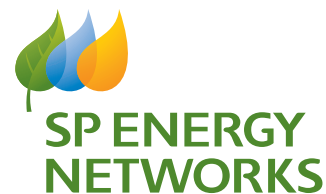


Making a Difference

Our strategies for stakeholder engagement and consumer vulnerability



Ofgem Electricity Distribution Stakeholder Engagement and Consumer Vulnerability Incentive Scheme 2017–18
Part One



Contents

This is **Part One** of our submission to **Ofgem's Stakeholder Engagement Incentive** for regulatory year 2017–18.

SP Energy Networks is the Distribution Network that delivers electricity to homes and businesses in Central and Southern Scotland, Merseyside, Cheshire, North Wales and North Shropshire. We are the only network operator active in Scotland, England and Wales.

Ofgem's annual SECV Incentive encourages Distribution Network Operators (DNOs) to 'engage proactively with stakeholders in order to anticipate their needs and deliver a consumer focused, socially responsible and sustainable energy service'.

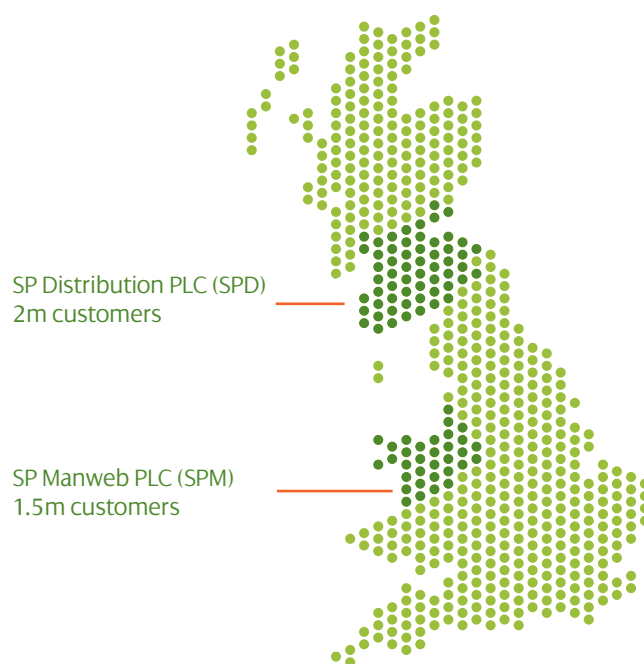
Our Distribution submission is made up of three parts:

Part 1: Our strategies for stakeholder engagement and consumer vulnerability, demonstrating that we meet and exceed Ofgem's minimum requirements.

Part 2: Highlights of our activities and outcomes following stakeholder engagement, demonstrating our strong performance improvements year on year.

Part 3: Our strategies and outputs for consumer vulnerability, demonstrating our strong consumer vulnerability credentials.

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DNO Size by Customer Numbers (Millions)



Company size and scale

SPEN has 3.5 million customers and is 5th in terms of the size of our customer base (but not the size of our ambition) when comparing all 6 DNOs.

We're proud of the benefits delivered for our stakeholders



We have always placed stakeholders at the heart of informed decision making, challenging us and revealing new insights. Now we've gone further, ensuring there is a strong culture of stakeholder engagement right across our organisation.

It starts with me. I make a point of meeting stakeholders, listening hard and then making changes to our business to reflect their needs. The views of our stakeholders are a formal part of our board discussions, where we have added two non-executive directors selected specifically to ensure the

views of hard to reach groups are heard at the top of our organisation. I've also empowered those who report back to me and their teams to do the same.

Our stakeholders have a major impact on what we do and are really helping drive forward change. I'm proud that we are now more responsive than ever – enhancing the role of consumers through willingness to pay analysis and engagement with future stakeholders.

Frank Mitchell, CEO

Local engagement saves one community energy scheme

£4.9m

23% reduction in total public safety incidents.

3 lives

saved as a result of our rural farming partnership.

Removed the need for a potential 4000 cut out installations and 8000 half day appointments, amounting to an estimated

1.5m

shared customer and supplier benefit to date.



Winner

2017 Utility Week 'Team of the Year' award for Stakeholder Engagement and Communications.

New customer-centric process for planned outages delivers customer rating of

9.45/10

in satisfaction.

Winner

of three 2017 Utility Week Stars Awards.

Strengthening the Consumer Voice

We never take for granted the privilege that it is to fulfil an essential public service. We strive to serve our customers and provide exceptional value for money whilst earning a fair return on the very substantial capital that needs to be deployed in the business. A significant strategic focus in the last year has been how to strengthen the voice of the consumer in our networks business.

We've reached out to our stakeholders, asking them at our annual conferences for their thoughts on how to constructively engage current and future stakeholders in the debate, holding several bilateral meetings with Citizens Advice on our approach to

consumer engagement and using our domestic customer focus groups to reveal new insights on the level of detail required to engage on networks cost and value.

However we've not just talked about it. In the last year we have developed a new digital Willingness to Pay tool and trialed it with almost 1000 customers, as well as hosting our first Young Energy Force panel to enable future stakeholders to influence our priorities and plans.



How we're changing for the better

We have used feedback from our stakeholders and the panel to adapt and change our approach. Not just in how we report back our activities to you, but also driving a more strategic, future focus to our engagement.

