



SP Energy Networks Stakeholder Engagement 2011/12

SP Energy Networks: Stakeholder Engagement

SP Energy Networks (SPEN) comprises the business and activities we undertake through our three electricity licences held by SP Distribution Ltd, SP Manweb plc and SP Transmission Ltd. We distribute electricity to around 3.5 million customers, over approximately 115,000km of cables covering an area of 38,410 km². Many of our stakeholders are touched by more than one area of SP Energy Networks. We therefore manage and operate our stakeholder engagement activities in a centralised manner.

Our Engagement Strategy: Stakeholder relationships are critical to our business success

SP Energy Networks creates and maintains inclusive, honest and mutually-beneficial relationships with our Stakeholders across our South of Scotland, Merseyside and North Wales franchise areas. Our stakeholders are a diverse group including the 3.5 million parties connected to our network (or their lobby groups, elected representatives or agents), Distributed Generators, Local Authorities, Environmental Agencies and many more.

At the core of our strategy for engaging with our stakeholders lies a 4-step strategy that we seek to follow:

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|--------------------------------|---|
| 1. Listening | In planning for our Business we obtain stakeholders input and by understanding their values and requirements we seek to improve our service |
| 2. Generating Solutions | The feedback we obtain is developed into initiatives, investments or process improvements within our plan and tested for affordability/financial impact |
| 3. Programming Delivery | We then implement the initiatives, investments or process improvements within our delivery programme in consultation with our stakeholders |
| 4. Obtaining Feedback | We seek continuous feedback from our stakeholders on the success of the implementation |

Through this simple process we seek to continuously engage with our stakeholders to ensure their values, needs and interests are addressed in our internal decision-making and delivery programmes.

Embedding our Strategy within Our Business:

To help embed our engagement strategy we use a framework of actions within our business:

- **Leadership:** Demonstrate visible and active leadership that emphasises the importance of Stakeholder Engagement. Set the example through personal senior management engagement with stakeholders
- **Employee empowerment:** Provide employees with the capabilities, knowledge and resources necessary to act as ambassadors and establish clear roles, responsibilities and accountabilities for employees involved

- **Demonstrate respect for our context:** manage all activities and processes in ways that foster good relationships, are inclusive of all views and seek always to minimise impacts on the environment
- **Extended workforce involvement:** Ensure contractors are equipped with Company principles, policies and procedures around stakeholder engagement, and incorporate these in their services
- **Measure success:** Measure, audit and reports stakeholder engagement activities and performance
- **Communicate:** Explain our commitment to this policy to our external stakeholders, parent company, employees and contractors and seek their support.

The Media We Use:

Given the diverse nature of our stakeholders and different levels of access to various forms of media, we seek to ensure our stakeholder feedback channels are effective by deploying different methods and media for consulting with stakeholder groups including:

- Telephone interviews and market research
- Online communities
- Workshops
- Newsletters and media campaigns
- Customer panels
- Meetings and workshops to discuss specific topics
- Website
- Regional Forums and bilateral meetings
- Meetings with different tiers of connected customers from LV to EHV

Our Expectations

By implementing this strategy, SP Energy Networks seeks to earn the trust and respect of our stakeholders and to be recognised as an industry leader in Stakeholder Engagement performance. We expect our efforts will improve our ability to assess resources in a cost-effective and timely manner, and aid us in our goal of bringing mutual benefits and long-term service and value to the communities we serve, the company and its stakeholders.



Frank Mitchell
Executive Director
SP Energy Networks

Customers

Online Customer Community

With 3.5 million customers it is difficult to get the views of each and every one of them. However we are committed to listening to them so as we can improve both what we do and how we do it. We highlighted in our 2010/11 Stakeholder Engagement submission that we were launching an online interactive Community – and in the summer of 2011 we did just that. This online community gives us:

- A powerful stream of strategically designed engagement
- Topic content that will be driven by SPEN and our customers, to produce intelligent, actionable insights
- Honest, unfiltered feedback in a secure, private setting
- The opportunity to harness community sourced feedback on service and process prior to their launch
- More intense customer relationships of a high perceived value
- An understanding of key drivers and identification of trends
- An immediate sample source for research
- On-line focus groups
- Temperature check polls

We expect our online interactive Community will continue to develop and mature in the coming years. We now have a growing community of over 500 members who contribute to changing the way we do business.

