



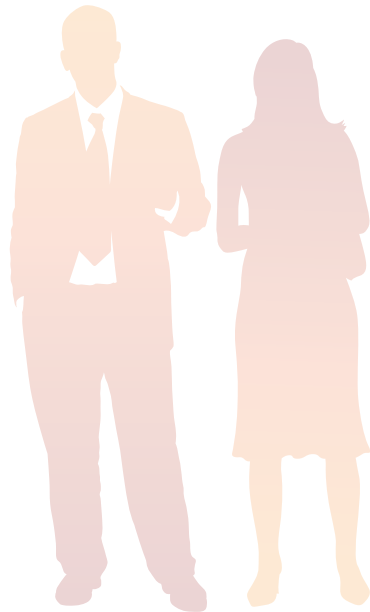
Stakeholder Engagement Incentive Scheme: **Part 2**



Part 2 – Benefits of our engagement



School safety activity



I am delighted to introduce our Part 2 submission under the Electricity Stakeholder Engagement Incentive Scheme 2014/15. This submission presents the outcomes achieved from our stakeholder engagement activities undertaken across our three licensed distribution networks:

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

The activities described in this submission represent a significant investment by UK Power Networks and we recognise the importance of aligning them to the priorities agreed with our stakeholders. We have achieved this by ensuring each activity links to our Materiality matrix shown in Figure 1. This has been updated to reflect stakeholder feedback as part of our annual review cycle.

Whilst we recognise the importance of delivering benefit to stakeholders we received feedback that we must improve the benefit tracking of our stakeholder engagement. After a considerable amount of research aimed at identifying best practice, we have developed a new mechanism for assessing the benefits of our stakeholder engagement. Within this submission we have used our new Social Return on Investment model to demonstrate the benefits from a number of initiatives delivered this year. We intend further developing this approach over the coming year.

We have chosen to showcase some of the key engagement activities from 2014/15 within this submission by providing commentary and insight into a range of initiatives. The case studies chosen include; an innovative campaign on consumer vulnerability which has increased the number of customers on our Priority Services Register by 40%; a demonstration of the scalability of an initiative to deliver cheaper and faster renewable connections; a significant reduction in telephone response times during severe weather events. All of these activities are key priorities for our stakeholders.

To reinforce the overall breadth and scale of our stakeholder engagement work a wide range of activities and outcomes are detailed in Table 3 of the submission, all of these are linked to our strategy by referencing the priority issues they address.

I am confident you will conclude that by effectively engaging with stakeholders our business performance has improved and we have delivered significant benefits to stakeholders.

Basil Scarsella
Chief Executive Officer, UK Power Networks



Introduction

This Part 2 submission demonstrates the impacts and benefits of our stakeholder engagement activities during 2014/15.

Within this submission we have included case studies to demonstrate how we have engaged with a diverse range of stakeholders, from vulnerable customers to renewable generation developers, on a range of priority issues and show how the outcomes link to our strategy.

To highlight the scale and breadth of our engagement we have also included many of the outcomes from our stakeholder engagement activities in Table 3. For each of these activities we link these back to our strategy by referencing the priority issue as agreed with our stakeholders from our Materiality matrix.

Our commitment to involve stakeholders to re-evaluate priority of issues annually

In 2013/14 we began the exercise of prioritising areas that are important to stakeholders. In 2014/15 our stakeholders played a significant role in further developing this. This was done through four specific Critical Friends Panels where we asked stakeholders to prioritise these issues, the results of which are shown in Figure 1.

