



Stakeholder Engagement Incentive Scheme: **Part 1**



# Part 1 – Overview of evidence



I am delighted to introduce our Part 1 submission under the Electricity Stakeholder Engagement Incentive Scheme 2014/15. This Part 1 submission describes our strategy, approach and the scale of stakeholder engagement undertaken by UK Power Networks. It applies to the following licensed distribution networks:

- Eastern Power Networks plc (EPN)
- London Power Networks plc (LPN)
- South Eastern Power Networks plc (SPN)

At UK Power Networks we have a vision to be:



We recognise that to achieve our vision we have to understand the needs and aspirations of a diverse range of stakeholders. As a business we carry the significant responsibility of serving some 18 million people, around 29% of the UK population. Our communities have a broad socio-economic profile, with areas of high deprivation alongside the fastest growing economy in the UK. Our networks also have to regularly provide safe and reliable electricity supplies to political, social and sporting events of national and global significance. This makes effective stakeholder engagement a key business priority for UK Power Networks.

To reflect the importance we place on stakeholder engagement I provide regular updates to our Board, which consists of shareholders and independent directors, and with their support an investment of £50 million was approved for our Business Transformation Programme. This three-year programme is changing our business in response to stakeholders' feedback, once fully deployed it will provide stakeholders with significant benefits such as access to new on-line services and a wider choice of communication channels.

We continually work with our stakeholders so that we have a clear understanding of the things that matter most to them. This year, through our Critical Friends Panels, we have reviewed priority issues with stakeholders and our Materiality matrix has been revised and updated. We have used the feedback from these sessions to develop our plans and shape our longer-term engagement strategy.

Building on the positive stakeholder engagement work of previous years we have taken a number of steps to improve the effectiveness of the work we undertake. We have strengthened the governance of our stakeholder activities. Senior managers from each of our key business units are now accountable for developing effective programmes linked to priorities identified by our stakeholders and ensuring these programmes deliver tangible outcomes. We established a number of longer term engagement programmes, including a specific focus on vulnerable customers. We are also focusing considerable effort on developing methods to measure outcomes and have developed an approach to assess the Social Return on Investment of our engagement work.

Some of the highlights from the last year that endorse our engagement strategy include:

- UK Power Networks winning ten awards for a broad range of business activities
- UK Power Networks being the first electricity utility in the UK to be ranked by employees among the top 25 Best Big Companies to Work For
- A safety performance that continues to be best in the electricity sector
- A step change improvement in network performance with the number of power cuts and the average time customers are without power reducing by over 30% over the last three years

Our achievements over the last year and feedback received from stakeholders tell me we are making good progress. I am confident this year's submission is evidence that we have listened and acted upon stakeholders' feedback across our business and that effective and meaningful stakeholder engagement is an embedded activity across UK Power Networks.

**Basil Scarsella**  
CEO, UK Power Networks



# Our stakeholder engagement strategy and objectives

Our stakeholder engagement strategy and focus for 2014/15 was based on three key elements:

1. To undertake regular engagement focussing on topics of interest to our stakeholders
2. To improve engagement with our vulnerable and hard-to-reach customers, and those most at risk during a power cut
3. To revise the governance of engagement activities and focus on delivering benefits for stakeholders

Our strategic vision for stakeholder engagement is to:

**‘Provide meaningful opportunities to stakeholders to influence the services we offer’**

We developed and delivered a range of initiatives to achieve our stakeholder engagement vision:

1. Increasing the diversity of stakeholders by partnering with charities, for example the Royal Association for Deaf People (RAD), National Energy Action (NEA) and Age UK to help us access hard to reach communities.
2. Providing relevant, easy to understand information and bespoke services to customers, for example we launched five help videos in British Sign Language on our website
3. Targeting our community investment to areas of greatest benefit, such as managing the transition to low carbon economy, promoting energy saving and consumer vulnerability
4. Developing our services to better meet customer needs, for example a new online self-service portal for connections and general enquiries customers