You said...	We did...
Overall the panel thought SPEN was getting better at stakeholder engagement in the pre- and post- project phases. They didn't perceive that SPEN saw stakeholder engagement as vital to business performance, more a nice-to-have and can-be-useful approach.	This year you will see that engagement with key stakeholder groups has guided the development of core business strategies. These strategies drive more engagement which, in turn, has brought about new initiatives for our local communities, resulting in tangible benefits for consumers. Notably £9.6m worth of benefits to stakeholders and consumers set out within this document.
The panel wants to see more ambition – this is not just in terms of new ambitious initiatives, but also in terms of rolling out these initiatives to a more ambitious scale.	We are being more ambitious in our programme of scaling and replication. Our customer pre-vetting programme has been rolled out further and is delivering even more satisfaction, with customers rating our service at 9.45/10 for satisfaction. Community Energy active network management rollout is releasing capacity to a further 8 community energy projects who would have previously been unable to connect. Our partnerships are delivering lifesaving messages and reducing safety incidents by 13% in the farming community.
The panel felt a few parts of the submission were focused more on outputs rather than outcomes for stakeholders (e.g. Tractivity) and there was limited evidence that initiatives lead to measurable change. The panel thought Tractivity was very good but the challenge is to use it to really drive meaningful stakeholder engagement that genuinely influences business decisions and strategic approach.	This year we have set out how feedback from our stakeholders has directly influenced several key business strategies and approach. For example our Sustainability Strategy has been developed and refined through intensive engagement with 104 organisations, delivering clear direction. This has led to a number of measureable benefits for customers and stakeholders, including saving one community energy project £4.9m. We have taken on board comments from the panel and we have addressed this within our submission for 2017/18. You will see that outputs and outcomes/impacts are clearly set out against each strategic priority and associated initiative.
There was confusion between outputs and outcomes – an output is what is delivered and an outcome is measuring it's impact.	
There was evidence that stakeholders are prioritised based on interest in the subject and influence over the organisation – what about the level of potential impact of project or strategy on the stakeholders?	We have clarified our engagement planning process to make clear that senior managers only conduct interest and influence mapping on impacted stakeholders. We have also introduced a specific step to identify hard to reach stakeholders at this stage, reflecting the needs and preference of our stakeholders.

Advanced Maturity

Confidence in our approach

This year we engaged AccountAbility, owners of the AA1000SE standard to conduct a healthcheck on our performance against this standard.

The AA1000 AccountAbility Stakeholder Engagement Standard (2015) is the most widely applied global stakeholder engagement standard, supporting organisations to assess, design, implement and communicate an integrated approach to stakeholder engagement.

Placed in the top 27% of scored organisations

AccountAbility said "SP Energy Networks demonstrated a strong performance across the various elements of AccountAbility AA1000SES, 2015. With a **total score of 66%**, the organisation lies within the **Advanced Stage** of the AccountAbility Stakeholder Engagement maturity ladder.

The score is a very strong score, notably for a first time assessment."

Maturity ladder

Mature stage
(76–100%)



Advanced stage
(51–75%)



Early stage development
(26–50%)



Beginner stage
(0–25%)



AccountAbility

Where it all begins

Our strategy for stakeholder engagement

Strong foundation

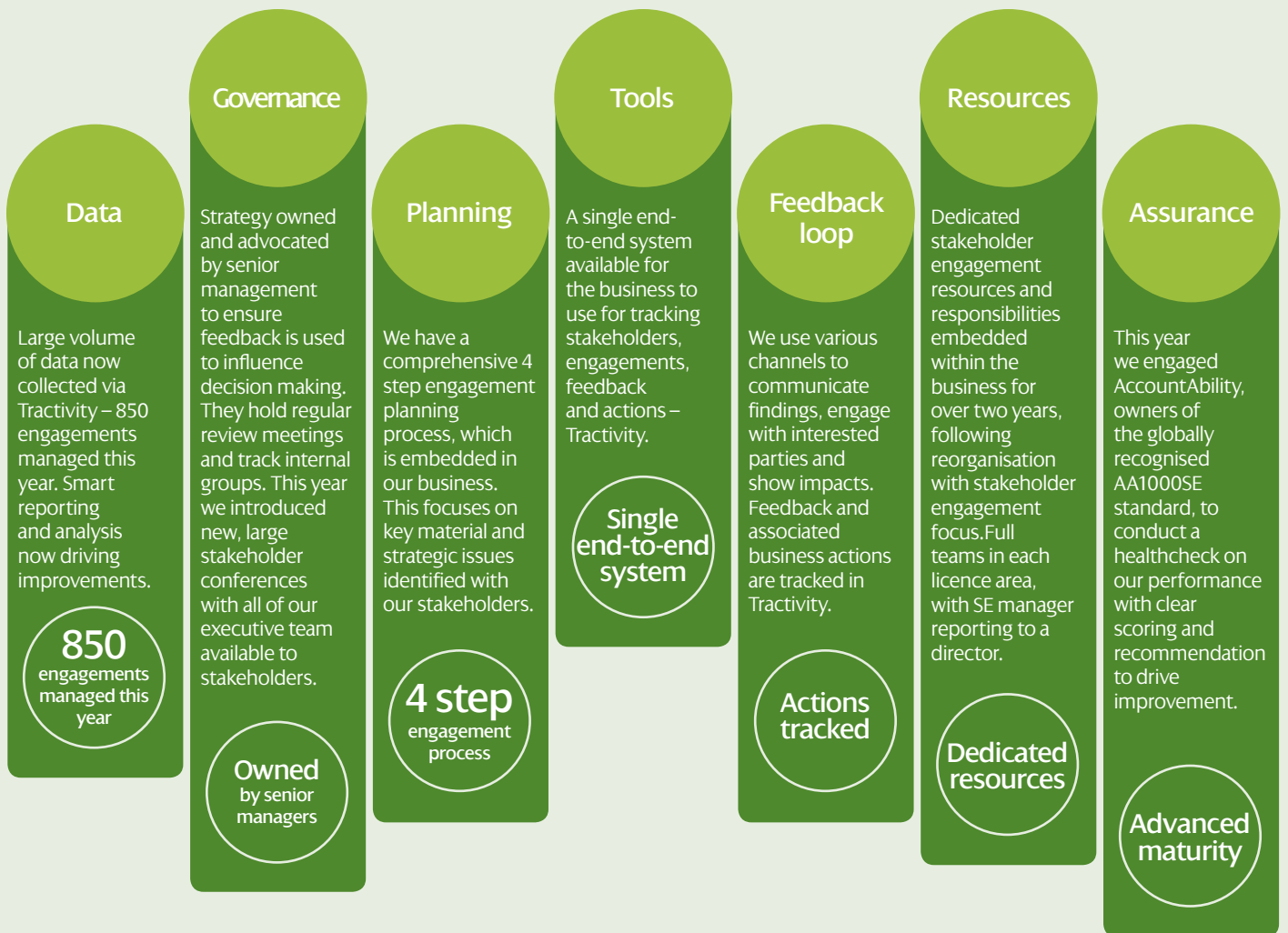
Our strategy is built upon the globally recognised AA1000 Stakeholder Engagement Standard. We have fully committed to the three principles of Inclusivity, Materiality and Responsiveness. AccountAbility have assessed our strategy and evidence of our performance against it during their recent Healthcheck.