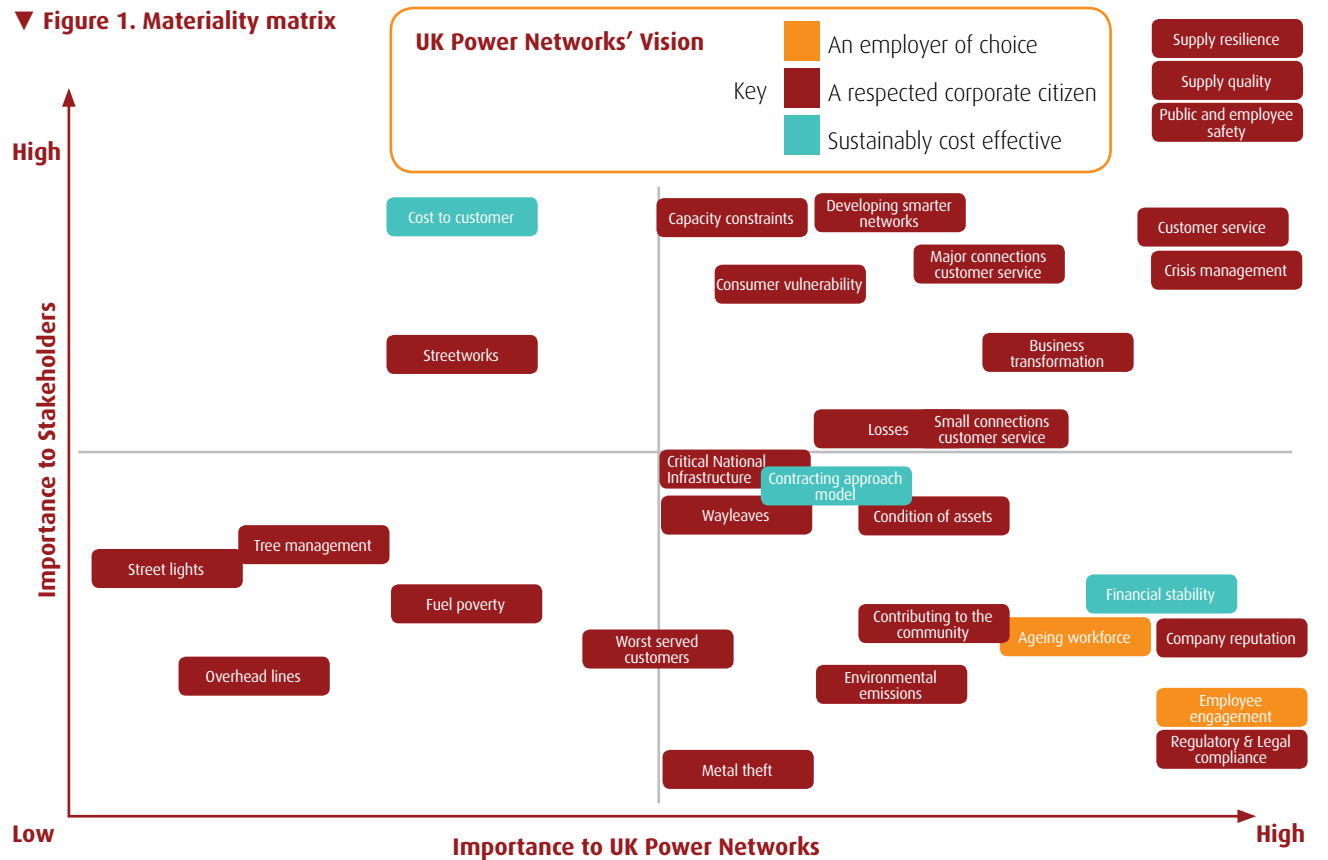
“UKPN are serious about stakeholder engagement. UKPN are willing to share a lot of information as a concept... This event was part of a programme and there is a good plan.”

Participant from Critical Friends Panel, LPN,
March 2015

Underpinning our process of engaging with stakeholders is a recognition that priorities will change, which means we regularly have to re-evaluate priorities.

We intend refreshing our Materiality matrix with stakeholder input on an annual basis.

▼ Figure 1. Materiality matrix



Getting the agenda right

As we operate across a wide footprint with a diverse range of stakeholders we decided to carry out specific analysis to see if there were any regional differences between the priority of issues. The key benefit of this analysis is that we understand what is that important to our stakeholders in our different regions and allows us to set the agenda for our engagement forums on a regional basis.

Case Study 1. Vulnerable customers and those who are hard-to-reach

We already have in place enhanced services for vulnerable customers including dedicated telephone lines, information packs and specialist support arrangements through organisations such as the British Red Cross.

However, feedback from stakeholders suggested that we should also look to increase the number of customers on our Priority Services Register (PSR) and increase awareness of our services across this customer group. We therefore made this a key stakeholder engagement objective for 2014/15.

Our multi-layered approach

We adopted an innovative multi-layered approach to reach our objective by engaging with the media, local authorities, and other third parties, using social media and by involving our employees.