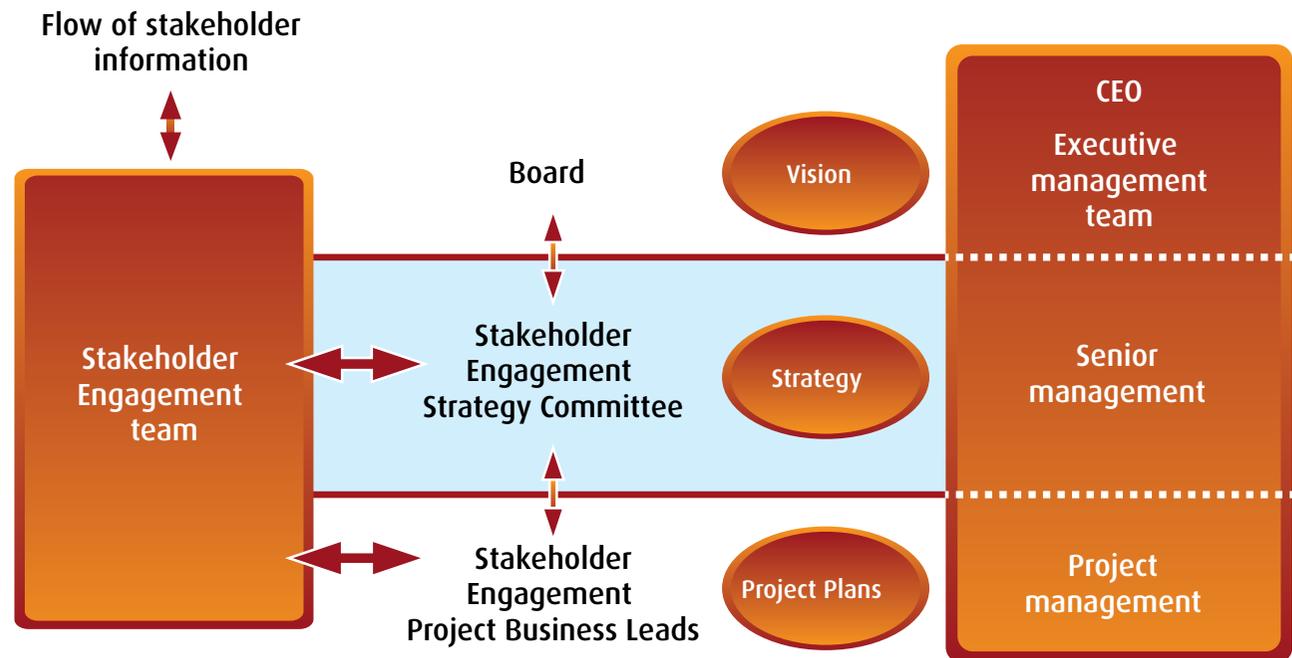
## Revised governance

In 2014/15 we reviewed and implemented an improved governance structure for stakeholder engagement across UK Power Networks. This new process focuses on delivering priority stakeholder activities and measuring the benefits of change and business improvements to our stakeholders. It acts as a framework to drive culture change and embed stakeholder engagement across our business, ensuring all employees understand and consider the effectiveness and benefits of their engagement activities. The revised governance structure is shown in Figure 1.

## Accountability

Overall accountability for stakeholder engagement continues to lie with our CEO and Executive Management Team. All of our engagement activities are now overseen by a new Stakeholder Engagement Strategy Committee (SESC), comprising executive and senior management team members from across the business. This committee is responsible for overseeing our planned stakeholder engagement activities and ensuring they deliver benefits for stakeholders. In addition to the SESC there are now nominated leads across each of the UK Power Networks business units who have the responsibility to plan and deliver the priority activities approved by the SESC.

▼ **Figure 1. UK Power Networks’ revised governance structure**



### Incorporating recognised standards

Our stakeholder engagement strategy and activities are based on the principles of the AA1000 standard (AccountAbility Principles Standard 2008). These principles cover **inclusivity, prioritisation (materiality)** and **responsiveness**, and form a framework from which to design effective engagement, including engaging with new stakeholders, in particular our hard-to-reach customers.

We have incorporated aspects from the BS 18477:2010 (Inclusive Service Provision), into our staff training on recognising and understanding risk factors for our customer facing employees communicating with customers in vulnerable situations.

### Independent evaluation from DNV GL

At this stage of our stakeholder engagement journey, we feel that getting an independent evaluation that provides guidance and advice to improve our stakeholder engagement practices is more valuable than a formal accreditation. We sought feedback from DNV GL, who carried out an independent review of stakeholder engagement process and practices.



The following is a summary evaluation by DNV GL of our Stakeholder Engagement over 2014/15.

*“To assess UKPN’s overall approach to stakeholder engagement, we carried out a review of UKPN’s Stakeholder Engagement Strategy and supporting systems and documentation, interviewed senior management and external key stakeholders and reviewed the outcomes of recent stakeholder engagement activities, issues raised and responsiveness to stakeholder views. We used the AA1000 SES standard and the Ofgem Stakeholder Engagement Incentive Scheme criteria for stakeholder engagement as the framework for the review.*

*Since 2012 considerable work has been undertaken by UKPN to review their approach to stakeholder engagement and we have observed that UKPN has performed well in terms of embedding stakeholder engagement into the business. Interviews with stakeholders confirmed that the CEO and management were highly involved with stakeholders.*

*The establishment of the Stakeholder Engagement Strategic Committee and the regular presence of UKPN’s senior management at the Committee meetings reflected a commitment to embedding a strategic approach to engagement in the culture of the organisation.*

*UKPN worked to improve their stakeholder mapping exercise and extended their materiality review this year internally and externally.*

*Over the past year UKPN improved their understanding of the quality and true value of their different stakeholder engagement activities and have designed their own bespoke Social Return On Investment (SROI) tool in collaboration with selected stakeholders which can help to ensure a better cost/benefit analysis in the planning process.*

*This year we observed that methods of engagement were being further tailored to suit the needs of stakeholders for example initiatives to help customers that are hard of hearing, blind or who speak foreign language are illustrations of UKPN’s effort being responsive to stakeholder needs in a timely manner.”*

The full evaluation is in Appendix 1.