For example, during the year we received feedback that we should supply more information to stakeholders prior to a planned interruption to their electricity supply. We drafted a new letter which our community then provided feedback on, which we then took onboard in the final draft. We want to learn from our experiences and so these comments are now taken into account when drafting other letters.

Customer Connections

Quotations:

Stakeholders had told us that that our quote letters offering connections to our network could be improved. The feedback was clear – the communications were not friendly or easy to understand. In March this year we re-drafted the letter and asked our online community to give us their views on both the original and the revised letter.

The letters were scored over 5 aspects. The original letter scored on average 6.4/10 and the new letter scored 7.8/10. The new letter had improved over all five aspects but the biggest improvements were on the “ease of understanding” which improved from 5.7 to 7.9 and “friendliness of the letter” which improved from 5.2 to 7.3.

We have now implemented the new letters and we will seek further feedback in the future so as can understand further improvements we can make.

We will always notify you if we are carrying out planned maintenance works that mean that your electricity will be shut off, but how much notice should we give you?

If we notified you that your power was going to be off all day and then it came back on earlier than expected, how would you feel about that?

Would it be useful to you to provide updates on power cuts through Facebook or Twitter?

During severe weather conditions, if your supply was interrupted for 48 hours or more, what would you expect from ScottishPower?

It is easier to read than No.1 which is very difficult for a normal consumer to follow without specialist advice.

The sectioned approach is much easier to digest. This means better understanding.

Shorter and easier to understand and read.

Connections Workshops:

During the year we held 3 workshops across our network areas to talk to Independent Connection Providers and Independent Distribution Network Operators about potential changes to our working methods, to discuss issues with their current interface with us and to get their feedback on how we might improve this.

We received feedback on a wider range of topics which we are using to create our Improvement Dossier. We plan to have additional workshops this year to assess the success of the improvements we will have made, and to ensure we continue to evolve our service to these stakeholder groups.

Account Managers:

Our Customer Accounts Manager who have daily interaction with our customers to discuss enquires, offers, and resolve any difficulties or problems arising on a project. Upon project completion we now sit with the customer to gain feedback on their experiences, which then are fed back into our operations so that we can continue to improve them.

Case Study: Mid Wales Windfarm Connections

Over the past year we have been consulting on plans to connect up to 700MW of new renewable energy generation from at least 10 wind farms in Mid Wales. This is a major development in an area where there is currently no transmission network and very little distribution network. As a consequence this project requires a high degree of co-ordination with the developers and other stakeholders. For example, our works are being considered in parallel with National Grid who will construct a new substation to provide connection for our new distribution network to their national electricity grid.

We received more than 2,000 responses during this consultation which ran for three-months and included nearly 30 public events and 20 additional community meetings. We are now working through all of this feedback to ensure the comments are considered, we have also fed this information into National Grid to ensure they consider it as well. Once National Grid has established its preferred location for our connection we will begin a second round of stakeholder consultations focussed on our proposed network routes.

In addition, discussions have been ongoing with Powys Council over our proposal to build a new 132kV wood pole overhead line circuit between Welshpool and Llandinun for a wind farm connection. To allow the Council to assess these developments holistically we have agreed to delay the progress of this planning application until the outcome of the Mid Wales hub has been determined.

Vulnerable Customers

Improving what we do:

One of our most important stakeholder groups are our vulnerable customers. We do not take our responsibilities to them lightly. We have worked hard to improve our knowledge of these customers and to identify and provide them with all of the information and support they need.

We listen to these customers directly and we also asked Explain, a market research company, to conduct 10 in-depth interviews with Local Authority Emergency Planning Officers and a further 10 with Charity Representatives. Based on their collective feedback we have developed an emergency pack that can be quickly delivered to vulnerable customers who have been impacted by a fault on our network.