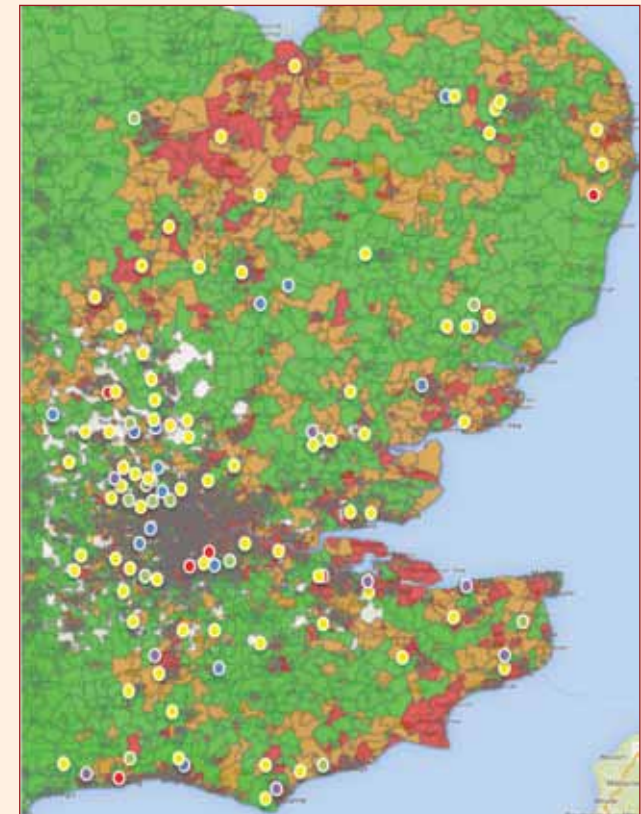
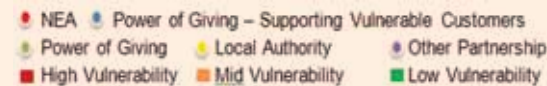
Our approach for customer vulnerability had two stages:

1. Increase awareness through a 'Get Ready for Winter' campaign
2. Establish programmes with organisations that could reach out to communities in a cost efficient way

Figures 2 and 3 show the distribution of our work on consumer vulnerability against background of levels of 'vulnerability'.

► **Figure 2. UK Power Networks' engagement activities in areas of high vulnerability**

► **Figure 3. UK Power Networks' engagement activities in areas of high vulnerability in London**



Stage 1 – Our awareness campaign

We developed and ran an awareness campaign called ‘Get Ready for Winter’ with the aim of increasing PSR numbers and increasing awareness of the services we offer. To do this we:

- Emailed 3.5 million customers offering them a chance to apply to the PSR
- Briefed journalists which resulted in significant local newspaper/radio coverage
- Engaged our 6000 employees to publicise the PSR to friends, family and neighbours. This resulted in our employees distributing over 77,000 leaflets in their local communities
- Used social media to publicise the PSR, by issuing Twitter updates and sponsoring two Facebook campaigns by the British Red Cross



Our stakeholders told us that our social media approach and involving our employees was innovative and industry leading. This view is reinforced by the fact that we continue to win awards for our digital media in customer services as well as employee related awards and recognitions. Our Part 1 submission has examples of the awards received in 2014/15.

Feedback following the ‘Get Ready for Winter’ campaign

“As a member of the UK Power Network Stakeholder Engagement Group we in Kent have been very impressed with the level of support and engagement shown by the company. In particular the work we have undertaken with the company on advertising and signing up vulnerable customers to the Priority Services scheme has resulted in closer co-operation and partnership working when there is a power outage in our area. If only all utilities companies were as proactive with partners”

Steve Scully, Kent County Council

“We have seen an improvement in getting information on the PSR to customers”

Local Authorities, Council Stakeholder at Vulnerable Customer event November 2014

“I would like to extend my gratitude for providing us with these leaflets to enhance the resilience of our vulnerable residents to power cuts.”

Michael Lewis, Sutton Council

Customer Testimonials

“They were great in our dealings with them - found out whether we had small children in the house (we do) and kept us updated very frequently with progress reports while the fault in our supply was repaired. They did all of this without having to be chased up by us!”

SPN

“Had an email from them a few weeks ago. That same evening I had a short power cut & was able to contact them via Twitter to tell them about the power cut & to find out more information about how long it was likely to last.”

