicester has been constructed. The next steps involve connecting the new cables to the National Grid and carrying out comprehensive testing before the new circuits and substation can be put into service. We are currently working with National Grid to finalise arrangements and anticipate the new substation will be online during the first half of 2019.

SSEN's project team has worked closely with many stakeholders including local-residents, landowners, highway authorities and environmental bodies to deliver the project and whilst there have been many challenges to overcome the project is on target to deliver on time and to budget.



British Standard for Inclusive Service (BS18477:2010)

In November 2017, SSEN achieved compliance with the BS18477 Inclusive Service Provision standard.

Awarded by BSI, the verification recognises organisations which can demonstrate – through rigorous assessments – that their policies, procedures and services are accessible and fair to all customers. SSEN was one of the first companies to be assessed by BSI since the Inclusive Service Provision standard assessment has been formally recognised as a verification scheme, having met the requirements of the BSI standard for the previous two years.

Julie Walker, SSEN's Social Obligation Manager, said:

“We’re so proud to have made this achievement and to have received this award. SSEN is one of the first organisations to go through BSI’s new verification assessment process and we’re delighted to have been presented with this certificate and award in recognition of all the hard work of our employees in Customer Services and across our regions in the north of Scotland and central southern England.”

“All of this is down to the hard work of our employees who go the extra mile to support and care for our customers; hard work that will continue year on year, so we can provide – and improve on – the services that show our customers we care about their needs.”



Institute of Customer Service

SSEN became members of the Institute of Customer Service (IoCS) in September 2017. Our Customer Contact Centres, who deal with supply interruption enquiries, are currently working to achieve the IoCS Service Mark Accreditation. This Accreditation is made up of three parts, staff and customer surveys to establish a benchmark score; development of an action plan to address the lower scoring elements of the survey results and a final assessment carried out in our Customer Contact Centres.

We have progressed through the survey stage, achieving a Customer Survey score of 89.4% which when compared with other sectors and the highest scoring companies in the UK puts us into 1st place on the Customer Satisfaction Index. We are working to develop the action plan and the final assessment is due to take place in November 2018.





Distribution System Operator (DSO)

The transition to Distribution System Operator is underway, starting from our early work on Orkney, 10 years ago, many of the early features of a DSO are appearing across the country. Features such as flexible generation connections are now regarded as an essential part of our connections offering during this reporting period we have continued to evolve and improve this option.

However, this is only the start of the transition and many more changes and improvements are in development. These changes are predominantly driven by the new market models, low carbon technologies and customer aspirations laid out clearly in the Government's website.

<https://www.gov.uk/government/publications/upgrading-our-energy-system-smart-systems-and-flexibility-plan>

Working with other DNOs and stakeholder groups through the Energy Networks Association's (ENA's) open networks project, we are making a solid contribution to the transition to DSO and ensuring it is done in a co-ordinated and consultative manner. We are focussed on contributing to an acceleration of both the understanding of, and the progress of the transition itself.

In November 2017 we released our 'Supporting a Smarter Electricity System' report which outlines our priorities and principles we will adhere to in our transition from a Distribution Network Operator (DNO) to a Distribution System Operator (DSO).

The Energy Networks Association definition of a DSO states that:

A Distribution System Operator (DSO) securely operates and develops an active distribution system comprising networks, demand, generation and other flexible distributed energy resources (DER).

As a neutral facilitator of an open and accessible market it will enable competitive access to markets and the optimal use of DER on distribution networks to deliver security, sustainability and affordability in the support of whole system optimisation.

A DSO enables customers to be both producers and consumers; enabling customer access to networks and markets, customer choice and great customer service.



Our DSO Priorities and Principles

Customers

Principle 1: A DSO must work for all customers. We want greater choice and opportunity for customers, whilst ensuring the service we provide remains reliable, efficient and resilient, particularly for vulnerable customers.

Principle 2: Learning by doing will give the best outcomes for customers. SSEN has a wide portfolio of innovation projects that test the credentials of new technologies and solutions with respect to de-carbonisation, resilience and affordability. The best outcomes for customers will be realised through listening to their needs, practical evaluation and scaling up success.



Costs

Principle 3: Our transition to DSO must be coordinated and cost efficient. We will use our experience to focus on ensuring that the total costs charged to our customers are fair and proportionate to the benefits, all the while listening to their short and long-term needs.

With regards to access for services, the standardisation of procurement and service arrangements will make it simpler to participate, and will ensure that the interests of GB consumers are protected.



Collaboration

We think a cost-effective system that meets customer needs is best achieved by collaborating with other network operators, as is happening through the Energy Networks Association (ENA), and working with all stakeholders to ensure flexibility. Indeed, this is a pre-requisite if we are to achieve an efficient whole system outcome.

Principle 4: Neutral facilitation is paramount. As a DSO we will embed flexibility to improve the operation of our network. We will facilitate local and national markets by identifying and providing the visibility necessary to allow markets to function

and trade energy throughout our network. This responsibility hinges on enabling neutrality, meaning a DSO must provide a level playing field for technologies and solutions to engage.

Principle 5: A DSO should unlock local solutions. Our aim is to remove any barriers and empower local solutions in a way that benefits the whole system to reduce losses, improve network utilisation, decarbonise and provide economic stimulus. We will work with other actors in flexibility markets to allow this aspiration to become a reality.



Building on our principles of Collaboration and Learning by Doing, in 2017 we submitted the "Transition" project into the Network Innovation Competition. The core aim of this project is to take the outputs of the ENAs Open Networks project and build them into a practical field demonstration, this will allow assumptions to be verified and hypotheses validated. Through 2018 we are remaining focussed on generating clarity and solid progress to the DSO transition.

Our 12 commitments to stakeholders

When we developed our business plan in 2013, we consulted with customers and stakeholders to understand what is expected from our networks in terms of supply reliability, social obligations, safety, environment, connections and customer service. This led to the development of our 12 core commitments to our stakeholders.

As we have moved through RIIO-ED1, we have made significant progress against some of our 12 commitments to stakeholders and begun to question whether these commitments were still the areas our customers and stakeholders of today wanted us to focus on within our Annual Business Plan Commitment Report.

In November 2017, we presented our 2015/16 and 2016/17 Annual Business Plan Commitment Reports and 12 core commitments to our Stakeholder Advisory Panel, asking for external challenge to ensure we were not only reporting on the right subjects, but also presenting the information in an accessible way. The panel believed that the 12 core commitments were no longer of most importance or interest to our stakeholders. The commitments were found to be imbalanced with six of the commitments falling under customer service and none representing our social obligations commitments to customers who need the most assistance.