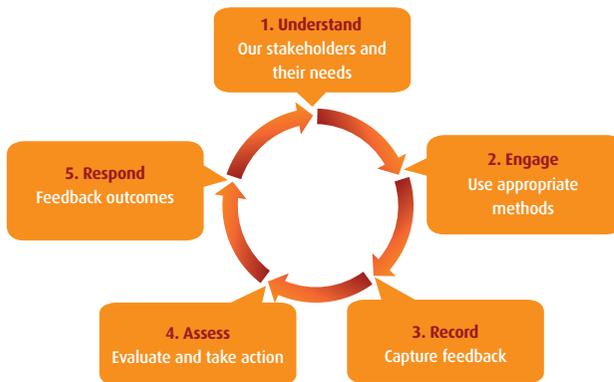


# Our 5 stage approach to stakeholder engagement

## 1. Understand our stakeholders and their needs

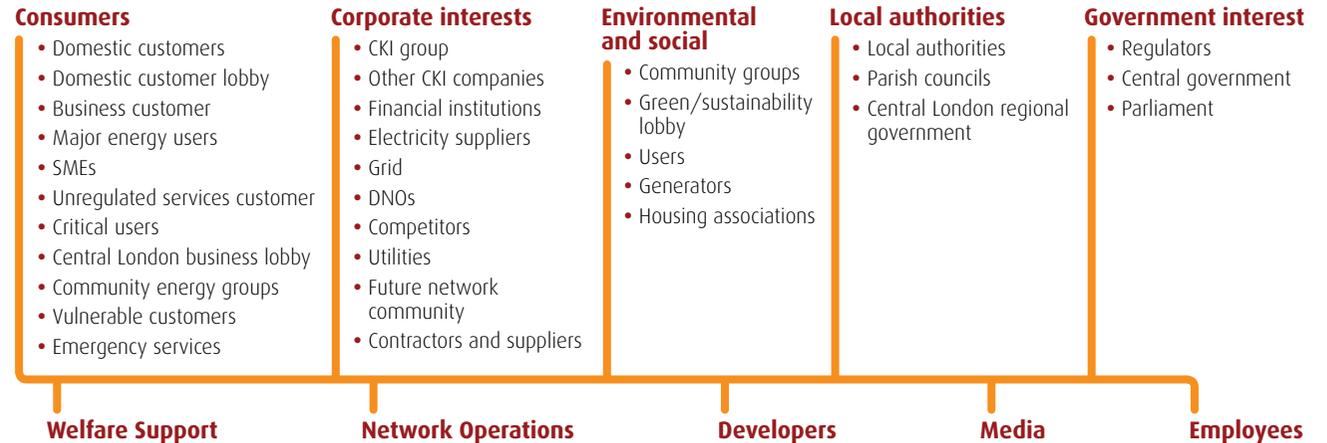
Figure 2 illustrates our five-step approach to effective stakeholder engagement. We expand further on each of these steps in this submission.

### ▼ Figure 2. Stakeholder engagement approach



We have worked hard to gain access to customers in vulnerable situations through partnerships with the British Red Cross, Age UK, Carers Trust, Citizens Advice and The Royal Association for Deaf People. In November 2014 we hosted a Consumer Vulnerability forum and received valuable feedback. These partnerships and the feedback received have helped us implement many improvements to our systems and communication channels over the last year. Figure 3 shows the diverse range of UK Power Networks stakeholders.

### ▼ Figure 3. UK Power Networks' stakeholder groups 2014/15



## Case Study 1. Our proactive approach to inclusivity

### Helping customers that are hard of hearing

*"It's very refreshing to have a company who want to understand their stakeholder groups – UKPN actually approached RAD rather than the other way around and have been very proactive, the work that they have done so far will make a real difference to Deaf people"*

*Dr. Jan Sheldon, Chief Executive, Royal Association for Deaf People (RAD)*



We not only take into account feedback from our stakeholders, we also undertake pro-active steps to identify our vulnerable customer groups. Following analysis of vulnerable customer groups, we identified that up to 1 in 6 of the population can be affected by hearing problems, which resulted in the need to work with the hard-of-hearing community. Our approach to this was to partner with Royal Association for Deaf People (RAD) to improve our services for this customer

group. Thanks to the partnership we produced five videos in British Sign Language (BSL) that explain who to call during a power cut, useful tips during a power cut, safety tips and offer information for vulnerable customers. These can be found on our website. We raised the awareness of our deaf accessible website by promoting it via local media and on social media channels.