Comprehensive and robust

Working hand in hand with stakeholders is a vital ingredient in our business. That's why we have ensured our strategy for engagement is comprehensive and robust. Responsibility for engagement is fully embedded across our whole business and is at the heart of how we develop and deliver our services.



Our 7 pillars underpin our strategy and embed consistency



The key is in the planning – at the heart of all we do

We have a comprehensive 4 step engagement planning process. Senior managers from across the business have specific responsibility to create, develop and refine their engagement plans. This ensures a consistency of approach across our business, implementing best practice ideas and ensuring we follow the full engagement cycle.



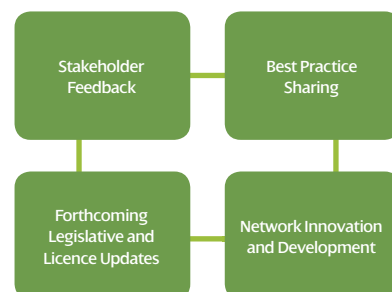
Step 1:

Identifying strategic risks

We use a variety of sources, including existing engagement, such as strategic stakeholder panels and in-depth annual surveys to identify and validate business and stakeholder priorities and emerging themes.

Managers then identify the stakeholder and business strategic issues and risk across each of the 14 licence and topic-specific engagement plans.

Stakeholder and business priorities



Step 2:

Identifying and prioritising a broad and inclusive range of impacted stakeholders

Senior managers select impacted stakeholder groups and hard to reach stakeholders, applicable to their area, from a master list of 139 categories.

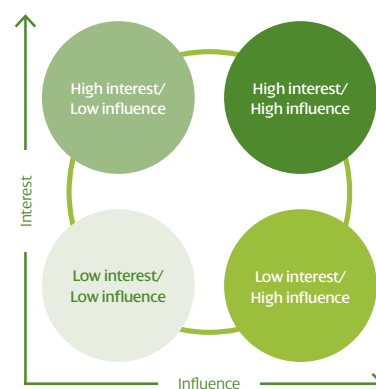
From this list they attribute a prioritisation rating to each stakeholder group, based on two key criteria:

- interest in this subject
- influence over our organisation on this subject

This subsequent ranking produces four levels of stakeholders on our interest/influence matrix.

At this stage managers also select hard to reach stakeholder groups.

Prioritisation of impacted stakeholders



We have completed this mapping in each of our 14 key priority areas and built and prioritised our engagements against the resulting rankings.



Step 3:

Informing and engaging stakeholders through a variety of mechanisms

Managers tailor engagement as appropriate to the interest and influence level of the stakeholder groups, using the spectrum of engagement types to plan their work. This ensures our engagement is targeted using a variety of appropriate mechanisms.

This step is fully explained on page 5



Step 4:

Recording feedback and taking action

Gathering feedback, analysing it and then taking the right action is where it all comes together. Our new Tractivity stakeholder engagement management system is where this information is logged, keeping us on top of stakeholder feedback and our associated actions.

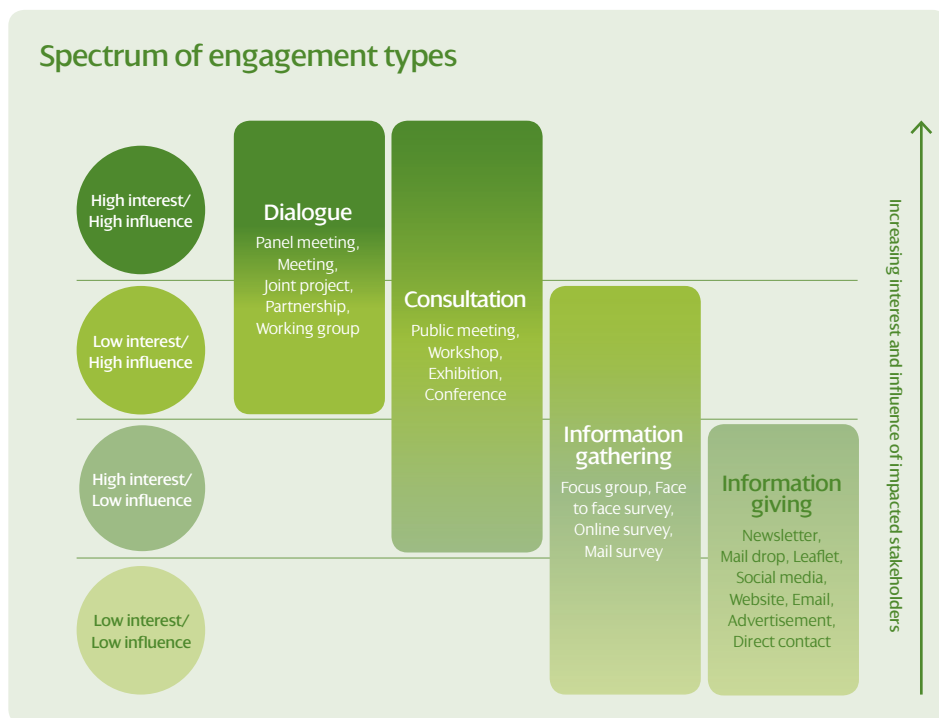
This step is fully explained on pages 7 and 8

Tailored engagement – to meet the needs of our stakeholders

Using the information gathered in our planning process and the results of our stakeholder mapping, we tailor our engagement using appropriate mechanisms.