The panel felt the report should be more visual and include a 'snapshot' of information, making it more accessible for readers. This feedback led to a programme of work to engage stakeholders on the 12 core commitments and to make changes to the way in which information is presented.

In 2018, we hosted two major stakeholder engagement workshops in Glasgow and Reading, attended by over 80 stakeholders, at which we presented our Annual Business Plan Commitment Report, Output areas and key themes. Using facilitated round table discussions and electronic voting, we were able to identify the key areas of focus for our stakeholders.



We asked our stakeholders to rank the six RIIO-ED1 output areas in order of most importance to them.

- 1st Ensuring a reliable supply of electricity
- 2nd Keeping people safe around our equipment
- 3rd Reducing our impact on the environment
- 4th Helping vulnerable customers
- 5th Connecting customers to our network
- 6th Improving customer service

We then amplified this by engaging with over 2,000 customers in our Annual Customer Survey, also asking them to rank the six RIIO-ED1 output areas in order of most importance.

- 1st Ensuring a reliable supply of electricity
- 2nd Keeping people safe around our equipment
- 3rd Reducing our impact on the environment
- 4th Improving customer service
- 5th Helping vulnerable customers
- 6th Connecting customers to our network

We wanted to ensure we were reporting evenly across the six output areas following discussions with our Stakeholder Advisory Panel. Based on stakeholder feedback, each section of the report will now focus on the 'top two' commitments from each output area. These commitments have formed our refreshed 12 core commitments.

The report has been formatted for each output area to include an introduction, a one-page infographic on our 2017/18 performance for each and written commentary alongside a 'RAG' (Red, Amber, Green) status for each commitment. We try to avoid jargon, where this is not possible a glossary has been included to explain some of our more technical terms.

Based on this extensive Stakeholder Feedback, our refreshed 12 core commitments to stakeholders are:

Ensuring a reliable supply of electricity

We will reduce the number of unplanned supply interruptions by 5% and their duration by a quarter.

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Ensuring a reliable supply of electricity

We will reduce the small number of customers that suffer more than 3 unplanned supply interruptions per year by 30%.

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Helping vulnerable customers

We will ensure our Priority Service Register customers have the appropriate support for their needs during supply interruptions.

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Helping vulnerable customers

We will develop new strategies to support customers with communication difficulties in all customer facing information and processes.

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Keeping people safe around our equipment

We will engage across the community to help keep people who are at risk of inadvertently coming into contact with our equipment safe.

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Keeping people safe around our equipment

Having the best safety record in the industry won't make us complacent. We will keep looking for new ways to keep you safe around our equipment.

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Reducing our impact on the environment

We will work more sustainably to reduce our Business Carbon Footprint and the impact of our assets on the environment.

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Reducing our impact on the environment

We will use new sources of data to create better models that allow us to analyse and track electricity losses and target loss reduction.

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Connecting customers to our network

We will reduce the average number of working days to provide a connections offer and a connection after acceptance by 10%.

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Connecting customers to our network

We will facilitate an open and competitive market by improving the connections information that is publicly available.

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Improving customer service

We will maintain ongoing dialogues with all customers who request regular updates on what we are doing.

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Improving customer service

We will seek customer views on service, connections, reinforcement and reliability, working with communities around safety and awareness across our network.

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Ensuring a reliable supply of electricity

Reliability of supply is one of the most important priorities for our stakeholders and customers. 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. We invest in our network to maintain, replace or refurbish assets which

may have defects that require attention, or are at the end of their service life due to their condition. In addition, we have invested in innovative technologies, such as Bidoyngs, to provide further support to identify our worst served circuits to allow for faster fault locations and subsequent repairs to be made.

Our 2017/18 Performance

Supply Interruptions



62% of customers given at least 7 days notice of a planned supply interruption

1,610 supply interruptions avoided through the use of Bidoyngs

We pinpointed 392 faults on our network using Bidoyng information and made 323 permanent repairs

Network Investment and Maintenance



Marine licence granted to replace 40.7km submarine cable

120km subsea cable inspected

5 SEPD substations were upgraded in 2017/18 as part of flood mitigation

7 SHEPD Primary Substations have been identified to be surveyed in 18/19 to produce a flood mitigation plan

Customer Interruptions The average number of interruptions per 100 customers per year		2015/16	2016/17	2017/18
SHEPD	Including Exceptional Events e.g. extreme weather	82.3	69.8	54.7
	Excluding Exceptional Events	72.2	62.4	52
SEPD	Including Exceptional Events e.g. extreme weather	48	49.6	57.1
	Excluding Exceptional Events	46	46.1	53.5
Customer Minutes Lost (CML) The average number of minutes a customer is off supply		2015/16	2016/17	2017/18
SHEPD	Including Exceptional Events e.g. extreme weather	80.5	56.9	47.4
	Excluding Exceptional Events	61.9	48	42.8
SEPD	Including Exceptional Events e.g. extreme weather	44	42.7	51
	Excluding Exceptional Events	38	39.2	44.2

	2015/16		2016/17		2017/18	
	SHEPD	SEPD	SHEPD	SEPD	SHEPD	SEPD
Total number of unplanned HV interruptions	2,754	2,313	2,609	2,556	2,426	3,040
Total number of unplanned interruptions	6,688	18,543	6,012	18,467	5,921	20,039
Total number of planned supply interruptions	3,004	3,780	3,722	4,594	3,912	4,317

Commitment 1

Status: Green

We will reduce the number of unplanned supply interruptions by 5% and their duration by a quarter

We measure our performance against our 2012/13 records (the year our business plan was based on). By doing this we create a baseline target to work from and can ensure we are working towards achieving our commitments.

Since 2012/13 we have seen an overall improvement in unplanned supply interruptions performance across the SHEPD and SEPD areas. Over the last 5 years we have seen a decrease of unplanned supply interruptions in our SHEPD area, down from 7,113 to 5,921 (-16.76%) and in our SEPD area from 21,690 to 20,039 (-7.61%). The average duration of faults has also decreased from 187.5 minutes to 82 minutes (-56.27%) in SHEPD and from 99 minutes to 89 minutes (-10%) in SEPD.

Our year on year performance for unplanned supply interruptions was quite different between our two licensed areas between 2016/17 and 2017/18. SHEPD saw a 17% reduction in unplanned supply interruptions, by contrast SEPD saw a 16% increase. The percentage of customers restored within one hour was broadly static.

The considerable reduction in unplanned supply interruptions in the SHEPD area is partly due to benign weather but largely due to the investment in our networks in previous years. SEPD suffered from a small number of major EHV and 132kV faults which results in large numbers of customers experiencing unplanned supply interruptions. Each incident has been investigated and learning taken forwards to prevent recurrence. Specific targeting of EHV protection systems also began last year to further improve performance in this area.