We asked for an independent external assessment on how our service to our hard-of-hearing and deaf customers meets the nationally recognised 'Louder Than Words' Charter mark. Based on their feedback our field workforce now have 'Top Tips' on communication with deaf people in the community; we have developed bespoke deaf awareness training

designed for our employees and have revised our communication materials making it easier to sign up to our Priority Services Register or to communicate with us. Our partner, RAD, now delivers workshops across our three networks on our services and we have run a Customer Focus workshop with people who speak in Sign Language, to further understand specific needs and allow for open discussion.

*"The information was very informative; I learned a lot today about the role of UKPN and will be sure to tell my family about the Priority Service Register"*

**RAD client attending a workshop  
Investment by UK Power Networks:  
£12,859.72**

## Developing and sharing best practice

We work in collaboration with stakeholders to share our expertise and best practice.

- Our operational lead for London 2012 has been working with the **Rio Olympics Committee** to share operational knowledge and provide advice.
- We are part of the **Mayor of London's 'Londoners Beating the Electricity Challenge'**, which is led by Kiwi Power. The aim of the project is develop an app for Londoners to track their electricity usage, cost and carbon dioxide impacts.
- In 2014 we wrote to all electricity suppliers encouraging them to work with us to make it easier for customers to find the correct number to call during a power cut. We know that stakeholders want us to do more here so have raised this for discussion with Energy UK and the Energy Networks Association.
- We attended the **Customer Services knowledge sharing conference in Milwaukee, USA** last June, where we shared our award winning expertise on social media.
- We shared our success and learning on wellbeing and safety with a number of Small and Medium Enterprises (SMEs). Our activities included:
  - Providing training in 'Working at Height' to SMEs in the Ipswich area
  - Hosting a training session about alcohol in the workplace to 20 SMEs
  - Delivering a presentation at the Hertfordshire Annual Workplace Wellbeing Event on Good Wellbeing in the Workplace

Following feedback from National Energy Action, we are increasing our collaborative work with the Gas Distribution Networks. We are doing this through the ENA Consumer Vulnerability Working Group and the Distribution Network Operator Stakeholder Engagement Working Group. There is further information on this work in Appendix 1 of this submission.

*"We want UKPN to consider how they could take a leadership role to develop closer working links with the gas network companies to help align social obligations, appraising alternatives to network reinforcement through reduced demand and energy efficiency – particularly focusing on more vulnerable customers"*

Jenny Saunders, Chief Executive of National Energy Action

## 2. Engage – Use appropriate methods

### Everyone can get involved

Our activities are designed around the commitment to be inclusive, this means we will continue to ensure there are a number of channels open to our stakeholders to contact us and provide feedback.

Our approach and methodology include hosted forums, face-to-face meetings, bespoke research, social networks and providing information in multiple languages. Table 1 shows the breadth and methods of our engagement with our stakeholders. Figure 4 shows two examples of questions that our stakeholders asked our Director of Customer Services in August 2014, via Twitter.

▼ Figure 4. UK Power Networks' stakeholder engagement via Twitter #askourdirector



**Q: @UKPowerNetworks #ask director, how come getting maps of 132/66/33/22/11kv network is so difficult?**

A: Our plan provision team have worked hard to reduce the response to Network Map requests, we are now responding to all requests within 48 hours and will strive for a same day response by the end of 2015. We are also making it easier for customers to request Maps by expanding the number of customers who will have self-service access to basic information to our network maps online.

**Q: @UKPowerNetworks good comms this morning over power cut in co10, but we never get told anything about the root cause which would be helpful**

A: We are working with our Networks Operations teams to improve the information that we provide during a fault and there are two key areas of focus. The first is providing accurate restoration times and the second is to provide details of the root cause of the fault. We are providing more specific details to customers on their first call and following up when there is more information to provide a customer. In all cases it is the cause of the fault and the actions taken to resolve that we want to share with customers.