Senior managers are guided by our Spectrum of engagement types, using this to select the most appropriate mechanisms for engagement based on the needs of impacted stakeholders.

Each engagement plan is reviewed by the central stakeholder team and tracked by smart reporting in our stakeholder engagement management system, Tractivity.



Distribution engagement – challenging our service and plans

Engagement	Engagement type	Number	Reach	Purpose	Example outcome
Strategic Stakeholder Panels	Dialogue	6	147	Key independent stakeholders, including competitors, influencing executive decision making.	Stakeholder-supported lobbying points in four key consultations, influencing national energy policy for the benefit of all customers.
NEW Stakeholder Conferences	Dialogue	2	61	Large, open events with whole SPEN executive team present.	Set RIIO-ED2 direction for strengthening consumer voice.
Topic Working Groups and District Panels	Dialogue	10	52	Key stakeholders lead strategy on specific topics, e.g. Sustainability.	New internal fund empowers staff to deliver small changes with big impacts for their local communities.
Recorded stakeholder workshops and events	Consultation	625	118,024	Large volume of engagement across SP Energy Networks.	Potential savings benefits from the 10 open innovation challenges amount to at least £480,000.
NEW Young energy force panel	Consultation	1	9	Pilot of a panel with future bill payers.	Updated prioritisation of key future priorities and updated social media strategy.
Best Practice Sharing	Dialogue	4	6 DNO's	Sharing best practice with other network operators.	Joint Electricity Network Innovation Strategy.
Customer Focus Groups	Information Gathering	3	38	Market research to uncover preferences and trends.	Updated customer awareness strategy.
Stakeholder and Customer surveys	Information Gathering	1	1220	Market research to uncover preferences and trends.	100% of customers are now contacted pre and post Quote & electrical completion to confirm satisfaction.
NEW Willingness to Pay tool	Information Gathering	1	999	New digital tool for customers to assess value for money.	Informing RIIO-2 planning.
UPDATED Online Communities – Customer and Stakeholder	Information Gathering	2	766 customers and 131 stakeholders	Market research to uncover preferences and trends.	More accessible communications materials.
UPDATED Customer Awareness Campaign	Information Giving	1	11.3 million customers	Promotion of key messages and contact information with domestic customers.	769,928 customers now protected by being on the Priority Services Register – a 22% increase.

Using the power of data analytics – to change our business

We are using data analytics to transform the way we plan and deliver our engagement with stakeholders. To do this, we have invested in a game-changing new engagement management system.

Data analytics used to improve performance

With 850 engagements logged in the last year, the data now generated is significant. We are able to use this data to drive improvements in our future engagement – fully closing the engagement loop for the first time:

Changing how we plan engagement

We're now more focused and agile in engagement planning, with the ability to target the right people and for us to identify and close gaps.

When planning our conferences we knew which stakeholders had already engaged with us in the previous year and when we analysed the categorisation we could see gaps, which we were then able to fill.

Changing what we engage on

Key themes which emerge from engagements are then drawn into future planning.

We realised there was a lack of consistency in stakeholder knowledge on Electric Vehicle impacts and took the topic across to our Strategic Stakeholder Panels, Stakeholder Conferences, Connections panels, district panels and set up our own dedicated internal working group.

More strategic in our communications

We use stakeholder interests to drive our stakeholder engagement and target it to the right place.

For example stakeholders who had expressed an interest in Innovation were invited to join a special meeting of our Strategic Stakeholder Panel dedicated to forming our new Innovation Strategy.

Reducing stakeholder fatigue

By identifying and reducing engagement overlaps between departments we have been able to become more efficient in our engagement and reduce fatigue amongst key stakeholder groups.

For example, noticing a trend for an increasing number of events on Decarbonisation we invited panel members from our Transmission panel along to Distribution panel meetings to avoid duplication.



How do we do it?

Investment in a new IT system allows us to manage the full engagement and feedback loop. There are 4 main elements to the system:

Stakeholder organisations and contacts

This is the full database of contacts. Each individual record is categorised according to stakeholder group and then prioritised in terms of their interest and influence over each of our 14 main business areas.

Engagement tracking

Each engagement is tracked on the system and also added to the record of each stakeholder who was engaged.

Feedback and Action tracking

Users can record feedback received and associated actions for the business.

Smart, automated reporting

The flexible reporting module allows us to build customised reports and schedule mailouts to senior managers.

Feedback is key

Our engagement process and subsequent work is driven by the feedback we receive. This is crucial in designing and delivering a service that is right for those affected by any area of our business.

Setting direction through our stakeholders

Our part 2 document covers the outcomes which have resulted from our stakeholder engagement activities. We have not arrived at these areas by chance – our delivery is entirely shaped by our stakeholders.

This year stakeholders told us to concentrate in three main areas:

Smart Energy Future

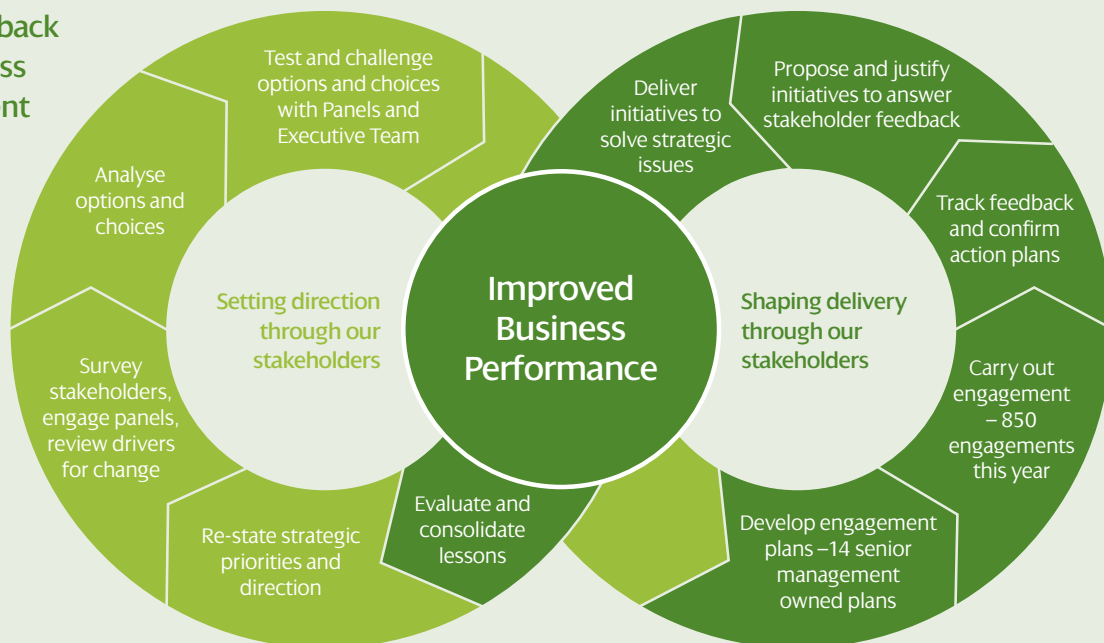
Delivering Sustainable Value

Safe, Reliable Services for All

Our perpetual feedback loop drives relentless service improvement

All stages of our feedback loop are supported by our Tractivity system and core engagement programme.

Full list available on our website:
spenergynetworks.co.uk/stakeholderfeedback



This table below provides a snapshot of just some of the outcomes achieved from stakeholder feedback.

What stakeholders said	Action we took	Customer benefit
Find innovative solutions through SME's	Through Open Innovation culture shift - opened up 10 innovation challenges to 5,000 individual and SME solvers, through 4 innovation communities.	Placed 4 contracts with new SMEs amounting to £400,000.
Find innovative solutions through SME's	Through Open Innovation culture shift - opened up 10 innovation challenges to 5,000 individual and SME solvers, through 4 innovation communities.	Potential shared savings benefits of £480,000 from 10 challenges to date.
Find innovative solutions through SME's	Through the Open Innovation process, created Zebedee – an innovative device able to identify whether a cable is carrying high voltage or low voltage, or is dead.	Zebedee will eliminate 4.5k customer outages per year, amounting to shared savings of over £100k per year.
Find innovative solutions through SME's	Through Open Innovation culture shift - opened up 10 innovation challenges to 5,000 individual and SME solvers, through 4 innovation communities.	Our shared innovation best practice will also benefit the clients of 12 cohort members including NHS, councils, academia and other engineering organisations.
Take a leading role in network innovation	Redeveloped our Innovation Strategy to build on the Open Innovation approach and become technologically agnostic.	An increased number and range of organisations can identify opportunities and co-create innovative solutions, bringing a wider range of approaches and technologies to the fore.
Take a leading role in network innovation	Aligned our innovation strategy with our strategies for sustainability and energy market transformation.	Customers benefit from faster and better low carbon solutions and enhanced environmental, social and economic outcomes.
Take a leading role in network innovation	Improved the accessibility of our strategy to enable a wider audience to understand and get involved.	A greater number and range of organisations can understand and are becoming involved in co-creating innovative solutions.
Use strategic partnerships to become more innovative	Call for Innovation to over 2000 interested stakeholders resulted in 46 responses from a wide range of organisations, primarily focused around Big Data and Network Technology.	2 responding organisations are now partners in our project to form a blueprint for EV facilitation. Working with a further 2 to develop other innovation projects.
Use strategic partnerships to become more innovative	Formed partnerships to develop a unique network demonstration zone based in a real, representative community. The facility aims to test solutions to tackle fuel poverty, and Levenmouth is in the top 5% most deprived areas in Scotland, with 27.8% in fuel poverty and 19.6% on low income.	Levenmouth is now central to our FUSION innovation project, which will create the UK's first intelligent local energy marketplace, enabling potential customer savings in excess of £200m by 2050 and reduction in carbon emissions by over 3m tonnes.
Use strategic partnerships to become more innovative	Formed a partnership with Glasgow City Council to develop an urban test area, located in the city centre in an area of mixed residential, academic, community, retail, and industrial buildings.	Implementation phase in progress - potential annual reduction of £350 to £520 per average test area household.
Use strategic partnerships to become more innovative	Supported feasibility stage and provided design support and advice on the impact of connecting a range of interacting new technologies.	Shared learnings from the project will provide Europe and UK-wide benefits to customers in terms of availability of integrated solutions and novel commercial arrangements.
Reduce disruption with smart meters	Only DNO carrying out proactive cutout changes - changing several dwellings at once when we recognise that all cutouts are of the same age and condition. This means that when the energy supplier comes to fit the smart meter, the cutout is ready, saving each customer a half day appointment.	Removed 828 half day appointments, amounting to £55k shared customer, supplier and DNO benefit.
Reduce disruption with smart meters	Developed training programme and materials to change smart meters without cutouts. National Skills Academy for Power keen to utilise a version of our training video in SMART metering training academies nationwide.	Removed the need for a potential 4000 cut out installations and 8000 half day appointments, amounting to an estimated £1.5m shared customer and supplier benefit to date.
Reduce disruption with smart meters	Shared best practice to encourage other DNOs to take up our proactive intervention approach and shared our training materials with all other DNOs and MOPs.	Over £900k annual benefit if implemented across the UK.
Start working now to ensure network copes with Electric Vehicles	Created SPEN and ScottishPower EV working groups to understand the issues and develop a cohesive strategy for EV rollout.	Benchmarking our efforts against other industries is enabling us to deliver better customer EV outcomes sooner.
Start working now to ensure network copes with Electric Vehicles	Agreed key lobbying points with stakeholders to ensure that we accurately represent the needs of our customers and network.	Stakeholder-supported lobbying points in four key consultations, influencing national energy policy for the benefit of all customers.