We continue to focus on the installation of automation systems on our high voltage (HV) networks; in both SHEPD and SEPD. Our 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. This reduces unplanned supply interruptions for our customers, but can have a negative effect on the average duration of power cuts as the remaining customers will have to wait for fault repair or generation deployment before we can restore their power.

Average duration of fault (minutes)		
	SHEPD	SEPD
2015/16	92	90
2016/17	81.8	86
2017/18	82	89.4

In 2017/18, our automation schemes operated successfully on 340 occasions preventing unplanned supply interruptions to 297,897 customers.

Commitment 2

Status: Amber

We will reduce the small number of customers that suffer more than 3 unplanned supply interruptions per year by 30%

Since 2012/13 (our baseline figure) we have seen a 14.76% reduction in the number of customers who experience 3 or more unplanned supply interruptions per year in our SHEPD area, decreasing from 10,535 customers in 2012/13 to 8,890 in 2017/18. However, we have seen an increase of 4.43% in our SEPD area, increasing from 2,101 customers to 2,194 customers in 2017/18.

There has been an extensive overhead line replacement and refurbishment programme underway during 2017/18. There has also been a continuation of the network automation programme which has aided in the reduction of the number of customers impacted by interruptions. Customers interrupted more than 3 times in the year 2017/18 has decreased to 11,174 from 22,419 the previous year and 35,809 the year before (2015/16) across both licence areas.

The reduction in the combined customers interrupted more than 3 times in the year has dropped which proves that the interventions into the network are working and that customers are automatically being restored to supply without manual intervention. The Network Asset Replacement and Refurbishment programmes are reducing the faults in high fault areas, which in turn helps to reduce the number of customers affected by multiple interruptions. Our Automation and Network Replacement and Refurbishment Projects will continue into 2018/19 and will further improve the resilience of our Network in the SHEPD licence area.

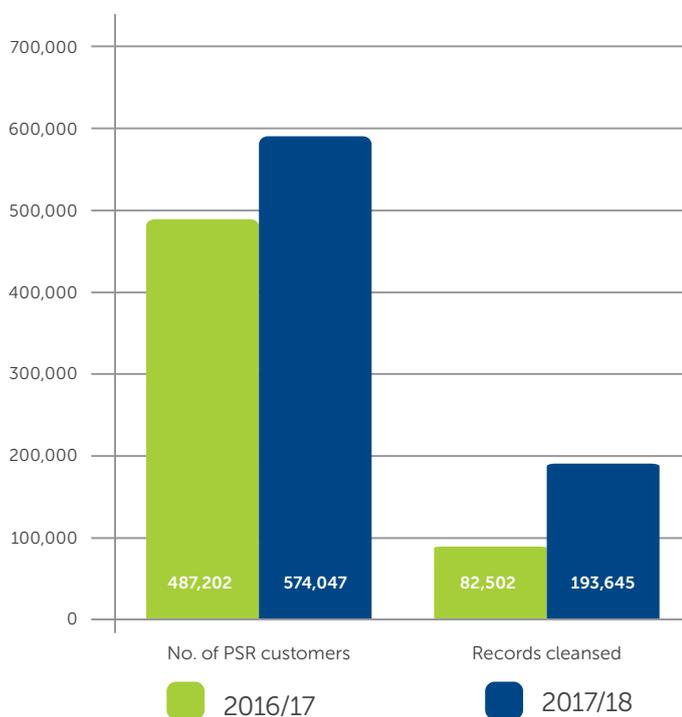
Customers who experience three or more unplanned supply interruptions in a year		
	SHEPD	SEPD
2015/16	26,899	8,910
2016/17	19,429	2,990
2017/18	8,980	2,194

Helping vulnerable customers

Our network covers a vast land mass, approximately one third of the United Kingdom. From the densely populated Thames Valley to the isolated and remote Highlands and Islands of Scotland, each region has its own distinct set of social, economic and environmental challenges. With these varying challenges it is important for us to treat every customer as an individual but in particular those who may require extra

support in times of supply interruptions. Engaging with and considering the needs of all customers but especially those in a vulnerable position, we are committed to collaborating with other stakeholders to promote awareness, share best practice methods and assist our most vulnerable customers with the appropriate support they may need.

Priority Service Register (PSR)



Over **1m** Texts to Priority Service Register customers in advance of adverse weather

3,323 referrals from other organisations with PSR customers

2,740 welfare packs issued

Key content available in **11** languages on our website and **6** in print

Supporting Communities



77 community projects funded with a value of **£509,720.37**

21 additional community and resilience plans created in 2017/18

Winter Resilience



700 winter campaign adverts placed in medical practices, physiotherapists and occupational health care centres across our network areas

First attempt to reach out to healthcare professionals via LinkedIn, reaching over **23,112** people



Inclusive Service

"I have worked with many businesses and organisations in regulated industries, and it's refreshing to see SSEN's dedication for helping customers and their willingness to listen to and act on feedback given by customers and stakeholders alike."

Richard Shakespeare
Chair of SSEN Inclusive Service Panels

Commitment 1

Status: Green

We will ensure our Priority Service Register customers have the appropriate support for their needs during supply interruptions.

In 2017 we undertook a survey of 600 of our Priority Service Register (PSR) customers to help us better understand their needs when it comes to supply interruptions. The results from this survey told us that customers preferred contact via text message. In 2017/18 we took the decision to proactively contact all PSR customers via our pre-warn text, not just our customers medically dependent on electricity. This resulted in over 1 million proactive contacts being made ahead of weather events during 2017/18. Due to the number of weather events in the South during the winter of 2017/18, we also put in place measures to call customers in areas which were continually affected. This ensured that they were effectively prepared and enabled us to offer support and assistance in the event of further supply interruptions.

The Welfare Lead, a new role introduced in 2017, plays a key role in storms and weather events. The Welfare Lead and their team of welfare co-ordinators act as the bridge between our Customer Contact Centre and our regional teams to escalate concerns, directly support customers in vulnerable situations and to effectively deploy welfare units and our Customer and Community Advisors (CCA) to areas that are off supply. Through the use of our Customer Mapping Tool we can ensure we are deploying welfare to the customers and areas who need it most.

Our Customer Relationship Managers (CRM) and the CCAs continue to work with local resilience partners to engage hard to reach customers and develop resilience plans and raise awareness of our Priority Service Register. They also continue to work with local resilience partners, British Red Cross, Salvation Army and Age Concern to support customers in vulnerable situations in prolonged supply interruptions when required.