Some of the independent surveys commissioned

- Charity representatives
- Local Authority Emergency Planning Officers
- Parish Councils
- Emergency services
- Customer journey
- New connections to our networks

Within the pack we include a blanket, torch, hand warmer and analogue phone. The first three items have obvious benefits, the fourth is more subtle but very important. In this digital age, our experience has taught us that many customers now only have digital phones, which do not work when there is a power cut. This means it can be difficult for us to contact customers to update them. The analogue phone overcomes this problem. Furthermore throughout the power cut we will monitor its impact on our vulnerable customers and if power cannot be reconnected quickly then we will consider any additional support they need, such as providing them with a hot meal or alternative accommodation.

Case Study: Lenzieburn Substation Fire

These measures were used effectively in Kirkintilloch, when a substation was damaged by a fire that caused a loss of supply and then damaged appliances in an area that has a large number of elderly customers.

We worked with the local authority and between us we agreed to open up the local sports centre and we provided overnight accommodation and hot meals over a 48 hour period to approx 200 homes. We updated the information on our telephone helplines and we distributed leaflets to all impacted customers. We also helped serve and deliver food.

Subject: well done everybody

To Each and Everyone,

As one of the many householders affected by the fire at Lenzieburn substation on 22 May, 2012 my wife and I wish to place on record our appreciation of the way in which, so far as we are personally concerned, the whole incident has been handled. Inevitably rumours tend to abound but no sooner was the fire under control than a fireman attended at each house to inform householders of the current situation, closely followed by one of your staff with a police officer in attendance, to remove the fuse from the mains power supply. After a period of time a leaflet was distributed to each household giving notice of emergency catering and sleeping accommodation, if necessary. Thereafter a lady called at each house to assess any damage to appliances, etc., and record anything that was required. With great good fortune we suffered no damage whatsoever, although a great many others were not so fortunate. The only inconvenience we had was the loss of power, and also the contents of our freezer! Other than that we appear to have had a miraculous escape, even although the incident was only about 70 yards distant. In conclusion we would like to express our thanks for the professional way that all personnel carried out their respective duties- each and every one was a credit to your organisation. The most important thing of all was the fact that no one, public and worker alike, sustained any injury.

With kindest regards to you all.

"Delighted at how well East Dun emergency staff, ScottishPower, the Police and Fire Brigade worked together to minimise a very serious incident in Lenzie ongoing since yesterday"

Councillor Gillian Renwick

Supporting our Welsh Customers

We have a large number of Welsh customers and we recognise a number of them prefer to talk to us in Welsh. We fully support and encourage them to do this with dedicated Welsh-speaking staff. We also publish all of our customer service documents in both English and Welsh.

Supporting Customers who speak other languages

In addition to our dedicated Welsh and English speaking teams we also have access to a language line where we can have a 3 way conversation with customers whose first language is neither English nor Welsh.



Storm resilience and response

Unfortunately bad weather can impact on our network and our customers. One of our primary focuses is to have a highly resilient network whilst also mindful of the associated costs to our customers – it is always a fine balance.

During the past year we have had some very severe weather. On 3 January 2012 the Met Office confirmed that we experienced the worst storm in 13 years and equal worst in 44 years, with structural damage to properties, transportation and other utilities wide spread across our area. This event presented a severe test of our reliance strategy, our processes, and our stakeholder interactions.

Following any major storm event we complete a comprehensive review of our emergency processes and implement any recommendations that arise. This includes feedback from our external stakeholders including for example local authorities the Scottish Government resilience team and contractors, and in the case of this event we provided clear evidence of the effectiveness of our investment strategy to the Scottish Affairs Parliamentary Committee.

The review of this storm identified a number of improvements to our processes that we have implemented for future storms. Specific improvements identified by stakeholders ranged from improved access to storm information on our websites (requested by the Scottish Government) to a contractor proposing to locate management staff in our emergency action centres to improve co-ordination during storm events.

In addition to these identified improvements, it is always encouraging to our staff when they are praised for their hard work. We are very proud that ScottishPower was commended in a parliamentary motion by Paul Wheelhouse, MSP in December 2012 which attracted the support of 20 MSPs.

Extract from Parliamentary Motion

Scotland Shows Resilience in the Storm

That the Parliament applauds the efforts of the engineers who are working around the clock to restore power to around 70,000 homes in Scotland in the wake of the large tropical cyclone of 8 December 2011; understands that this work is being carried out as quickly and efficiently as possible; further understands that, because of this work, SCOTTISHPOWER was able to restore electricity to most of its customers by the morning following the storm

Telling people what's happening when it's happening

In a fast changing situation it can be difficult to always provide the most accurate and up to date information to our stakeholders.