Start working now to ensure network copes with Electric Vehicles	Produced detailed modelling of the impacts, costs and benefits of EV rollout scenarios on our networks and shared with 49 strategic stakeholders, wider community of 68 stakeholders, and a wide range of expert stakeholders including Scottish and Welsh Government and Transport Scotland	Stronger links with government and transport agencies, influencing national policy for the benefit of all customers and stakeholders.
Start working now to ensure network copes with Electric Vehicles	Formed a partnership with EA Technology and Smarter Grid Solutions to collate learnings from existing EV charging point clusters across rural, gateway, urban and urban-rural mixed areas and produce a plan to develop a cohesive masterplan for further rollout.	In collaboration with stakeholders, developed and submitted a proposal to generate a blueprint on how a distribution licensed area can tie together the needs of a range of stakeholders with the capacity on the electricity networks, greatly improving the visibility of network capacity and accelerating the electrification of transport across the region.
Start working now to ensure network copes with Electric Vehicles	Became full members of the Cheshire Energy Hub, an ambitious whole-system approach demonstrator in an area that uses over 5% of the UK's energy.	The outcome will be the creation of an exemplar business district with UK wide application and of international significance, representing over £7bn private sector capital investment, around £2.3bn gross value added per year and 33k new jobs.
Start working now to ensure network copes with Electric Vehicles	SPEN Fleet Trial – Five Nissan E-NV 200 SPEN electric vans are now on the road, loaned free of charge by Nissan.	The trial is paving the way for the introduction of a range of electric powered cars and small vans within our vehicle fleet.
Start working now to ensure network copes with Electric Vehicles	Carried out an EV survey through Business Insider Magazine to understand current business thinking and appetite. Provided targeted information via a Financial Times exclusive and Business Insider Infotorial.	Over 180k business readers now have improved understanding of SPEN's role in the EV transition, how costs may be socialised and the impact upon their businesses.
Take a leading role in Sustainability	First DNO to produce a comprehensive sustainability strategy, developed with stakeholders and released in September 2017.	Accelerating the industry towards a comprehensive view of sustainability, leading to improved environmental, societal and economic benefits for all customers.
Take a leading role in Sustainability	Partnered with the Scottish Wildlife Trust (SWT) and Scottish Forum on Natural Capital to conduct a natural capital pilot to gain a better understanding of existing natural capital value of our landholdings, our dependencies on them, the ways in which they can be protected and increased and the ways in which this new evidence can influence investment decisions.	Customers benefit from positive impacts on recreation and wild species diversity, climate regulation, and reduction of environmental hazards, as well as the improvement of crops and timber ecosystem services.
Take a leading role in Sustainability	Shared best practice to encourage other DNOs to form sustainability strategies.	All TOs and DNOs are using our learning and best practice in the development of their own strategies, saving them time and resource.
Take a leading role in Sustainability	Only electricity network operator to include a detailed vision statement, which crucially lays out the key indicators of a sustainable networks business in a series of easy to understand statements.	This industry first has been welcomed by WWF and Scottish Wildlife Trust. Transparency and accountability gives customers and stakeholders comfort that we are purposefully moving towards a more sustainable future.
Take a leading role in Sustainability	New Approach section highlights the importance of collaboration, supply chain and innovation to share experience and resources. Content re-ordered to better reflect the maturity of the strategy.	Customers benefit from the economic impact of a more diverse supply chain, stronger collaborative decision making, and the opportunity to participate in co-creating innovative solutions.
Take a leading role in Sustainability	Worked with our stakeholder groups to create new external funding mechanisms.	Our new £15m Green Economy Fund supports projects that will bring real community benefit and economic growth and help those who are most vulnerable or living in fuel poverty.
Take a leading role in Sustainability	Worked with our stakeholder groups to create new external funding mechanisms.	Our new sustainability collaboration fund is enabling focus on delivery of key sustainable objectives included in our strategy.
Take a leading role in Sustainability	Worked with our stakeholder groups to create a new internal funding mechanism for SPEN sustainability ambassadors to deliver local sustainability solutions for the benefit of customers and the business.	This fund empowers staff to deliver small changes with big impacts for their local communities.
Be an enabler of local community energy schemes	We are a key partner of the first UK community energy trial aimed at helping communities benefit directly from renewable energy projects in their area.	100 local homes are able to pay 7p/kWh by matching their demand with the energy produced by their local 100kW hydro scheme, potential for widespread positive impacts on fuel poverty and network constraints.
Be an enabler of local community energy schemes	We are a key partner of the first UK community energy trial aimed at helping communities benefit directly from renewable energy projects in their area.	Increased understanding of customer behaviour on the network helping us to make best use of our assets. Potential to reduce network reinforcement costs borne by connecting customers by millions of pounds.
Be an enabler of local community energy schemes	We are a key partner of the first UK community energy trial aimed at helping communities benefit directly from renewable energy projects in their area.	Best practice learnings from this project are directly influencing the development of the North Wales Active Management zone, which aims to enable faster and less expensive connection for a range of other community energy schemes.
Be an enabler of local community energy schemes	Our advisory role with Dolwyddelan Community Energy has enabled us to share our learnings from the Bethesda project, proposing an altered scheme that would introduce greater local uptake of EV and heat pumps to help balance demand and generation	Connection quote costs reduced by up to £4.9m and significant reduction in time to connect.
Be an enabler of local community energy schemes	Engaged to develop an active network management zone in North and Mid Wales, which will allow us to allocate the maximum amount of capacity to participating customers enabling more energy to be exported, and faster, less expensive connection.	Active Network Management will release between 100MW and 150MW of non-firm generation capacity across North Wales to enable many projects to connect sooner and more cheaply.
Be an enabler of local community energy schemes	Engaged to develop an active network management zone in North and Mid Wales, which will allow us to allocate the maximum amount of capacity to participating customers enabling more energy to be exported, and faster, less expensive connection.	Lays the foundations for real-time operation and control for customers and puts North Wales at the forefront in our transition to becoming a Distribution System Operator.
Make it easier to navigate the connections process	Identified 32 actions relating to the connections design process, over half are already complete.	100% of customers are now contacted pre/post Quote & pre/post electrical completion to confirm satisfaction.
Make it easier to navigate the connections process	Held a workshop to simplify the end-to-end connections process, identifying 70 initiatives.	Simplified end-to-end process has led to an increase in our Customer Service Score from 8.25 to 8.51 for connections SPD and 8.38 to 8.49 for connections SPM.
Make it easier to navigate the connections process	Created a connections scorecard & KPI report to drive excellence and consistency, and created a business change resource to devise and deliver process improvements.	Our service is more consistent, resulting in significant improvement in survey feedback comments on ease of process, quality of correspondence and clarity of quotes.
Build local partnerships for public safety	In partnership with Theatre Cylwyd, created a hard hitting immersive drama project, High Voltage, to provide engaging safety education to young people.	Pilot project reached 268 school pupils. 96% of attendees now recognise signage, 93% now understand dangers of electricity equipment and 90% would recommend to others.
Build local partnerships for public safety	With Cheshire Fire and Rescue Service we developed Safety Central - a state-of-the-art interactive education centre. We installed a life-size substation and overhead cables and funded the Rangers Academy to facilitate training.	Safety Central - 3,958 people have now visited from around 100 schools. Lifeskills knowledge increases from 52% to 96% after visits.
Build local partnerships for public safety	Continued to support two further safety education centres in Scotland and England – Dangerpoint and Risk Factory	15,915 more school children are now aware of the dangers of electricity.
Build local partnerships for public safety	Expanded our approach from our Welsh Rugby partnership into Scotland, setting up a community partnership with Glasgow Warriors to deliver safety messaging targeting high density areas.	Safety incidents in Glasgow District reduced by 22% in a year
Build local partnerships for public safety	Expanded our approach from our Welsh Rugby partnership into Scotland, setting up a community partnership with Glasgow Warriors to deliver safety messaging targeting high density areas.	Community van directly reaching a new audience of 37K people and families with safety, awareness and STEM messaging in Glasgow
Build local partnerships for public safety	Continued our Welsh Rugby partnership with RGC, delivering safety messages in rural North Wales.	Safety incidents in North Wales reduced by 11% in a year.
Build local partnerships for public safety	Continued our Welsh Rugby partnership with RGC, delivering safety messages in rural North Wales	Every spectator must pass through our activation site to reach their seat - directly reaching a new audience of 24K people and families with safety, awareness and STEM messaging in North Wales
Build local partnerships for public safety	Developed the SPEN Schools Rugby Championships in partnership with Glasgow Warriors. Encouraged diversification by stipulating that each school could only enter if they had a girls team.	Reaching 1,000 children in 25 Scottish schools with awareness and safety messages.
Build local partnerships for public safety	Developed the SPEN Schools Rugby Festivals in partnership with RGC.	1500 children in North Wales, including 400 girls, now have awareness of who SPEN are and how to stay safe around electricity.
Build local partnerships for public safety	Worked with RGC's 12 school outreach officers to expand reach.	40,000 school children reached with awareness and safety messaging
Build local partnerships for public safety	Developed 2 Glasgow Warriors safety videos for use in schools and via social media.	To date, over 3000 viewers are now more aware of how to stay safe around electricity.
Build local partnerships for public safety	Held an RGC inclusivity and disability rugby training pilot.	12 children received a rugby training session, followed by SPEN awareness and safety messaging. This approach will be replicated.
Build local partnerships for public safety	Strengthened our partnership with the Scottish Association of Young Farmers Clubs (SAYFC) by supporting 6 SAYFC events. Raised awareness of employment opportunities, including apprenticeships and graduate schemes.	SPEN's safety presentation to the Rural and Agricultural conference has reached 3,500 young farmers and 80 Scottish clubs.