We regularly work with third parties to increase awareness of our PSR, including charities, health services and other utility companies. In November 2017 we partnered with the Scottish Fire and Rescue Service (SFRS) to promote the service we provide whilst they are carrying out home visits in the Moray and Aberdeenshire regions. These visits assist people in identifying possible fire hazards and organise potentially life-saving fire escape plans. By working with third parties we are able to raise awareness of our services to customers in hard to reach or remote areas.

Our dedicated PSR Team continue to support both network areas, Customer Contact Centres and Regional workforce dealing with escalations, pro-active calling of customers who have not contacted us when there is a supply interruption, updating the watch list and providing advice and support to staff and customers. We have made amendments to our PSR team working hours and they are now available from 8am to 8pm to allow for increased support during business as usual and storms. Our dedicated PSR helpline remains open 24/7, 365 days a year.

Customer Mapping Tool

In 2017/18 our Customer Mapping Tool, covering both of our licence areas, has become embedded within our business, providing additional insight in our planned supply interruption (PSI) process and our resilience funding. Our regional workforce has found benefit in using mapping to help them to promote the Priority Service Register more effectively, highlight where customers may need additional support during supply interruptions and identify which partnerships would work and where.

We have made improvements to our processes through the use of our Customer Mapping Tool. In January 2018, our PSI process was changed to ensure any planned supply interruption must be checked against the mapping data to allow additional support and welfare to be put in place, or our services adapted, should it be necessary.

We recognise that although our Customer Mapping Tool is bespoke for SSEN, it could be adopted across the industry, as well as other sectors. We believe in sharing best practice and have showcased the mapping at a number of events, resulting in 45 people from 24 organisations being given guest access. These include six utilities, five councils, a Gas Distribution Network (GDN), a fire brigade, our regulator, and fuel poverty charities.

"It's a wonderfully helpful tool and quite easy to use and understand, considering the vast amount of data it has."

**Jennifer Armstrong,
Help to Heat Co-ordinator for SGN**

Commitment 2

Status: Green

We will develop new strategies to support customers with communication difficulties in all customer facing information and processes.

Our 2017 PSR customer survey told us that 12% of our PSR customers needed information in another format or language. In 2017/18 we used our Customer Mapping Tool to identify the communities and areas where English is not spoken as widely. Based on this information we had the Priority Services leaflet translated into Polish, Hindi, Punjabi, Bengali and Urdu. In addition to this we also added a paragraph on our website in the top 10 languages letting customers know they could contact us to get communications in other formats including telephone and written language translation. We also started work to include a translation service on our website which we expect to go live by the end of 2018.

This engagement with communities led to a social media campaign with messages translated into the top 5 languages spoken across both our network areas, which was seen 143,135 times and achieved higher than average click through rates. Through this campaign we have seen 2,984 visits to our PSR and Power Track pages.

During 2017 we teamed up with London Sustainability Exchange (LSx), a charity which works closely with culturally diverse communities to share tools and techniques so they can develop their own solutions to issues such as fuel poverty and climate change. In February 2018 we held a workshop at our West London depot with LSx and SSEN employees to

identify possible communication issues and solutions and how our mapping tool could help identify customers who might need additional help during supply interruptions.

We made changes to our letters to advise that customers could contact us to have a communication sent in Braille, large print, audio CD and another language. Our planned supply interruption letters have been reviewed by Plain English to ensure the same simple language is also used. All staff within the Customer Contact Centres have received extensive training to enable them to identify and understand the language needs of our customers. We have a service available that provides any of our communications in another language, alongside a translation service that can be initiated whilst on the phone to customers. All communication that is sent out to customers is sent from a named person and includes contact details.

Customers had on occasions told us that our recorded phone messages contained jargon and they didn't understand what we were trying to convey. We have reviewed our recorded message on our phone lines to ensure customer friendly messages are relayed and in plain clear language that contain no jargon.

Within our Thames Valley region alone, there has been a 94% increase in customers registering as English not being their first language

“Our Faith & Utilities project is empowering community champions to reach out through faith networks to provide energy advice, from understanding bills to accessing grants and support schemes such as the Priority Service Register. As part of this project, we met with SSEN to enhance customer communication for a range of staff members. It was great to see such enthusiasm, creative ideas and willingness to engage.”

Ben Hudson,
Programme Coordinator,
LSx

What we aim to offer

 <p>Priority treatment during a power cut Our priority service line is available 24 hours a day. We'll contact you, or your nominated contact, if we need to switch off your power to carry out essential maintenance.</p>	 <p>Safety advice tailored to your needs When requested, we'll offer you advice on how to prepare for a power cut in a format that suits your needs, e.g. Braille, textphone, audio CD or foreign language.</p>
 <p>Connection to local emergency services We work with local authorities, emergency services and agencies, like the British Red Cross, to provide extra support to people on our Priority Register.</p>	 <p>Provisions for your community During severe weather events and prolonged power outages, our connection to local welfare vehicles, help us in our aim to provide meals, drinks, warmth and charging points.</p>
 <p>Emergency power supplies If you're dependent on electricity (e.g. for home medical care) we aim to provide portable generators during prolonged power cuts.</p>	 <p>Peace of mind We offer a service where you can agree a password to use when dealing with the staff at Scottish and Southern Electricity Networks. That way we can look after your personal safety and home security.</p>

All our priority services are FREE

Keeping people safe around our equipment

We are committed to safe and sustainable working practices in compliance with health and safety standards that protects our employees, environment, contractors and customers alike.

We encourage all members of staff to use our licence, "if it's not safe, don't do it" and have been educating in the classrooms about the potential dangers of electricity. We believe all accidents are preventable and so we do everything safely and responsibly, or not at all.

Our 2017/18 Performance

'Look Out, Look Up!' Campaign

2,146 visitors to the safety pages on ssen.co.uk

Facebook was the top performing channel with **56%** of all page views from that platform

More than **1.7 million** impressions (the total number of times an advert is seen across a campaign) by our targeted audience

Advertising in three trade publications with combined readership of **67,000**

More than **300** radio adverts on Moray Firth, Northsound and Tay FM with the potential audience reach of **469,000**

Over **13,000** 'Look Out, Look Up!' tractor cab stickers were distributed as inserts in the British Farmer & Grower magazine

Safety Performance



Total Recordable Injury Rate (TRIR) decreased from **0.29** to **0.20**



Employees and contract partners attending Influencing Behaviours workshops – **4,600**

SSEN Rolling TRIR – 24 months



Roll-out of Smart Meters



18

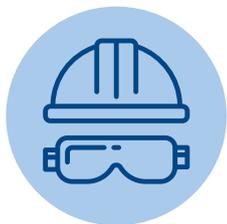
formal bi-lateral meetings with suppliers in 2017/18

Commitment 1

Status: Green

Our behaviour based Safety Family concept will be deployed across our business and contracting workforce

In 2017/18 more than 4,600 members of the SSEN workforce (employees and contract partners) attended one of our Influencing Behaviours workshops. These workshops were purposely designed to suit our business and focus on a revised approach to the management of Safety, Health and Environment. This industry award winning behavioural programme introduced the concept of a just and fair culture and provided attendees with an insight into certain human factors that are often associated with incidents. The workforce feedback from the programme has been completely positive and it has influenced persons to operate differently when completing their work. Following the roll-out of our behavioural programme we also revised the Safety Family guidelines which had served the business well over previous years. Workshops were held across the business involving a cross-section of employees and contract partners to gather feedback and suggestions for improvement. We revised our Safety Family guidelines simplifying the content and ensuring the guidance remains meaningful to our workforce. The guidance now focusses on four key areas and is founded on the licence we provide.