▼ Table 1. UK Power Networks' methods of engaging with our stakeholders

	Consumers	Corporate Interests	Environmental & Social	Local Authorities	Government Interests	Welfare Support	Network Operations	Developers	Media	Employees
Main topics	<ul style="list-style-type: none"> <li>Operational performance / reliability</li> <li>Advance and timely information</li> <li>Value for money service</li> <li>Disruption during street works</li> <li>Information to customers</li> <li>Customer satisfaction</li> <li>Emergency restoration</li> <li>Small connections customer service</li> <li>Vulnerable customers</li> <li>Fuel poverty</li> <li>Major connections customer service</li> <li>Cost to customer - connections</li> <li>Developing smarter networks</li> </ul>	<ul style="list-style-type: none"> <li>Roi</li> <li>Governance and investment plans</li> <li>Business transformation project</li> <li>Operational and financial performance</li> <li>Company reputation</li> <li>Sharing best practice</li> </ul>	<ul style="list-style-type: none"> <li>Undergrounding</li> <li>Carbon footprint</li> <li>Contributing to a low carbon economy (e.G. Smart meters)</li> <li>Losses managing waste</li> <li>Developing smarter networks</li> </ul>	<ul style="list-style-type: none"> <li>Emergency response</li> <li>Vulnerable customers</li> <li>Power outages</li> <li>Street works</li> <li>Operational performance / reliability</li> <li>Fuel poverty</li> <li>Information to customers</li> <li>Street furniture power supply</li> </ul>	<ul style="list-style-type: none"> <li>Emergency response</li> <li>Vulnerable customers</li> <li>Health and safety</li> <li>Innovation</li> <li>Smart meter roll out</li> <li>Power outages</li> <li>Ageing assets</li> <li>Ageing workforce</li> <li>Operational performance / reliability</li> <li>Critical national infrastructure</li> <li>Fuel poverty</li> <li>Environmental emissions</li> <li>Developing smarter networks</li> </ul>	<ul style="list-style-type: none"> <li>Emergency response</li> <li>Vulnerable and fuel poor identification and assistance</li> <li>Power outages</li> <li>Energy awareness and efficiency</li> <li>Communication</li> <li>Innovation</li> <li>Information to customers</li> <li>Metal theft</li> </ul>	<ul style="list-style-type: none"> <li>Street works</li> <li>Emergency response</li> <li>Contractor safety</li> <li>Capacity constraints</li> <li>Developing smarter networks</li> <li>Vulnerable customers</li> <li>Fuel poverty</li> <li>Information to customers</li> <li>Operational performance / reliability</li> <li>Contracting approach / model</li> <li>Ageing workforce</li> <li>Financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure planning and investment</li> <li>Applications/time to quote/time to connect</li> <li>Contractor safety</li> <li>Disconnections</li> <li>Innovation</li> <li>Investment ahead of need</li> <li>Capacity and demand side management</li> </ul>	<ul style="list-style-type: none"> <li>Power cuts</li> <li>Undergrounding</li> <li>Carbon footprint</li> <li>Emergency response</li> <li>Vulnerable customers</li> <li>Health and safety</li> <li>Innovation</li> <li>Cost to customer - domestic</li> </ul>	<ul style="list-style-type: none"> <li>Business transformation</li> <li>Leadership</li> <li>Contributing to the community</li> <li>Remuneration</li> <li>Employee engagement</li> <li>Public and employee safety</li> <li>Ageing workforce</li> <li>Working conditions</li> </ul>
Examples of how we engaged	<ul style="list-style-type: none"> <li>Critical friends panel sessions</li> <li>Customer champions and information officers</li> <li>Stakeholder newsletters and bulletins</li> <li>Social media - webchat, twitter, you tube, linkedin, text SMS, facebook</li> <li>Industry conferences</li> <li>Learning and dissemination events</li> <li>Targeted sessions with city of london</li> <li>Stakeholder engagement annual report</li> </ul>	<ul style="list-style-type: none"> <li>Investor and shareholder forums</li> <li>Face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>Critical friends panels</li> <li>Annual business carbon footprint report</li> <li>Partnerships with wildlife trust</li> <li>CSR and sustainability report</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face meetings</li> <li>Critical friends panels</li> <li>Street works focus group</li> <li>Storm updates</li> <li>Articles in parish and local authority magazines and newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement annual report</li> <li>MP Face-to-face meetings and updates</li> <li>Critical friends panels</li> <li>Storm updates</li> </ul>	<ul style="list-style-type: none"> <li>Critical friends panels</li> <li>Face-to-face meetings</li> <li>Vulnerable and fuel poor workshops</li> <li>Articles in charity, parish and local authority magazines and newsletters</li> <li>Safety website for young people and education visits to schools</li> <li>Fuel poverty drop in surgeries</li> <li>Stakeholder engagement annual report</li> </ul>	<ul style="list-style-type: none"> <li>Street works focus group</li> <li>Face-to-face meetings</li> <li>All DNO meetings on best practice</li> </ul>	<ul style="list-style-type: none"> <li>Key account managers</li> <li>Face-to-face meetings</li> <li>RIIO-ED1 business plan consultations</li> <li>Critical friends panels</li> <li>Specialist forums</li> </ul>	<ul style="list-style-type: none"> <li>Storm updates</li> <li>Face-to-face meetings</li> <li>Stakeholder engagement annual report</li> </ul>	<ul style="list-style-type: none"> <li>Leadership days</li> <li>Team briefs</li> <li>Roadshows</li> <li>Annual employee engagement survey</li> <li>Company magazine and newsletters</li> <li>Ask anything' sessions with executive management</li> </ul>

### Improved stakeholder mapping

We have taken our stakeholder mapping exercise further than in previous years by showing what would be the most effective forms of engagement with stakeholders as well as considering the impact of our engagement. This is shown in Table 1. We also considered the influence our stakeholders can have on us in the mapping exercise.