A project was initiated last year to review the usefulness and accuracy of information we deliver to our customers because we had received feedback from customers that we could improve in this area. This project looked extensively at how we could improve the information across our departments from our field staff, through to our incident control teams and into our Call Centre. As a result of this project robust measures are now in place for all of our people involved and these measures are frequently reviewed to ensure we are delivering the best possible service to our customers.

Over the years we have made significant investment in automation so that we can restore electricity supplies remotely. However this is not always possible. Where it is not possible we determined that in order to deliver the most useful information we would need to set our teams targets in terms of how they approach a fault. We therefore targeted staff to arrive on site within 90 minutes and restore supplies within 3 hours.

As a result of this project we improved:

- our arrival on site time within 90 minutes by 36%
- our restoration time within 3 hours by 20%
- the accuracy of the first restoration time given to customers over the phone by 23%
- our overall Usefulness of Information from 4.3 to 4.6 out of 5 in SP Distribution
- our overall Usefulness of Information from 4.1 to 4.6 out of 5 in SP Manweb

"Many thanks for inviting me to your workshop last Thursday. As per your previous workshops it was extremely informative and your presentation of information relating to this complex subject matter was done in such a way as made it reasonably easy to digest and understand, and provided transparency as to the impact on each customer and how each customer could potentially influence their charges"

Stakeholder attendee

Generators

Distributed Generation

As the shift to greener energy continues, it is vital that we support our stakeholders in connecting smaller scale green generation technologies to our network. To assist customers, installers and developers who wish to connect generation to the distribution networks, we have provided information on the process that allows a generator to be connected to the distribution network. We have also created a dedicated website:

<http://www.spenergynetworks.co.uk/dgis/>

This website is focused on 4 key areas:

- Understanding the connection process
- Connection opportunities
- Indicative costs
- Contact Us

We have also presented or attended a number of conferences in Scotland, England and Wales aimed at Distributed Generation customers. We held a workshop, for our own Generation customers, to explain exactly what SP requires and to understand the issues in our area. The customers gave us some very positive feedback from both events and we are working with our customers to make the services we provide better.

Calculate the Indicative Costs	
Location:	Central & Southern Scotland
Cable Type:	Overhead
Capacity (MW):	5
Distance (KM):	2.5

These are the indicative costs for your project based on the criteria you selected:

- Cost - £0.55M
- Timescale - 2.5 Years

Please note that the costs and timescales represented here are for indicative purposes only. Please visit the [contact us](#) page for details on how to get a formal quote.

Charges for Using Our System

We now have regular stakeholder workshops with our larger customers whose use of system charges may now be subject to greater volatility than in the past. Over the last year we hosted 4 workshops with 41 customer representatives, 30 large generators and 8 supply companies.

In response to stakeholder feedback at these events, including Ofgem, we developed a charging template to simply explain our charges to customers and importantly what difference changes in their energy consumption could make to those charges.

This template was welcomed by our customers and has been adopted by all other Distribution Network Operators as industry best practice.

Government and Local Authorities

Local Authorities

We have talked to Local Authorities about wider communications and interactions with them and how we could improve. We talked about non-emergency and emergency situations and how to build better relationships with them. Overall feedback was very positive and confirmed we are doing the right things.

Local Authority Communication Pack:

As a follow on from this we were invited to attend the Care for People Group by Midlothian Council, which allowed us to discuss how we can better identify and work together to support vulnerable customers. In addition to the various internal L.A. departments, it gave us access to local community groups, NHS Trust and representatives from Faith Groups. We are now in the process of working with Midlothian Council to develop a "Local Authority Communication Pack" which will include:

- Shared links on websites to promote the **Priority Services Register (PSR)** and access to real time faults information, when it becomes available on our internet site.
- Delivery of customer service leaflets to key local authority sites.
- Articles to be included in local authority publications to promote PSR and publicise our contact information.
- As both organisations have differing information on vulnerable people, agreement on how we can share on an ongoing basis and in a "storm" situation.
- Improved messaging on both organisations' telephone systems and sharing best practice
- Quantity support in the field when required by Local Authority and local community groups.