**If it's not safe,
we don't do it.**

The majority of our contract partners were involved in our Safety Family developments during 2017/18; our contract partners form a strategic element of our workforce and as such our partners receive investment similar to our employees. During the year all new partners received SSEN Safety Family inductions and many of our existing partners experienced similar investment; feedback from our contract partners has also helped us to continuously improve our strategy for safety, health and involvement. A number of SSEN contract partner companies have also adopted our Influencing Behaviours programme, arranging for our delivery partner Karrdale to deliver similar programmes specific to each company.

In 2017/18 we made the biggest shift in our history to better understand the human factors which can affect our performance. The refresh of our Safety Family guidance and our Influencing Behaviours programme has helped us to make different decisions and deliver improved performance.

"It was good to hear that it is normal human behaviour not to be able to focus all the time but also to understand how we can prepare ourselves for a task bearing this in mind." SSEN Employee

Commitment 2

Status: Green

Having the best safety record in the industry won't make us complacent. We will keep looking for new ways to keep you safe around our equipment

In 2017/18 our safety, health and environment performance improved, as did our understanding of the human factors involved in many of our incidents.

Our Total Recordable Injury Rate (TRIR) moved from 0.29 to 0.20 over the year with 13 less TRIR incidents reported over the 12 months. A similar number of driving related incidents were reported year-on-year but the severity of the incidents was lower than the previous year with fewer injuries and less property damage. The number and quality of proactive reports (i.e. near-miss and hazards) improved; this is evident of the growing environmental awareness within SSEN.

Our focus on public safety improved again during 2017/18. We continued to make a valuable contribution to the Energy Networks Association (ENA) Public Safety Committee and ensure that our operating processes remain aligned with industry good practice. We did not see a noticeable reduction in the overall number of third party interference incidents associated with our networks, however, we completed more proactive and reactive engagements with the general public than previously and we continue to develop our strategy and resources in this area.

We continued our 'Look Out, Look Up!' Campaign in 2017/18, focussing on farmer safety, aiming to increase awareness of the dangers of operating machinery near our overhead lines and giving safety advice on what to do in the event of coming into contact with our equipment. We are revising our public safety strategy for 2018/19, including looking to influence the supply chain to include a safety guide alongside the logbook for all heavy machinery and vehicles, such as tractors and excavators, which will stay with the machine for its lifetime.

We continued to improve in 2017/18 and revise our approach to the management of safety, health and environment. We are now concentrating on the delivery of safe outcomes every day for our workforce, our customers and the environment. Our Influencing Behaviours training programme and the refresh of our long running Safety Family guidance has improved workforce engagement and helped us to understand better the human factors associated with our performance. Aligned with this, the introduction of 'just and fair culture' within SSEN is helping us to understand the make-up of incidents and identify opportunities for the organisation to improve, as well as improving workforce engagement and commitment.

We are not complacent with the improvements we have made and we are continuing to seek innovations and improvements to help us deliver further benefits. We are also concentrating more on the positive side of our safety, health and environment performance to aid workforce engagement and celebrate successes where appropriate.

2017/18 Safety Campaigns

'Look Out, Look Up!' Farm Safety Campaign

We teamed up with the National Farmers Union (NFU) to launch our 2017/18 'Look Out, Look Up!' campaign during farm safety week (24th–28th July 2017) to raise awareness of the potential dangers of working near overhead power lines.

LOOK OUT, LOOK UP!

Be aware of overhead power lines

call 105 in an emergency



POWER CUT?
CALL 105

0800 300 999

ssen.co.uk

Scottish & Southern
Electricity Networks



Don't get your fingers burnt: it's not worth the risk

In February 2018 we introduced a campaign highlighting the dangers associated with illegally extracting electricity from Network assets.

Run by our Revenue Protection team, the campaign was promoted through our social media channels and our website.

Reducing our impact on the environment

Recognising the impact that our activities can have on both the immediate and wider environment, we are committed to becoming a "greener" business with a view to reducing the negative impact we have on our environment. This includes looking at innovative ways to reduce our carbon footprint and we are also looking to reduce the amount of electrical losses through equipment and electrical theft. Sustainability is one of our core values we try to uphold as we manage the challenges we face operating within our two licensed network distribution areas.

Our 2017/18 Performance

Visual Amenity

In 2017/18 we undergrounded 1.92km of overhead power cable in Areas of Outstanding Natural Beauty, National Parks and National Scenic Areas

Case Study

Callander – £194,187

This circuit was nominated by a member of the public via email. The overhead line is located within the Loch Lomond and Trossachs National Park and a dominant feature within the landscape. The undergrounding of the 11kV line has reduced the visual impact of our equipment in an open access area of the National Park.

Our 2017/18 Environment Report is available on our website <https://www.ssen.co.uk/DistributionPriceControlReview/>

Total Business Carbon Footprint reduced by 23% compared to 2012/13

2012/13 – 65,023 tco₂e*

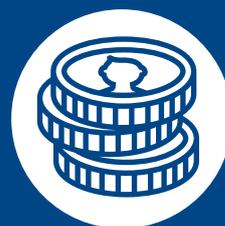
2017/18 – 49,893 tco₂e*

* Excluding losses

5km fluid-filled cable removed in SHEPD since 1st April 2015

17.2km fluid-filled cable removed in SEPD since 1st April 2015

Revenue Protection



Investigate c. 3,800 records per month*

Resolved c. 600 records per month

* c.3,000 records investigated require no further action or are related to MPAN record keeping errors

Network Losses

Annual electrical losses*



* Combined technical and non-technical losses

Commitment 1

Status: Amber

We will work more sustainably to reduce our Business Carbon Footprint and the impact of our assets on the environment

We are aware of our responsibilities to provide the electricity people need in a sustainable and environmentally friendly way. As the custodian of the wires, cables and substations that link the electricity network together, there is a process of continual improvement in our asset management practices. Assets added to the network in the past, may not be as environmentally acceptable as they once were, and our strategies aim to address these issues. One of these asset categories is fluid filled cables, which were installed on the system mostly during the 1950s and 60s.