#### Case Study 3. Understanding our 'hard-to-reach' community

We analysed the most widely spoken languages across our communities from national statistics data. This resulted in our literature and website being made available in French, Polish, Bengali, Urdu, Spanish, Romanian and Turkish. We also made our literature on power cut advice available in braille and large print formats.



**Investment by UK Power Networks: £10,000**

*"UKPN have improved their understanding of vulnerable customer needs and circumstances, and have engaged positively with a much wider range of social agents and front line services to promote their PSR services."*

**Jenny Saunders, Chief Executive of National Energy Action**

### 3. Record – Capture feedback

We accurately record the views and feedback of our stakeholders. We do this two ways: Firstly, we maintain an 'actions log' of all the feedback and recommendations made, as well as tracking and reporting against these actions; and secondly, we publish on our website all the event reports following our hosted events.

This process is about embedding stakeholder engagement into our business and ensuring there is clear accountability for the actions taken, as well as being transparent to our stakeholders.

### 4. Assess – Evaluate and take action

Stakeholders' feedback has helped us focus our efforts, which have resulted in significant changes in our business:

1. We developed an innovative collaborative campaign with two objectives – to increase the number of vulnerable customers on our Priority Services Register and to raise awareness of UK Power Networks to all customers so that they know who to contact in the event of a power cut (Case Study 1 in Part 2)
2. We improved our online customer experience and through our Business Transformation Programme launched a new online self-serve customer portal (Case Study 2 in Part 2)
3. We have improved our telephone response times during a severe weather event (Case Study 3 in Part 2)
4. We implemented a new process of connecting renewable generation projects to constrained parts of our network, this is known as 'Flexible Distributed Generation' (Case Study 4 in Part 2)
5. We recognised the unique characteristics of Central London and developed a strategy for Central London which includes £3.1 million investment from our shareholder (Case Study 5 in Part 2)

We provide more detail on these projects in Part 2 of our submission and provide a summary of other activities that have delivered stakeholders benefits in Table 3 of Part 2.

### Our stakeholders are involved in our strategic approach

Our stakeholders helped us prioritise our key challenges. Our core business is to keep the lights on, but of course, it's not as simple as that. We have social commitments in our local communities; our networks need to evolve to support the development of a low carbon economy; there is an industry-wide skills shortage; we provide new connections in the fastest growing economy in the UK; we work hard to ensure our network and assets are resilient during severe weather events, and of course, we must run our business cost effectively. With so many important things to do, feedback from our stakeholders is critical in shaping our priorities.