Get ready for Winter:

We ran a "Get ready for winter Campaign" in 2011 and links were also added to a number of Local Authority web sites. This campaign provided handy tips and publicised the contact telephone numbers and internet address for

both our distribution areas. However, we fully understand that not all customers, especially the vulnerable will have access to the internet. In view of this we contacted all Local Authorities in our distribution areas and they agreed to display hard copies of the posters in local housing offices, libraries and recreational centres.



Areas of Outstanding Natural Beauty

We are undertaking work to remove overhead lines from Areas of Outstanding Natural Beauty (AONB) in our Merseyside and North Wales distribution area. When deciding on the work to undertake we first met with the Snowdonia National Park Authority (SNPA), Denbighshire, Gwynedd and Anglesey Councils. Areas where they had concern and wanted overhead lines removed were discussed with our planning engineers and a joint plan has been agreed which we are now delivering. The joint working 'Accord' signed between SNPA and SPEN is a working document that is reviewed each year to ensure we are still working effectively to achieve the aims of both organisations.

Working with Politicians and Government Officials

Recognising the important role MPs, MSPs and AMs play in their constituencies we work pro-actively to inform them of our key activities, seek their input and listen to and try to resolve any concerns or problems they may have. We have a dedicated point of contact for politicians and other government officials which helps us build strong relationships with them and allows them to easily contact us.

During the year we held a number of group meetings and individual meetings with politicians covering a wide variety of topics from future network investment to metal theft. We also provided evidence to two Scottish Parliamentary Committees during the year. Furthermore we provide written updates to politicians on significant work we are planning to undertake in their constituencies.

As a result of this work we have made numerous changes to our plans and operations, for example:

Glasgow Upgrade works

Due to major distribution upgrades in the city of Glasgow, SP Energy Networks held a number of meetings with local parliamentarians to inform them of all planned works in their local area. Local MPs and MSPs were invited to highlight any concerns and provide any additional local community feedback. One Local MP – Mr Tom Greatrex, the Member of Parliament for Rutherglen and Hamilton West, raised a concern brought to him by the manager of a local supermarket worried about the impact of the works on his business particularly in the run up to Christmas. SP Energy Networks staff met directly with the shop manager and agreed ways to limit the impact. This information was fed back to the local MP who congratulated the company on local engagement.

Acceleration of Undergrounding Works to Accommodate Local Development

Following representation from John Lamont, the MSP for Roxburgh and Berwickshire, SP Energy Networks accelerated work to underground an overhead line in the village of Coldingham in his constituency. By accelerating planned works, SP Energy Networks was able to remove wooden poles and overhead lines to accommodate a locally-led project to re-open the Coldingham Post Office and create a new community hub. The work was required as the group was seeking to secure grant funding, and would have lost this if they were not able to begin work before the end of the financial year.

Smart Grids

We are a member of the Liverpool Smart City Board which is developing a strategic approach to deliver low carbon solutions for Liverpool. This is to develop a critical mass of projects to attract investment, particularly from the Green Investment Bank. We are also a member of the Low Carbon Committee which meets monthly and is looking at developing the strategy to deliver the low carbon agenda across Liverpool City Region.

We are also a key member of Sustainable Glasgow. This body is looking at developing low carbon projects. Also as part of our work on the network in the East Glasgow for the 2014 Commonwealth Games, we are developing a £200,000 Smart Grid which will be part funded by a grant from the Department for Energy and Climate Change.

Employees and the General Public

Public Safety Education Programmes

SP Energy Networks delivered a range of public safety programmes throughout our operating areas.

In 2011 our award-winning public safety Programme **"PowerWise"** was delivered to 55,451 school pupils over 394 teaching days. The programme aims to teach primary school children aged four to 11 years the potential dangers of electricity in the home and outdoor environment. Our complimenting online PowerWise web-site www.powerwise.org.uk, which offers lesson plans, interactive games and electricity information for primary and secondary school children, teachers and parents received 89,416 hits during the year.