Our inspections policies regularly assess the health of these assets, with a programme of replacement planned for the balance of RIIO-ED1 based on condition assessments. So far in RIIO-ED1, 5km of fluid filled cables have been removed from the SHEPD area, with a further 15km planned for the rest of the price control period. Cables currently not prioritised for replacement during this price control are being tagged, which involves injecting a tracer into the fluid in the cable to locate and repair leaks quickly, hence reducing cumulative leakage.

In the SEPD area, more than 50 fluid filled cables circuits have been tagged, and 17.2km of fluid filled cable removed, since the start of RIIO-ED1. A further 10km of circuit is planned to be removed in 2018/19 and further schemes have been identified for delivery in the remainder of RIIO-ED1. We are currently trialling a more rigorous fluid leakage monitoring programme in one of the South Regions, which has resulted in lower leakage rates, and this is to be rolled out to the other areas.

In recognition that further improvements are required to mitigate pollution from fluid filled cable systems, we are developing a long-term strategy for the management of fluid filled cables and this will ultimately aim at the replacement and decommissioning of all fluid filled cable systems where concluded to be reasonably practicable.

In 2017/18 SSEN delivered a further reduction in CO₂ emissions. This was achieved as part of the SSE Group initiative to reduce building CO₂ emissions and the Better Off campaign aimed at creating an energy efficient culture. We have also continued to actively promote energy efficiency within our buildings and depots over 2017/18 through initiatives such as installation of solar panels on buildings and made solid progress on transport.

Looking forward, we are committed to reducing business travel and the numbers of flights undertaken by staff. In 2017/18 we introduced new IT and communication systems e.g. Office 365 and Skype for Business, and the promotion of agile and flexible working for staff in certain locations to achieve this goal. As these technologies and cultures are embedded in our business we expect to see a reduction in the number of flights and travel undertaken by staff. In terms of business transport our continued focus on using low emission cars, reducing vehicle numbers and mileage from business road transport should help ensure we remain on track to deliver against our target for RIIO-ED1.

Benefits of agile working include:



Reduced travel time and related costs



Improved productivity



Improved work life balance for our workforce



A more inclusive working environment

We have continued our programme to underground overhead lines in Areas of Outstanding Natural Beauty, National Parks and National Scenic Areas. In 2017/18, 1.92km of overhead line was moved underground in SHEPD as part of schemes nominated by members of the public. We invested £203,314 across Dorset, Chilterns and New Forest Areas of Outstanding Natural Beauty and South Downs National Park in SEPD and these projects are continuing into 2018/19.



Overhead lines in Areas of Outstanding Natural Beauty, National Parks and National Scenic Areas can still be nominated by completing an application on our website: www.ssen.co.uk/Undergrounding

Commitment 2

Status: Amber

We will use new sources of data to create better models that allow us to analyse and track electricity losses and target loss reduction.

Electrical losses are an unavoidable consequence of transporting electricity across our networks. These losses can be technical (as electricity can turn to heat as it is transported) or non-technical (due to theft or measurement errors).

An increase in low carbon technologies presents challenges to ensure we are accommodating increases in Distributed Generation in a cost-effective manner. We have started to identify an increase in demand from the electrification of heat and transport. This would result in peak and total energy flows increasing and the network being driven harder to deliver the higher demand.

We are now using new data sources including Procurement and Connections Quotation data in order to monitor how effectively we are managing our Losses Strategy. This ensures that any possible non-compliance with our strategy is quickly identified and rectified. This data has also allowed us to report on losses more accurately and as a result we have updated our reported losses figures.

Technical Losses

We have considered a wide range of capital, operational and innovative measures to be implemented to reduce losses using our Cost Benefit Analysis (CBA) model and the predicted connections figures. We have categorised these measures as Green (positive CBA), Amber (further work required to confirm CBA) and Red (negative CBA). Measures highlighted as Green will be at the outset of RIIO-ED1 with the measures highlighted in Amber have the potential to be implemented but are dependent on further analysis.

In our SHEPD region we reduced our technical losses by 644.1 MWhrs. In our SEPD region technical losses were reduced by 883.3MWhrs. This was achieved by replacing 95sqmm LV cable and 70sqmm 11kV cable with larger sized cables.

Full details of our Losses Strategy can be found at:
www.ssen.co.uk/lossesstrategy/

Non-Technical Losses

Our Revenue Protection team are in place to address potential instances of electricity theft and unregistered supplies across our two licence areas, investigating circa 3,800 records per month with approximately 3,000 records being identified as MPAN errors. Circa 600 records are resolved per month relating to unregistered supplies and electricity theft. This activity is vital in reducing settlement inaccuracy and contributing to lower non-technical network losses. In February 2018 we launched a new safety campaign "Don't get your fingers burnt: it's not worth the risk" to raise awareness of the dangers of electricity theft and what to do if a member of the public comes across damage to our network.

In 2017/18 our SHEPD region resolved 2,081 cases accounting for 26,131.6 MWhrs in losses reductions. In our SEPD region we resolved 5,112 cases accounting for 56,726.4 MWhrs of losses reductions.



Connecting customers to our network

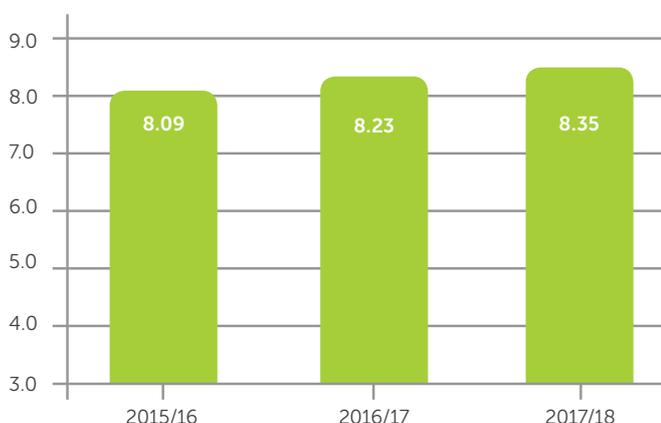
As the DNO for north Scotland and central southern England, we provide thousands of connections to domestic and commercial customers to the network each year.