LPN

Outcomes achieved through our awareness campaign

Our approach to consumer vulnerability has:

- Reached 9 million customers in 2014/2015
- Increased awareness of our services amongst the vulnerable customer group by 8%
- Increased our Priority Services Register population by 40% as shown in Table 1

Table 1. Priority Services Register population

	13/14	14/15	Increase %
EPN	197,132	261,493	32.65%
LPN	69,837	103,787	48.61%
SPN	111,645	165,169	47.94%
Total	378,614	530,449	40.10%

Calculating the benefit to stakeholders

Before our Get Ready for Winter Campaign, the PSR increased by approximately 10,000 new applicants per month; however, during the 5 months of the campaign this rate increased to around 17,500 per month. Our research tell us that around 60% of PSR customers are entitled to a free gas safety check worth £70; and that each year 5% of customers leave the PSR. Using this information we are able to calculate a benefit of our campaign.

Using our Social Return on Investment (SROI) model described in our Part 1 submission, we can show that our ‘Get Ready for Winter’ campaign delivered a £70.99 return for every £1 invested.

Stage 2 – Establishing enduring and cost effective programmes

The second stage of our approach focused on working with the organisations that are best placed to help us reach out to vulnerable customers. This has resulted in:

- 121 local authorities contacted which led to:
 - 3,850,000 households receiving information via council publications
 - 56 councils adding information about our PSR to their websites
 - 26 councils promoting the PSR through their own social media channels
- 1,500 parish councils placing orders for literature to distribute into local communities

▼ **Table 2. Calculation of the SROI of the Get Ready for Winter campaign**

Stakeholder	Input		Output	Outcome					
	Resource	Value		Changes made	No. of beneficiaries	Measure	Annual value of change per beneficiary	Duration of savings (years)	Social return
UK Power Networks	Staff Time	£21,175.00	26 face to face engagements	increase in PSR numbers	37,098	Value of free gas safety check	£70.00	5	£7,047,377.80
	Literature printing and design	£40,000.00	217240 leaflets distributed						
	Advertising costs	£9,137.00	65117 homes reached through direct mailing						
	Travel costs to 26 meetings	£1,950.00	85,679 homes reached through council tax insert						
	Email to customers	£7,000.00	3,989,575 homes reached through newsletters						
	Social media engagement	£10,000.00	3,500,000 million emails sent						
	New materials for the blind & visually impaired or those who speak another language	£10,000.00	78 partners display material on their website						
			23 partners re-tweet our messages						
			2,000,000 customers reached through Social Media coverage						
	Total	£99,262.00		<p>Social return on investment = £7,047,377.80 / £99,262.00 = £70.99 for every £1 invested</p>					

Advocacy: Feedback on our customer service for vulnerable customers

"I initially called the UKPN helpline to sign up to the Priority Service Register. I look after someone who has Tourettes and extremely challenging behaviour but who also has leukaemia and needs a hospital profiling bed. The bed is used 24/7 and the lights are on day and night as care and medication is provided all the time. As well as caring I also suffer from epilepsy and I am on a CPAP ventilator to maintain breathing at night as I fit. The woman I spoke to at UKPN was so helpful and non-judgemental. During the conversation she also asked me whether I knew about the Warm Home Discount, which I did not. We talked through my situation and I discovered I was eligible for the discount and saved £140. This money makes such a difference to me as a carer, because it means that we as a family are able to keep the heating on for a little bit longer and keep warm and I, as the carer, do not have to worry so much about the bill. Also knowing that, if there was a power cut, my household would be a priority reassures me as having a profiling bed stuck and trying to move someone is no joke and for me the risk of sleeping without my ventilator is too great."

Carer registered at Action for Carers Surrey, Carers Trust

The outcomes described and benefits delivered are compelling evidence that our work on customer vulnerability has been a success.

In addition to working with local government we collaborated with a wide range of organisations to improve engagement, always mindful that these activities must add value for stakeholders.

Power of Giving

The Power of Giving fund is part of our 'Community Matters' scheme and was first launched in June 2013. Under this scheme local community projects can apply for funding to help communities address issues such as reducing fuel poverty, enhancing energy efficiency or promoting a low carbon economy. In 2014/15 we received 274 Power of Giving applications and awarded 34 applicants a total of £316,170.

Age UK London received £9,800 to deliver events across London promoting and advising on energy efficiency measures and addressing fuel poverty, focussing on customers of a pensionable age. They delivered 22 workshops and provided materials to 910 other organisations that work with older people. The workshops generated £14,520 of benefits to customers, a social return on investment of £0.79 for £1 invested.