Spotlight on Consumer Vulnerability

Strategy, Vision and Approach

Our strategy and approach for Consumer Vulnerability is an integral part of the overall stakeholder strategy outlined in this document. The direction and focus of our strategy is formed around 6 key pillars.

Direction <p>What</p> <p>Driven by feedback and research from our customers and stakeholders.</p> <p>How</p> <p>Strategic Stakeholder Panels influencing our Executive decision making.</p> <p>Social Working Group - helping us with our vulnerability strategy, plans & priorities.</p> <p>Research to engage our customers, consumer groups and wider stakeholders in key decisions.</p> <p>A clear vision of who we want to be based on the things our customers say are important to them.</p> <p>Clear outcomes defining what change will happen as a result of our actions.</p>	Data <p>What</p> <p>Understanding our customer base & continuously improving our data.</p> <p>How</p> <p>Segmenting & mapping our customer base to understand who our customers are.</p> <p>Assessing which customer groups are the most vulnerable and least resilient.</p> <p>Understanding against nationally available data where we have not yet reached people so we can close the gaps.</p> <p>Improving and maintaining the data we hold for customers through external sources and business processes.</p> <p>Tracking and understanding performance against our initiatives & take informed decisions to continuously adapt our strategy.</p>	Culture <p>What</p> <p>A whole business approach embedded in our people, training and accreditation.</p> <p>How</p> <p>Vulnerability embedded into every process.</p> <p>Clear roles and responsibilities.</p> <p>Clear targets for each process and governance to drive performance.</p> <p>Embedded into Service Partner contracts to ensure our partners are aligned to our outcomes.</p> <p>Targets for staff embedded into performance management and linked to pay.</p> <p>Deliver exceptional customer satisfaction and measure ourselves against the best in the UK.</p>
Partnerships <p>What</p> <p>Partner with trusted organisation who help us to deliver our key outcomes.</p> <p>How</p> <p>Resilience partnerships to help us deliver support in Power Cuts and Major Events.</p> <p>Partnerships to help us deliver support service, wider than energy, to our customers on the services they say they need.</p> <p>Partnerships that are self-funded through existing schemes or low cost to allow us to offer free support services to our customers.</p> <p>Partnership coverage for all areas to allow us to make services available to all.</p> <p>Continuous review of service partners to check service delivered, any limitations in service and customer satisfaction.</p>	Costs <p>What</p> <p>Delivering services at a cost our customers feel is appropriate.</p> <p>How</p> <p>Continuous research with our customers to test their priorities and view on the level of costs they feel is appropriate for us to deliver vulnerable services.</p> <p>Being innovative in the ways we deliver services to keep costs down for all customers.</p> <p>Understand, through data, what works best in terms of awareness and reach and adapt our strategy accordingly.</p>	Assurance <p>What</p> <p>Externally Assured and Evaluated. Continual assessment of our offering, feedback and limitations.</p> <p>How</p> <p>External Assurance to test our strategy, approach and delivery.</p> <p>Well trained staff, continuously developed and accredited.</p> <p>Review of our costs, performance, awareness and partnerships to continuously update our strategy based on what works and what our customers say.</p>