We are committed to providing a realistic quote and subsequent timeframe to ensure connections are made to the specified standard and budget within the agreed timeframe. Furthermore, we are working to facilitate a competitive and transparent market by improving information that is publicly available.

Our 2017/18 Performance

Time to Quote, Time to Connect		Business Plan Target (av. Number of working days) ¹	Ofgem Incentive Target ²	Actual 2015/16	Actual 2016/17	Actual 2017/18
SHEPD						
Single Connection	Time to Quote	7.9	5	2.5	3.6	4.22
	Time to Connect	31.57	30	31.5	30	27.84
2 – 4 Connections	Time to Quote	12.33	15	5.1	7.22	9.02
	Time to Connect	47.44	45	40.2	40.44	28.76
SEPD						
Single Connection	Time to Quote	7.37	5	2.66	2.7	3.41
	Time to Connect	35.55	30	33.18	44.3	45.71
2 – 4 Connections	Time to Quote	11.13	15	6.94	7.33	9.28
	Time to Connect	42.47	45	45.04	63.68	64.01

Connections Broad Measure of Customer Service Performance*



* Customer Survey score out of 10



Total calls answered into our connections contact centres – 49,045 calls

Connections Engagement



3,457 customers engaged in 2017/18

1. Where our Business Plan target exceeds the Incentive target date, the Guaranteed Standard date will be used. 2. These standards do not apply where some of the connections work is to be carried out by an Independent Connections Provider or where no modification to the physical connection is required. Should a customer request a date that falls outside the Ofgem target, their request date becomes the Guaranteed Standard target.

Commitment 1

Status: Amber

We will reduce the average number of working days to provide a connections offer and a connection after acceptance by 10%

Our time to quote performance remains ahead of our Business Plan Commitment target although we have seen a slight increase compared to last year. We have been proactively spending more time fully understanding customers' requirements during the quoting stage, including trying to carry out more site visits, which has increased the time to quote but will assist with customers being connected efficiently post acceptance and ensure the customer receives a better quality overall service.

Using customer feedback, we are in the process of reviewing our connections quotation information for minor connections works. The new site works guide booklet to achieve this is now issued automatically to customers along with their minor connections quotation. This is also available on our website. We will be mirroring this guide for our larger customers later in the year with the aim to make this available by April 2019.

Our time to connect performance in the south has remained broadly static against last year's performance. We recognise we need to make improvements to the service we provide to customers. In 2018 we started a review of the end to end customer journey for minor connections to identify areas of improvement and gaps in our process. This included an analysis of feedback we have received from our Broad Measure surveys. Following on from this review we are restructuring our connections delivery business and processes early in 2018/19. This will allow a more regional and localised approach to our customer connections, ensuring a greater level of proactive contact with our customers, whilst recognising that customers across different areas will have different challenges and therefore need different levels of support.

Commitment 2

Status: Green

We will facilitate an open and competitive market by improving the connections information that is publicly available

We have continued to make improvements to the information available to our customers and stakeholders through our website, correspondence and the engagement events we hold throughout the year.

Provision of information

In our 2016/17 Incentive on Connections Engagement (ICE) report we set out seven commitments under the subject of Information Provision. An update on the progress of commitments was included in the 2017/18 ICE report and four of the commitments have now been completed as follows:

Establish an 'operational generator forum' as a means for information and updates

In partnership with REGEN, we established a Distributed Generation Owner-Operator Forum with the aim of improving communication issues, such as outages and constraints, with Megawatt (MW) scale projects connected to our network. The Forum met twice in 2018 and the response was positive with attendees giving a score of 8.4 out of 10 when asked if they found benefit in their attending the Forum.

Work with National Grid and Scottish Hydro Electric Transmission to develop a Statement of Works process

When possible, we now provide the option for embedded generation customers of <10MW to apply through our 'Non-firm Statement of Works' process. This allows, where possible, customers to access the transmission network ahead of transmission reinforcements.

Improve information in our budget estimates

We have worked across both licence areas to identify best practice for generation budget estimates. A new template was produced and implemented in 2018 that ensures consistency across our teams and provides the information essential to our customers.

Provide workshops/WebEx sessions on specific topics

We held eight workshops/WebEx presentations throughout 2017/18, covering topics such as network constraints, Distribution Use of System (DUoS) charges, wayleaves, electric vehicle charging points and online applications.

The remaining commitments are in progress and expected to complete on schedule by the end of 2018/19.

Connections Online

Connections webpage

40,391 views

Competition in Connections

webpage **20,963** views

Contracted Demand Heat Map

2,214 views

Generation Availability

6,010 views

We have made improvements to the information available online to assist Independent Connections Providers (ICPs) in ensuring their designs are compliant with our network. This includes a suite of guidance documents and checklists to be used during the design and approval phase.

Our online 'Heat Map' tools, where we update and display the current status of the network with regards to constraints and planned reinforcements, continue to be popular. We have enhanced our Generation Heat Maps for SHEPD to include additional cost information for quoted customers. This is expected to be completed for SEPD in 2018.



Improving customer service

We are committed to providing the highest levels of customer service and strive to deliver exceptional service. Aiming to provide a 10/10 service we have made contacting SSEN easier than ever through various channels including online, via Social Media or our Power Track app, by calling us on 105, or by post. Our field engineers work tirelessly to keep interruptions to customers' supply as low as possible and are supported by dedicated Customer Contact Centre staff who ensure we get the right information to our customers when they need it.

Our 2017/18 Performance



Total calls made into our Customer Contact Centres – 640,875 calls*

* Including unanswered calls



42.11% calls made to the 105 Single Emergency Number – 269,849 calls*

* Including unanswered calls

Social Media Statistics

Reach (number of users who have seen our posts)
12,556,739 (19.5% increase*)

Engagement (number of users who have engaged with our content)
313,188 (62.5% increase*)

Video Views
442,168 (432% increase*)

Incoming Message
64,119 (61.3% increase*)

Customer Satisfaction
9.03 / 10

Response Time
6m 34s (42.5% decrease*)

* Compared to 2016/17

"There are not many customers who become leaders in their respective fields, and then continue to innovate to push the boundaries even further. SSEN are an exemplary example of this. Not only do they have record beating response times, but are also innovating through new features as and when they are released."

Mo Mahar, Senior Customer Success Manager, Conversocial

Complaints

81.33% complaints resolved within 1 working day

97.55% complaints resolved within 31 days

0 complaints upheld by the Energy Ombudsman since the start of RIIO-ED1

Broad Measure of Customer Service Survey Score 2017/18

SHEPD

Supply Interruptions	9.22/10
Connections	8.59/10
General Enquires	8.96/10

SEPD

Supply Interruptions	8.75/10
Connections	8.11/10
General Enquires	8.32/10

Commitment 1

Status: Green

We will maintain ongoing dialogues with all customers who request regular updates on what we are doing.