Home Energy Efficiency Training (HEET) Trinity United Reform Church, in Waltham Forest, developed a Fuel Debt Prevention project which was delivered across the London Borough of Waltham Forest. As part of the project they completed 219 Home Energy Checks and delivered 13 outreach events. It was part funded by our Power of Giving fund, receiving £10,000. It generated £35,378 of benefits to customers with a social return on investment of £2.56 for £1 invested.

Case Study 2. Engaging customers in our business transformation

Our Business Transformation Programme (BTP), a £50m investment by our Board, is a 3 year project to upgrade the business systems and processes across UK Power Networks. This programme will deliver significant benefits to customers once fully deployed.

As part of the programme we invested £198,000 in customer research, which told us that we had to improve our communication channels. For example, customers told us that they wanted to be able to access services through our website.

The results from this research were fed back into BTP and we made new on-line services a key programme objective. In August 2014 a representative group of customers tested the initial designs. They said that they wanted more visuals and imagery to help explain the work we undertake. In response we altered our website design to include more imagery and also

restructured our web pages to allow for customers to search in a variety of ways.

In January and February 2015 customers again tested our revised web site designs. They told us the log-in and registration processes were unclear and suggested further improvements, which we made. They also told us that they were finding the navigation too complicated so we simplified the site navigation.

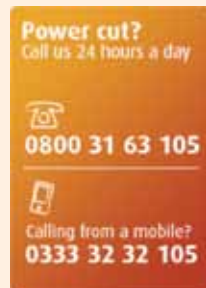
We held a final face-to-face session with customers to review the final production system before going live with the enhanced website. We know stakeholders value good customer service, it is a priority issue on our Priority of Issues matrix, so gaining first hand feedback on our new suite of online services is critical to the success of our Business Transformation Programme.

Benefits of BTP

- A enhanced more user-friendly website
- A new self-serve customer portal
- More pre-application for customers
- Better, faster and more reliable customer service
- Reduced lead times for customers requiring services

Case Study 3. Living up to customers' expectations in difficult times

Over the last two years we have seen a number of severe weather events, each of which can disrupt services to our customers. We regularly ask stakeholders for feedback on what they expect during severe storms and how we can improve. Their highest priority is to receive accurate and timely information and updates on restoration. We know that customers have an expectation that things should quickly be back to normal.



Following one severe weather event a customer told us:

"I made several phone calls over a three day period and experienced long waiting times. Also, despite making it clear that I was calling from a mobile phone I was not made aware of the non 0800 and lower rate number until the 4th or 5th phone call."

Our stakeholders have told us that Supply Resilience, Crisis Management and Customer Service are all high priorities, and

our Materiality matrix reinforces this. This makes severe weather response a key priority for us and we have made a number of changes to improve service during a severe event.

Improvements and benefits

We trained an additional 870 employees in emergency call handling, this has immediately resulted in improved telephone response times. This initiative is now fully deployed and our telephone response times have improved from 36 to 5 seconds during severe weather events during 2014/15.

In addition we have made it simpler for customers to contact us by merging our three different power cut telephone numbers into a single 0800 number, and by providing a lower cost 0333 number for customers calling from a mobile phone.

We have also trained over 2000 employees as Scouts to assess network damage within the first 24 hours of a severe weather event. This new role means we can gather fast and accurate assessments of the scale of the damage to the overhead line

network, and allows us to provide customers accurate information on estimated restoration times. Using Scouts to assess damage also allows our engineering teams to focus on restoration and repair work which speeds up customer restoration times. The Scouts also take photographs of network damage which are uploaded to our website and available to customers.

"That UKPN have noted the lessons learnt after last winter's weather and acted upon them"

Participant from Critical Friends Panel 8, EPN, October 2014

Costs Benefit Analysis

We invested £116,785 in staff training costs under our wider-call handling initiative and our telephone response time during severe weather events has now been reduced to 5 seconds.

Case Study 4. Faster and cheaper connections of renewable generation

Introduction: What is a Flexible Distributed Generation connection?

We are seeing an exponential growth in renewable generation (distributed generation (DG)) as a consequence of the move to a low carbon economy. One impact of this is that where conditions are favourable, such as locations that experience consistent wind speeds and sympathetic planning authorities, we see a high level of electricity network connection requests. This puts pressure on the existing electrical network capacity and in many cases resulted in the need to upgrade the network to meet the new demand. The costs of this upgrade work, and the additional time required to complete the upgrade work, often make the connection considerably more expensive and at times resulted in the project being suspended as it became financially unviable.