Our Direction

The feedback has been clear. We should:

- Avoid having power cuts & supporting customers well when we do.
- Support our communities with the practical help they say they need.

As a result of this we developed our Vision and 3 clear outcomes to define the specific change we will drive as a result of our actions. In 2017 we tested our vision and outcomes with customers, consumer bodies and stakeholders through independent research & independently facilitated focus groups. Our activities and outputs feed into these outcomes to give us a clear purpose.

Vision & Outcomes

Vision

SP Energy Networks is recognised by our customers for the support we provide in the communities we serve, treating everyone as an individual with respect and care.

We have 3 outcomes which outline the specific changes we will drive as a result of our actions:

Outcome 1

Our Communities are more resilient in vulnerable situations.

Outcome 2

Our customers feel cared for and supported.

Outcome 3

More people are accessing services to support their daily lives.

Our activities and outputs are delivered through 5 routes which feed into our 3 outcomes:

- 1 Supporting customers on our PSR (Priority Service Register) in 12 ways during power cuts.
- 2 Delivering free practical support services based on the things our customers need.
- 3 Targeting areas by using national data to get to hard to reach customers not yet on the PSR.
- 4 Supporting the communities we know are least resilient in power cuts through network improvements and support.
- 5 Initiatives out in our communities to find hard to reach customers, target front line professionals & contribute our resources.

This is a team effort – embedded responsibility and our culture of change

We embed stakeholder engagement across our business, resulting in extremely effective information sharing, cross pollination between business plans, extended resourcing and support from different areas.

Central stakeholder team

Defines the strategy, collates and reports on engagement outcomes and actions, and supports engagement owners throughout the business. Ensures that external stakeholder panels are balanced and representative, and leads the monthly core and extended internal stakeholder action groups (ISAG).

Senior business leads

Develop strategic engagement plans, share feedback and learning through ISAG meetings, District and Topic governance meetings, and identify strategic issues for discussion with the External Strategic Stakeholder Panels.

Robust Governance

Our local district-based organisation and our embedded governance structure enables information sharing between all levels of the organisation and ensures feedback is used to inform decision making. It provides several touch points throughout the formal structure to facilitate the flow of information and feedback from front line teams to the board and back again.

Dedicated licence stakeholder engagement teams

Each of our licence areas have their own stakeholder teams, who lead the planning and delivery of high quality engagement and outcomes in their own area.

Everyone's job

Engagement is fully embedded with 72 senior managers and staff owning plans and all staff responsible for effective engagement.

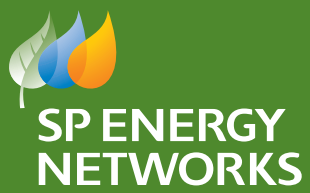
A winning team

SPEN's Stakeholder Engagement and Communications Team was named the Team of the Year in the 2017 Utility Week Awards. The team have helped embed stakeholder engagement within the company's DNA.

Our Embedded Governance Structure



Embedded engagement responsibility	Comprehensive Stakeholder Engagement Strategy	Broad and Inclusive Stakeholders	Tailored Engagement Mechanisms	Acting on Feedback	Positive Outcomes
Executive Team	Takes ownership of strategy issues, challenges and reviews.	Ensures stakeholders are drawn from a wide variety of backgrounds.	Drives innovative methods to ensure engagement is most effective.	Uses feedback in high level business decision making.	Challenges and reviews engagement outcomes.
Central Stakeholder Team	Sets strategy and works to improve it. Runs central and strategic engagement programme.	Looks for gaps in stakeholder presence and seeks to fill them.	Identifies best practice and guides teams to use innovative and tailored methods of engagement.	Analyses feedback themes and ensures responses are consistent.	Engagement is measured and evaluated effectively.
Licence Stakeholder Team	Integrates strategy into licence engagement plans and engages with licence level stakeholders.	Watches for emerging licence issues which require stakeholder input and identifies the further stakeholders we need to engage with.	Identifies needs and priorities of licence stakeholders. Tailors engagement accordingly.	Makes sure feedback is answered and acted upon across all licences and districts.	New licence initiatives are designed with stakeholders in mind.
Topic Engagement Plan Team	Ensures strategy is woven into topic-led engagement plans. Engages with stakeholders.	Identifies new topic themes which would benefit from stakeholders' voices.	Tailors engagement to meet the needs and priorities of topic-specific stakeholders.	Ensures feedback is acted upon and answered across all topics.	Topic-specific initiatives take into account stakeholders' feedback.
District Teams	Engages at local level. Ensures licence engagement priorities are included.	Spots changes at district level which require a new or broader stakeholder base.	Delivers local stakeholder engagement, tailored to suit local stakeholders.	Ensures local feedback is properly noted and acted upon.	District initiatives reflect stakeholders' feedback.



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