We speak with customers daily through all our recognised and published phone lines as well as holding regular stakeholder sessions throughout the year. We constantly review our customers' suggestions and feedback about the service we deliver and deal very efficiently with any complaints we receive. In 2017/18 we made significant improvements in terms of the service we deliver to our customers.

Supply Interruptions

In 2016/17 we updated our process to increase the notice customers were given for planned supply interruptions (PSI) from the guaranteed standard 2 working days to 7 calendar days, with businesses given 30 days notice, where possible. Customer feedback received through our Broad Measure Customer Satisfaction survey also told us that many domestic customers would also prefer more notice. We made further improvements to our process to give all customers, where possible, the 30 day notice-period, followed by a 7 day reminder.

Our Progress Reporting and Proactive team are in place to provide updates and support to customers during unplanned supply interruptions. These services include proactive text messaging to advise of bad weather, updates on supply restoration and a follow up call after their supply has been restored to check customer welfare.

Social Media

We are constantly looking for ways to proactively educate customers and provide information in the format they prefer. This has included proactive weather warnings sent out via twitter and an online campaign promoting our Power Track app.

In 2017, Conversocial, the provider of our social customer care platform, released a case study on the improvements we have made to the service we provided to our online community. Working closely with Conversocial, we have increased the number of incoming messages and our responses whilst decreasing the time taken to respond.

Commitment 2

Status: Green

We will seek customer views on service, connections, reinforcement and reliability, working with communities around safety and awareness across our network.

Engaging in a transparent and open manner is an important part of building trust with our stakeholders and fostering long-lasting relationships that stand the test of time. That's why we publish a range of documents throughout the year that illustrate the feedback we have received from our stakeholders, both positive and negative.

Each year as part of Ofgem's Stakeholder Engagement and Consumer Vulnerability incentive, we publish three end-of-year reports on our website. Part 1 outlines our strategy and how stakeholder engagement is integrated into the wider business; part 2 provides an overview of how our engagement activities have led to meaningful outcomes; and part 3 focuses on the services we offer to customers who find themselves in vulnerable situations.

Between October and December 2017 we carried our annual customer survey and engaged with over 2,000 customers across both our licence areas. The survey was focussed on our customer service performance with topics including:

- Awareness of SSEN
- Preparing for supply interruptions, both planned and unplanned
- Experience of supply interruptions and their needs in different situations (including fires, flooding etc)
- Awareness of help and support available for vulnerable customers
- Priority Service Register
- Contact Preferences and Experience
- Social Media and Website

"Over 2017/18, we've dedicated more attention than ever before into our digital experience to ensure we're providing an effortless online experience to every customer. We have successfully developed our social operations which means we're able to scale up during exceptional weather events and still provide a speedy response whilst delivering exceptional customer service. We've empowered our Social Media Agents to provide an individualised service to our customers and this has resulted in positive satisfaction scores and feedback."

Troy Fisher
Social Media Officer, SSEN

In 2017/18 we also stepped up our engagement with our Stakeholder Advisory Panel. The Panel, consisting of six members from a range of backgrounds and with a variety of skills, meets quarterly to hold our business to account on the decisions we take on behalf of our customers, highlight emerging issues within the industry they think we should monitor and take action on, and provide comment on new initiatives we are progressing. The Panel's independent annual report is their assessment of how our company is performing and how we are responding to the needs and expectations of those who rely on our service.

The Customer Mapping Tool now plays a key role in storms, working along side the Welfare Lead to assist in the positioning of welfare. This new role was added to the storm process this year. CRMs and CCAs continue to work with local resilience partners, British Red Cross, Salvation Army and Age Concern to support customers in vulnerable situations in prolonged supply interruptions when required. The PSR Team continue to support both network areas Customer Contact Centres and Regional staff dealing with escalations, pro-active calling of customers who have not contacted us when there is an unplanned supply interruption, updating the watch list and providing advice and support to staff and customers. The PSR Team have moved to shifts and are now available from 8am to 8pm to allow for much better support during business as usual and storms.



Glossary

Bidoyng

A specialist piece of equipment that connects to the Low Voltage network at a local substation and will automatically replace fuses once before a manual fuse replacement is required and can assist in locating faults.

Broad Measure of Customer Satisfaction (BMCS)

A customer satisfaction survey designed to drive improvements in the quality of the overall customer experience by capturing and measuring customers' experiences of contact with their DNO across the range of services and activities the DNOs provide.

Business Carbon Footprint (BCF)

Total amount of greenhouse gas emission caused directly and indirectly by a business or activity.

CI – Customers Interruptions

The number of customers interrupted (CI) per year. This is the number of customers whose supplies have been interrupted per 100 customers per year over all incidents, where an interruption of supply lasts for three minutes or longer, excluding re-interruptions to the supply of customers previously interrupted during the same incident.

CML – Customer Minutes Lost

The duration of interruptions to supply per year. This is the average customer minutes lost (CML) per customer per year, where an interruption of supply to customer(s) lasts for three minutes or longer.

Distributed Generation (DG)

Any generation which is connected to the local distribution network, as well as combined heat and power schemes of any scale. The electricity generated by such schemes is typically used in the local system rather than being transported across the UK.

EHV (Extra High Voltage)

Voltages over 22kV up to, but not including, 132kV.

Energy Networks Association (ENA)

The industry body funded by UK gas and electricity transmission and distribution licence holders.

HV (High Voltage)

Voltages over 1kV up to, but not including, 22kV.

Light Detecting and Ranging (LiDAR)

A system which uses light from a laser to detect the distance between two points, such as our overhead network and vegetation.

Losses

The difference between units entering and units exiting the DNO network through different connection points.

LV (Low Voltage)

This refers to voltages up to, but not including, 1kV.

Price Control

The control developed by the regulator to set targets and allowed revenues for network companies.

Priority Service Register

A register of all customers in an electricity distribution area that are of pensionable age, disabled, chronically sick, require special communication needs, depend on electricity for medical reasons or have children under 5, or require certain information and advice in alternate formats and languages.

Revenue Protection

The prevention, detection and recovery of losses caused by interference with electricity supplies (Non-Technical).

Switchgear

A combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment.

Total Recordable Injury Rate (TRIR)

A calculation that takes into account the number of recordable incidents per number of hours works.

Transformers

An electrical device that transfers electricity between two or more circuits.

Unrestricted domestic tariff

The Unrestricted Domestic Tariff Charge is the proportion of the electricity bill customers paid to us for using the electricity network. This is billed via the customers' suppliers.



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