Our Flexible Distributed Generation (FDG) connection is an initiative that means we can connect generation to the existing network without the need to upgrade and this means connections can be completed more quickly, and at a lower cost. In exchange for this lower cost, at times of peak demand, UK Power Networks limit the amount of energy exported using clever technology called Active Network Management (ANM), to reduce the capacity demands on the electricity network.

Our ANM technology was developed under the innovation project Flexible Plug and Play and was trialled in an area between Peterborough and March in the East of England. By April 2015, this trial had been so successful that seven schemes had been connected with an agreed generating capacity of 25MW, enough energy to power around 22,500 homes. Such was the interest and demand from stakeholders that we took the decision to fast track the concept into business as usual operations, now called FDG, in November 2014, 6 months ahead of the original release date.

Cheaper and faster renewable connections

The Norwich region was chosen as the first area to benefit from FDG as the network in that area is close to capacity and a popular location for DG projects. We took a proactive approach and asked DG customers to express-an-interest in an FDG connection, this resulted with nearly 80 projects being identified. This response gave us an overview of the possible network impact and allowed us to do some detailed analysis.

We then asked customers who wished to proceed further to make an application for a feasibility study. This allowed us to design a solution taking account of only the projects likely to proceed. This collaborative approach to connections was unique as we have never before assessed connections applications in groups. We received feasibility study applications for 40 of the projects, of which 29 decided to proceed further and designs were progressed for a total generating capacity of 221MW.

Best in class

The Flexible Plug and Play project, which has now become our FDG connection, won two awards in 2014;

- the Energy Institute Innovation award
- the Low Carbon Innovation Award at the East of England Energy Group Awards

This highlights how this innovative approach is best in class.

"It's a fantastic and very innovative concept that provides a really useful and low-cost way of connecting renewable generation developments to the electricity network. It was widely lauded by all the judges."

Simon Gray, Chief Executive of East of England Energy Group

Figure 4 shows where we currently offer FDG and future planned roll-out areas for this scaleable and transferrable concept.

▼ Figure 4. FDG availability



Benefits to customers of FDG in the Norwich area

- FDG connections have been delivered up to 2 years quicker than conventional connections
- 9 projects totalling 85MW of new distributed generation have been connected
- FDG has saved these 9 projects approximately £14.1m in connection charges

Case Study 5. The unique characteristics of Central London

We recognise that Central London has some unique characteristics. For example, it houses the political, financial and entertainment districts of one of the most important cities in the world. It is the economic engine of the UK and has a diverse socio-economic profile, with some of the most affluent areas of the country, alongside some of the most deprived.

Whilst we understood these unique characteristics, it was the feedback from stakeholders during the development of our RIIO-ED1 business plan that helped us focus our efforts. In response we now have a dedicated Central London Critical Friends Panel as a forum to discuss and understand specific stakeholder issues. During these panel sessions we have been told;

“Resilience of network for customers is high focus which was initial concern for myself”

“More stakeholder engagement”

“More transparency in reporting”

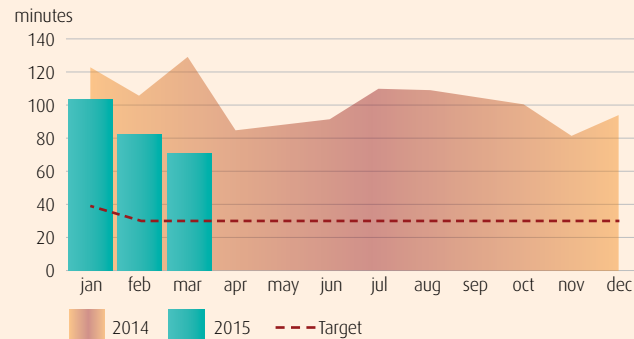
“Performance has improved. Customer focus is more of a priority”

Our Materiality Matrix confirms that supply resilience is very important to all stakeholders but in direct response to feedback from the Central London Critical Friends panel we made an initial investment of £3.1m in 2014/15 to develop a specific strategy for Central London. This involved establishing a 24 hour customer service hub located in the heart of the city. From this new base our engineers are able to respond faster to network incidents, and our restoration times have improved.

In addition, as part of our plan for RIIO-ED1 we identified the need to invest a further £100m in extra network capacity to meet growing energy demands.