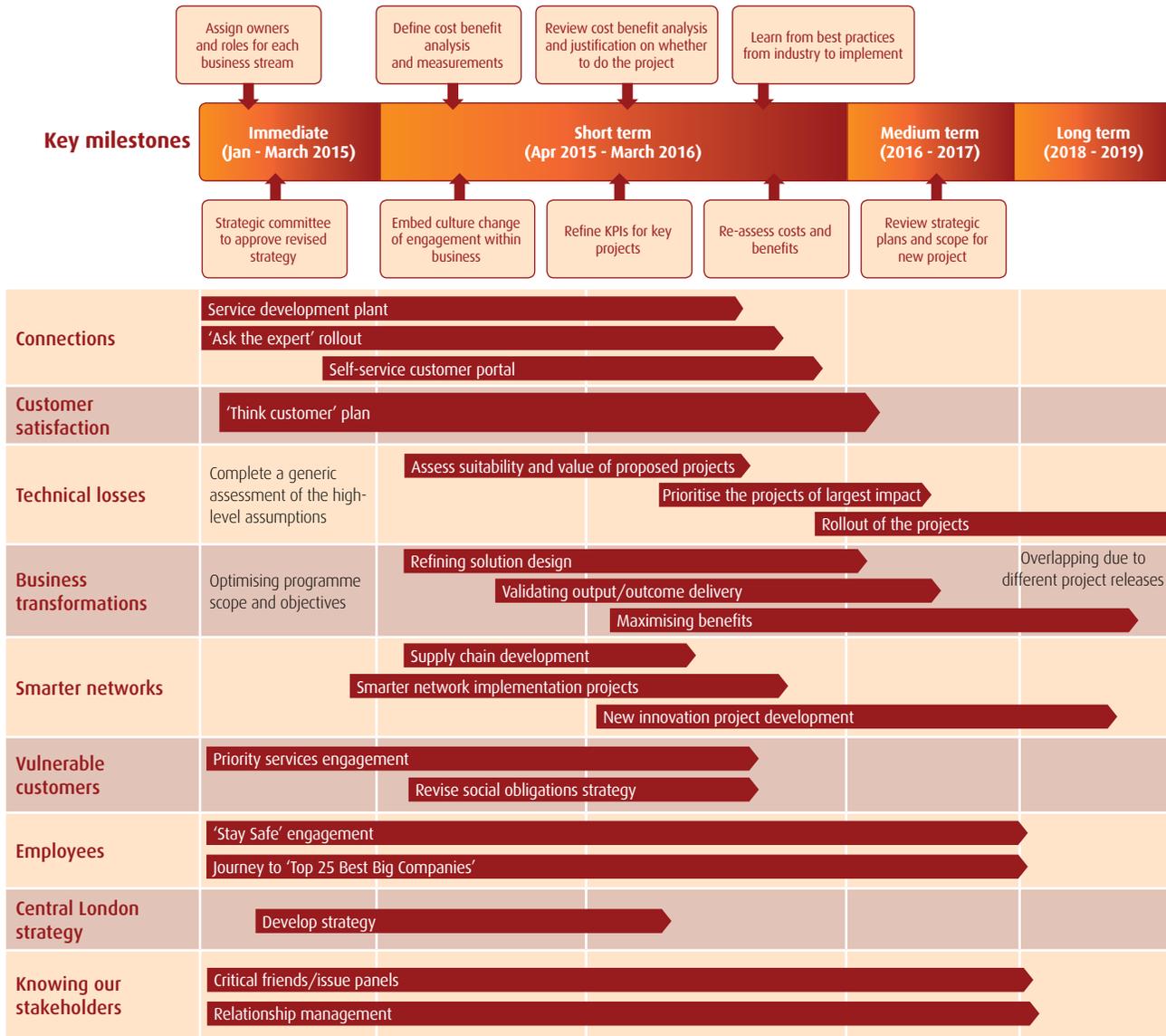
### The process we used to help prioritise the key challenges

1. Our stakeholders and our employees told us their priorities for 2014/15
2. We interviewed each independent regional Critical Friends Panel Chairperson to gain their views and gather a range of information on how engagement could be made more effective
3. We revisited the lessons learnt from the stakeholder feedback gained during our ED1 business plan submission regarding our stakeholder engagement
4. We listened and acted upon feedback from last year's Stakeholder Engagement incentive submission

### Validation from our stakeholders

In 2014 over 90% of our stakeholders attending our hosted events 'believe UK Power Networks listened to my opinion and will take into account my feedback'.

▼ Figure 5. Summary of UK Power Networks' strategic stakeholder engagement projects for 2015–2019



### Analysing the effectiveness of our engagement

We recognise that any engagement process must be inclusive and deliver value for stakeholders. Sometimes this is expressed in explicit financial terms, at others times it is more about providing ease of access to our services at time of need or sharing experience or learning with others.

We have been using a range of methods to assess the impact of our stakeholder engagement activities over the last year;

- A Social Return on Investment model
- Independent evaluation
- Validation from stakeholders
- Benchmarking in the industry

### Our Social Return on Investment model

We were keen to develop a consistent approach to benefit measurement of our engagement activities and undertook some research in international best practice methodologies. This led us to focus on a social return on investment, we worked with many organisations whilst developing this approach including the Social Return on Investment Network (SROI), London Benchmarking Group, Business in the Community Corporate Responsibility Index and Total Impact and Measurement Model (TIMM). From this we have developed our own model to track the social return from our projects. Our model follows four key stages:

1. Identify stakeholders involved and what will change for them as a result of the project
2. Record all resources needed (inputs) and the anticipated numbers of beneficiaries (outputs) and apply a financial value where appropriate
3. Assess what percentage of these changes (outcomes) would have occurred without our intervention
4. Compare the financial impact against the input costs to calculate the social return

We demonstrate this Social Return on Investment approach in Case Study 4 in Part 1 and Case Study 1 in Part 2.

#### Case Study 4. What didn't work...and how the project evolved

We recognise that with such a breadth and diversity of stakeholders, we will not always get it right, but we are committed to learn from our work.

Working with National Energy Action (NEA) we had previously identified that young carers were recognised as a vulnerable group. We delivered five workshops on electrical safety and energy efficiency to them. Although, these events were well received, achieving 95% positive feedback, we learnt that it was very hard to track benefits from these workshops as most of the young carers were not the bill payers.