Safety Education Centres

We continued to support two innovative, dedicated safety education centres within ScottishPower's network areas; **DangerPoint** in North Wales and **The Risk Factory** in Edinburgh. During 2011, 5,604 children visited DangerPoint and 7,921 visited The Risk Factory, where a ScottishPower employee spent a year as a volunteer tour guide.

"Crucial Crew" is a national programme focusing on raising awareness of the dangers of electricity and other common hazards giving children the knowledge they need to prevent accidents. In 2011, approximately 11,745 children in the final stages of primary school education attended eight Crucial Crew events, at which staff from our Networks business presented the potential dangers of electricity. Over the course of the year, this equated to 106 employee work days.

As well as schools, SP Energy Networks provided electrical safety information and educational events to the public, these included:

- Delivery of essential safety messages about working in the vicinity of overhead power lines at an Agricultural and Health Awareness Day in Ayrshire.
- Running three seminars for Welsh Water on working safely near overhead power-lines and underground cables for design and construction staff
- Hosting a safety presentation for volunteers from Cheshire Search and Rescue, giving vital information on how to safely approach a rescue at an incident involving equipment on the electricity network

Encouraging Science, Engineering, Maths & Technology (STEM)

To encourage more children to study STEM subjects 28 company volunteers, from our Networks business became STEM ambassadors. In 2011 our STEM programme reached 2,958 young people directly during 2011, along with another 19,575 people through online resources.

In 2011 we also supported the INEOS science fair event, delivering a number of interactive sessions to 1,900 pupils aged 11-12 from over 50 local schools in the Falkirk area, along with a one-day Engineering Your Future careers event at which workshops were delivered to 100 pupils from 11 schools.



Working today for tomorrow: Training and development

We are creating 300 engineering and technical roles to help deliver the work we need to deliver in the coming years. Our chosen focus is on increasing the number of young people within the company, with the creation of around 100 Graduate and Apprentice roles over the next two years.

We are also keen to hear from workers from other industries including the offshore sector and the armed forces, who are looking for a new career with long-term prospects. Demand for these positions has been high - we received over 1,000 applications in one week for 25 apprenticeship roles!

In partnership with Cardonald College we are involved in three new and innovative engineering-related courses aimed at young people, some of whom have struggled in the past to get into education or employment. Scottish Minister for Youth Employment Angela Constance met students on these courses in February this year and said, "I have spent a lot of time in the last few weeks meeting young people in training and have been struck by their enthusiasm and desire to achieve, and ScottishPower's workforce programmes are no different."

Volunteering

Throughout 2011 our employee volunteering programme teams from SP Energy Networks were active in supporting various volunteering projects. These included park maintenance at Drumpellier Country Park in Lanarkshire and the installation of security lighting and measures at East Ayrshire Carer Centre. We also had twelve staff volunteer to become Duke of Edinburgh Award Assessors supporting young people undertaking the award. In recognition of our continued support to the community, ScottishPower was awarded the BITC Wales Employee Volunteering Award for the continued positive impact of our volunteering interventions and received "highly commended" in Scottish Business in the Communities Team Volunteering of the Year category.

Street Works

We became aware through a range of feedback that we had an opportunity to improve the way we worked in relation to the works we carry out on public streets and roads. We know when we carry out these works that we can be a disruption to people going about their everyday lives and we want to keep this to a minimum. Our aim is therefore always to work as efficiently and effectively as possible whilst minimising any impact on the general public.

We looked at all of our working arrangements in this area. This led to a wide range of initiatives and changes to the way we work, for example, provision of timely information to aid the prioritisation and completion of work and exploring a more integrated approach to the admin element of the process to avoid duplication. We also shifted the focus of the team from processing requests to a real focus on the whole process minimising public inconvenience and ensuring compliance with our legal obligations.

As a result of this work we have now reduced the average time spent on site by approximately 20% resulting in less disruption for the general public and for the Authorities.

Metal Theft

The increase in the levels of metal theft experienced by SPEN and other network operators has highlighted the importance of the safety of our staff and the general public when theft occurs. We have endeavoured to engage stakeholders at all levels to ensure that we are at the cutting edge of approaches to this increasingly important issue.