We have worked with the Greater London Authority, the City of London Corporation, local authorities and organisations representing business and commerce. This stakeholder feedback has informed and influenced all aspects of our Central London strategy, including our planning assumptions on load growth, our key performance indicators and our work programme of investment work.

▼ **Figure 5. UK Power Networks’ average time to site for Central London**



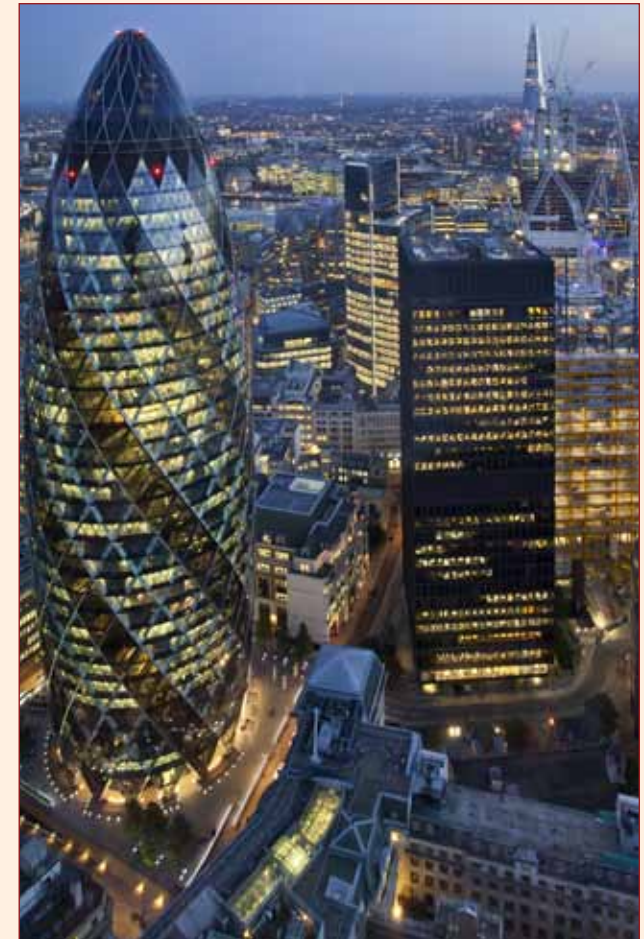
Our stakeholders have asked us to report back annually on progress against our plans and Key Performance Indicators for Central London, this will offer real benefits in terms of transparency and accountability.

Our engagement in Central London has also covered:

- consultation on our planning assumptions, including economic forecasts and site specific information on load growth
- a liaison group with the Greater London Authority

Benefits

- As a result of new customer service hub our fault response times has improved significantly, this is illustrated in Figure 5
- We can now report against specific Key Performance Indicators for Central London
- We can measure customer satisfaction for Central London