Having reviewed the outcomes we developed two further projects:

1. We partnered with the Carers Trust to widen the reach of carers across our footprint to support customers at risk during a power cut.
2. We worked with NEA to deliver a series of 'drop-in surgeries' where we gave advice to customers based on their current energy usage. This allowed us to forecast specific savings based on the advice given. We used our heat map showing social deprivation and the expertise of NEA to identify six locations with a higher than average fuel poverty demographic. Following the delivery of these six community surgeries we were able to record the following outputs:

▼ **Table 2. Outputs to Fuel Poverty programme with support from the NEA**

Customers Attending	155
Customers receiving individual energy advice	88
Total annual savings made through using online switching sites	£10,314
Total annual saving achieved through insulation recommendations	£140
Total annual amount claimed through Warm Home Discount referrals	£3,920
PSR referrals	59

#### Cost Benefit Analysis

Whilst these outputs gave us some indication of the impact from these events, we used our bespoke Social Return on Investment model to obtain a more complete picture. When applying this model to the NEA project we were able to identify a **social return of £1.19** for every pound invested by UK Power Networks. Table 3 shows how we have calculated the Social Return on Benefit.

Note the following assumptions made in order to calculate the Social Return on Investment:

- 60% of customers on the Priority Services Register would qualify for free annual gas safety check
- 5% p.a. drop off due to bereavement, moving or transience
- 10% saving on health related products

#### Benchmarking in the industry

Being recognised by external, independent organisations is powerful endorsement of our work. Over the last year we have received independent recognition for our stakeholder engagement programme, by winning a host of awards.

- UK Power Networks was ranked by employees among the top 25 Best Big Companies to Work for 2015 in the Sunday Times annual list, February 2015
- Winner of 4 Utility Week Achievement Awards, December 2014
  - Digital Utilities Award for online customer services and social media
  - Supply Chain Excellence award for the Principals Group
- Our employees won awards for;
  - Customer Service,
  - Team of the Year (operational),
  - Team of the Year (customer facing)
- Our innovation project Flexible Plug and Play won;
  - Energy Institute Innovation award, November 2014,
  - East of England Energy Group's Low Carbon Energy Innovation Award 2014 at the Energy Innovation Awards in Norwich, June 2014
- We were accredited Gold for Investors in People, June 2014
- We won Gold at the City of London's annual Considerate Contractor Streetworks' Scheme awards 2014, May 2014

▼ **Table 3. National Energy Action Surgeries – 155 customers attended surgeries with 88 receiving bespoke advice**

Investment	Value £	Output	No. of beneficiaries	Term of return (years)	Financial proxy	Source	Annual value £	Total return £ (Quantity * Term * Value)
Customer time (£13/hr based on Office of National Statistics data)	£2,015	Switched utility provider	42	1	Average saving from switching	DECC	£191	£8,022
Efficiency measures (loft insulation purchase)	£900	Insulation purchased	3	5	Average saving from loft insulation	Centre for Sustainable Energy	£175	£2,625
UK Power Networks' investment	£19,000	Warm Home Discount	28	1	Standard Warm Home Discount rate	DECC	£140	£3,920
		Priority Service Register	59	5	Value of free gas safety check	NEA	£70	£11,211
		Improved health	42	1	Average cost by household of cold related health care	ONS	£8	£432
<b>Total Investment</b>	<b>£21,915</b>						<b>Total Return</b>	<b>£26,210</b>

## 5. Respond – Feedback outcomes

The final step in our engagement process is to respond back to our stakeholders describing the final outcomes from our activities. We use the methods as described in Table 1 to feedback to stakeholders.

We welcome all stakeholder feedback but at times there are sound business reasons why we are unable to take on board suggestions. Table 4 shows two examples of feedback from our stakeholders where we have decided not to implement the suggestion. However, even in these examples we will always provide a substantive response and explanation.

▼ **Table 4. Feedback from our stakeholders that we have decided not to progress**

You said	We said
Some stakeholders asked whether UK Power Networks had thought about a national television campaign to reach a wider audience?	Yes we have considered this. We held focus groups with customers and they told us that they wouldn't want us to spend our money on expensive advertising and instead would just like to know who to contact if they ever have a power cut or power enquiry. This has shaped our communication strategy to target our local communities with more cost effective communication messages rather than mass advertising.
Thames Water asked about the power cut map and whether faults can only be searched using the post code. The stakeholder suggested it would be good to link faults to MPAN numbers because companies with rural sites that may be affected sometimes have problems finding post codes for those sites.	Unfortunately this is not something we will be able to deliver. The Google maps engine search functionality that we use on the map doesn't support MPAN.



[www.ukpowernetworks.co.uk](http://www.ukpowernetworks.co.uk)