We have worked closely with the Energy Networks Association, chairing its forum on Metal Theft, as well as other network operators to ensure that mutual best practice is being followed by all. We also participate in a group of "Northern DNOs", an informal body that looks at and analyses current methods and solutions with regards to Metal Theft. We also share ideas and best practices with businesses in other industries faced with similar problems. These include Network Rail, BT Openreach and Virgin Media.

We have very close links with all our local Police Forces and, using staff from across our network areas we have participated in Metal Theft Actions Day with, for example in our Manweb area, Merseyside, Greater Manchester, and North Wales Forces. We have also worked with Cheshire Police Force in fighting local theft crime waves, perpetrated by particular gangs. We continue to work closely with police to ensure that the metal does not end up with local Scrap Metal Dealers. SPEN also sits on the Metal Theft Forum organised by the Deputy Chief Constable of Greater Manchester Police and the Pan-Wales Police Forum for Metal Theft.

Through our media activities we explain the dangers of metal theft to the public and to reiterate that metal theft is not a 'victimless crime'. Each theft could have very serious and life-threatening consequences.

Other Stakeholders

Media Relations

Our proactive media strategy focuses on local investment projects, network upgrades and the use of innovative new technology. The strategy also concentrates on crime and theft from the SP network. The media team work with local police forces and ACPO at a national level to deliver coordinated joint campaigns. Last year saw three exceptional weather events including the worst storm in a generation in Scotland. The media team works closely with colleagues in SP Energy Networks to provide customers with reliable restoration times during major power interruptions and storms.

Investors

In early 2012 we held a lunch and meeting with a group of institutional investors at our network control centre in Kirkintilloch where we explained to them the critical role the control centre plays in keeping the lights on. We updated investors on our strategy and operations along with an overview of the RIIO regulatory framework.

Future Plans

We're not finished yet

We have increased our stakeholder activities over the past year but we know we can still improve. We are already planning a number of projects and surveys to further engage with our stakeholders and improve the way we do business. We intend to ask Explain to undertake independent research on the following areas:

- Customer Journeys
(Further research in these areas to understand if our improvements are working)
 - Loss of Supply
 - Connections
 - Planned Interruptions
 - General Enquiries
- Vulnerable people – assessment of expectations and experiences
- Environmental organisations
- Parish councillors
- Emergency planning officers
- Emergency Services
- Charities

We will also continue to build and develop our Online Customer Community and also the information our customers and stakeholders can access online. Later this year customers will be able to access online the supply interruption information which mirrors the information that is available to customers through our call centre.

Upgrading our IT systems:

Customers tell us that it is sometimes difficult to find the right person to talk to first time.

In order to address this work is ongoing during 2012 to develop a Customer Relationship Management (CRM) system and work flow system to ensure we are delivering the best possible service to our customers. The CRM system will give us a clearer view of customer history and allow our staff to understand everything that is happening across our organisation for our customers and to better manage this proactively for them. For example if we are speaking with a customer and can see that a customer has experienced more than one power cut and also has an outstanding enquiry with regard to weeds at a substation near their property we will be able to recognise this quickly and manage all issues with the customer.

We will also offer alternative channels to customers such as online, recorded telephone messages, text, phone, web chat to ensure that customers can contact us using the method that best suits them. We will also make best use of social media to understand what is important to our customers and allow them to contact us through our online community.

In addition to this we are developing a workflow system which will track every hand off across our business and report on timescales and deliveries for our customers. We want to ensure that we keep the commitments we make to our customers. Our new workflow system, being developed in 2012, will allow us to ensure our customers do not have to chase us for information as our processes will be set up to ensure we proactively contact our customers. Any hand offs will be tracked and reported to ensure customers are not waiting for information and we deliver on our commitments.

Next distribution price control:

Over the next 10 months we will be developing our business plan for our distribution networks for 2015 to 2024. This is part of Ofgem's RIIOD1 process that will establish the network investments that electricity distribution companies, such as ours, can make. It will also determine customer charges and what we must deliver in return. We will be communicating with all of our stakeholder groups to seek input on their priorities to help develop our plans, and their feedback on our proposals. This consultation has been launched at:

http://www.spenergynetworks.co.uk/serving_our_customers/stakeholder_riio_ed1.asp?NavID=1&SubNavID=6