Our stakeholder engagement outcomes

▼ **Table 3. Outcomes from our stakeholder engagement activities 2014/15**

Priority issue	Activity and outcomes
Ageing Workforce	We work in collaboration with industry partners to bridge the skills gap on a project called Apprenticeship Trailblazers. As part of the partnership, we designed a new apprenticeship standard focusing on the Power Network Craftsperson. In one year, 100+ new apprentices started working in the industry, and 29 of them work for UK Power Networks
Ageing Workforce	Six apprentices are joining UK Power Networks from an initiative called Talent Bank, provided by Energy and Utility Skills. UK Power Networks leads on this programme and provides the training where other organisations are unable to cover the requirements
Capacity Constraints	Our distribution generation capacity maps for EPN and SPN have been viewed 5814 times. The maps give an indication of whether our network can accept connection of new generation equipment
Capacity Constraints	We have updated our distribution generation heat maps for EPN and SPN 17 times
Contributing to the Community	538 employees supported 71 different organisations across our three networks through our volunteering programme, Helping Hands. This equated to an investment of 4,277 hours of company time, costing £106,582.84
Contributing to the Community	We supported Business In The Community (BITC) and HM Prison Highpoint in producing a strategy and business plan for the 'Breaking the Cycle' offender rehabilitation programme. Through the BITC project we have successfully employed a trainee craftsperson
Contributing to the Community	We worked with Business in the Community on the 'Made in Marylebone' project, which is a social enterprise providing external catering services by homeless women. The project has made £7,700 through our use and recommendations on the services, and contributes towards the women developing confidence, new skills and independent living
Company Reputation	16 reports detailing our discussions were produced following the hosted events and are available on our website
Company Reputation	6000 stakeholders have received three issues of the Power to your Voice newsletters via email
Consumer Vulnerability	We received 1877 calls from vulnerable customers affected by power cuts, and all of them received bespoke support
Consumer Vulnerability	British Red Cross went out to site 84 times to support 610 vulnerable customers
Consumer Vulnerability	26 UK Power Networks' staff trained as Customer Champions were called out to support vulnerable customers since scheme was re-designed in October 2014
Consumer Vulnerability	We distributed over 700,000 leaflets on Priority Services to third parties in the community as well as using our online channels
Crisis Management	6924 emails sent to stakeholders from the local authorities, parish councils, charities, non-governmental organisations and emergency organisations warning of possible severe weather
Customer Service	59 additional Customer Champions were trained to improve customer service and available to go out on site on high impact incidents
Customer Service	We reduced the call duration of general enquiries by 5% by simplifying the questions in response to customer feedback
Customer Service	We increased customer satisfaction by simplifying the questions asked when raising General Enquiries to 8.87 by December 2014, the upper quartile score for the UK services industry is 8.2
Customer Service	We received 922 less complains in 2014 than in 2013 and our performance to resolve complaints on the first day improved by 8%
Customer Service	We implemented a new Faults and Priority Service Interactive Voice Response system to reduce average call waiting time from 7 to 3 seconds
Customer Service	We responded to 21,910 tweets from customers experiencing power cuts
Customer Service	We had 1,142,934 website visits
Customer Service	1,005,448 customers used our website self-service tools

Priority issue	Activity and outcomes
Customer Service	73,757 customers engaged with us via social media
Developing Smarter Networks	We hosted eight knowledge sharing events on innovation. The knowledge is available on our innovation website: innovation.ukpowernetworks.co.uk
Environmental Emissions	Sustainability report covering UK Power Networks' activities and community involvement was assessed at A+ application level for Global Reporting Initiative 3.1
Employee Engagement	2486 (49%) employees engaged directly with our CEO and Executive Management Team via specific questions and answers dial-in sessions or meetings
Fuel Poverty	<p>Outputs from our Power of Giving 'Home Energy Efficiency Training' (HEET) project included: 13 events held, 112 customers advised at the events, 46 health and social care workers trained, 219 Home Energy Checks carried out, 182 energy efficiency measures installed</p> <p>Cost benefit analysis</p> <p>Average household savings from energy efficiency improvements: £244.25 (based on required fuel usage not actual usage)</p> <p>Average household income improvements resulting from benefits advice, tariff switching and Warm Homes Discount: £238.51</p> <p>Carbon emissions saved as result of work: 147.98 tonnes</p>
Fuel Poverty	Following request from carers, we ran a two week online discussion board with Carers Trust, engaging carers on fuel poverty. The questions and answers from the discussion are available on the Carers Trust website, we invested £1000 in this initiative
Fuel Poverty	2 UK Power Networks' employees received a City & Guilds 6281-01 Level 3 qualification in Energy Awareness by the NEA. This is used when supporting the NEA in energy efficiency surgeries and to help identify fuel poverty issues as Customer Champions providing appropriate advice
Major Connections Customer Service	We provide account management services to over 250 connections customers and achieved an average satisfaction score for the service of 8 out of 10 during the annual survey
Major Connections Customer Service	We achieved a monthly satisfaction score of 8.47 from Distribution Generation customers
Public Safety	3000 leaflets were distributed regarding public safety to raise the awareness of our electricity network on private property
Public safety	We delivered 3 workshops with the NEA on electrical safety and energy efficiency to young carers, achieving 91% positive feedback. Lessons learnt from these workshops have resulted in more targeted and sophisticated follow-up engagement with this stakeholder segment
Public Safety	61 letters were sent to contractors providing safety information regarding cable damage
Public Safety	We run a public safety programme at an annual cost of £500,000 which includes 6.5 full time employees. Our proactive safety programme reached out to 287,273 children and members of the public. The team also reacted to network incidents and attended some 934 events to give safety guidance and information to the third parties involved
Small Connections Customer Service, Major Connections Customer Service	787 stakeholders attended 66 hosted stakeholder events to give and receive feedback on key areas of our business such as connections, distributed generation, priority services and highway services



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