



Stakeholder Engagement

Ofgem incentive scheme 2013/14

SUBMISSION PART ONE

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Introduction

WELCOME TO THE WESTERN POWER DISTRIBUTION (WPD) 2013/14 STAKEHOLDER ENGAGEMENT SCHEME SUBMISSION

“It’s very easy for companies to assume they know what customers want, but we don’t have the monopoly on thought which is why we are committed to stakeholder engagement. Our biggest and most important stakeholders are the 7.8 million people who rely on us every day. This is why we engage with them and use their feedback to make changes to our services.”

Our approach - relationships & delivery

We aim to gain trust by demonstrating that we listen to our stakeholders and then by making changes. In doing so, we can build relationships where engagement and knowledge flourishes and grows. This approach enabled us to build our Business Plan with stakeholders in stages, culminating in them reviewing every one of the 76 outputs that formed the final Plan. At the last workshops before the Plan was submitted, feedback led to further substantial changes to topics as varied as the amount of SF6 insulating gas lost from switchgear, to the speed with which we will deliver our social obligations commitments.

Talking shops are a waste of time and WPD don’t do them. Engagement is always driven to achieve clear outcomes and benefits. This is how we deliver value for money.

Our business structure is based on a flat, locally operated model where our people take responsibility for all local issues, deliver work programmes and respond quickly when power cuts occur. While our stakeholder engagement covers big strategic decisions that impact WPD at a regional and national level, we manage our activities via a ‘centrally co-ordinated, locally delivered’ model. Every WPD workshop is facilitated by several network managers. I want my staff to hear directly from stakeholders, so they understand what we are striving towards on behalf of customers.

Ensuring appropriate resources & oversight

I, along with the three WPD board directors, review our stakeholder engagement strategy (and our new social obligations strategy) once a year. This includes an action plan containing costs and owners, which enables me to monitor delivery. Relevant information is included in my monthly KPI report, as well as the presentations prepared for our ownership group, PPL.



In doing so, I can ensure that we have the appropriate resources dedicated to delivering our stakeholder engagement programme. For example, feedback from our Customer Panel led us to commit to improve the quality of data held on our Priority Service Register. As a result, we set up a dedicated team to proactively contact customers and update their details. This was an initial six month pilot. Within the first three months the benefits were clear. After sharing the results with stakeholders we were encouraged to accelerate our programme, so I made the team permanent and doubled the headcount.

Personally engaging with stakeholders

Having a detailed oversight of our engagement activities is very important, but so is leading by example. I am proud to attend every Customer Panel and to lead our new Connections Customer Steering Group. I met with the assessor for the Customer Service Excellence standard as part of our 2014 reaccreditation to explain my commitment.

I also host annual staff roadshows, where I meet in person with every one of WPD’s 6,500 employees. I explain our performance and the importance of everyone’s role in making WPD the best DNO in the UK. This way, my staff buy into WPD’s vision and understand how integral they are to our success.

Robert Symons, Chief Executive

Submission structure

Our Part One submission provides an overview of our engagement strategy, evidence of how this has been independently evaluated and several examples of how we monitor and act on feedback:

Pg 2-3 WPD’s stakeholder engagement strategy

Our core strategy and significant additions to this in 2013, including new social obligations and social media strategies

Pg 4-5 Independent audit & evaluation

Results of the 2014 external Customer Service Excellence audit

Pg 6 Accreditation schemes & standards

WPD’s compliance with BS 18477 - the British Standards Institute’s standard for inclusive services

Pg 7 Culture change & senior manager buy-in

My role in reviewing our strategy every year, external assessments of our culture and the involvement of operational managers in our engagement activities

Pg 8-9 Results & feedback from engagement

Examples of how we robustly capture stakeholder feedback and use it to drive decisions and assess the impact of initiatives

Pg 10 Acting on feedback

A summary of our major engagement methods and examples of actions taken as a result of feedback, including costs

Our Part Two submission details how we have put our engagement strategy into practice and the significant activities, outcomes and action plans arising from it over the last year:

Pg 2-3 Outputs summary

The key outcomes achieved, split by all the major segments

The remainder of the submission focuses on the outcomes resulting from our stakeholder engagement in four key areas:

Pg 4-5 Core engagement

Flagship activities that influence our strategic decisions

Pg 6-7 Social obligations

Partnership working to support our most vulnerable customers and help lift people out of fuel poverty

Pg 8-9 Emergency resilience

Engagement to ensure we provide the best service in the UK, particularly during severe weather

Pg 10 Connections

Actions taken to improve our connections service, addressing the needs of different and emerging stakeholder groups

WPD's engagement

AN OVERVIEW OF OUR APPROACH TO ENGAGE A BROAD AND INCLUSIVE

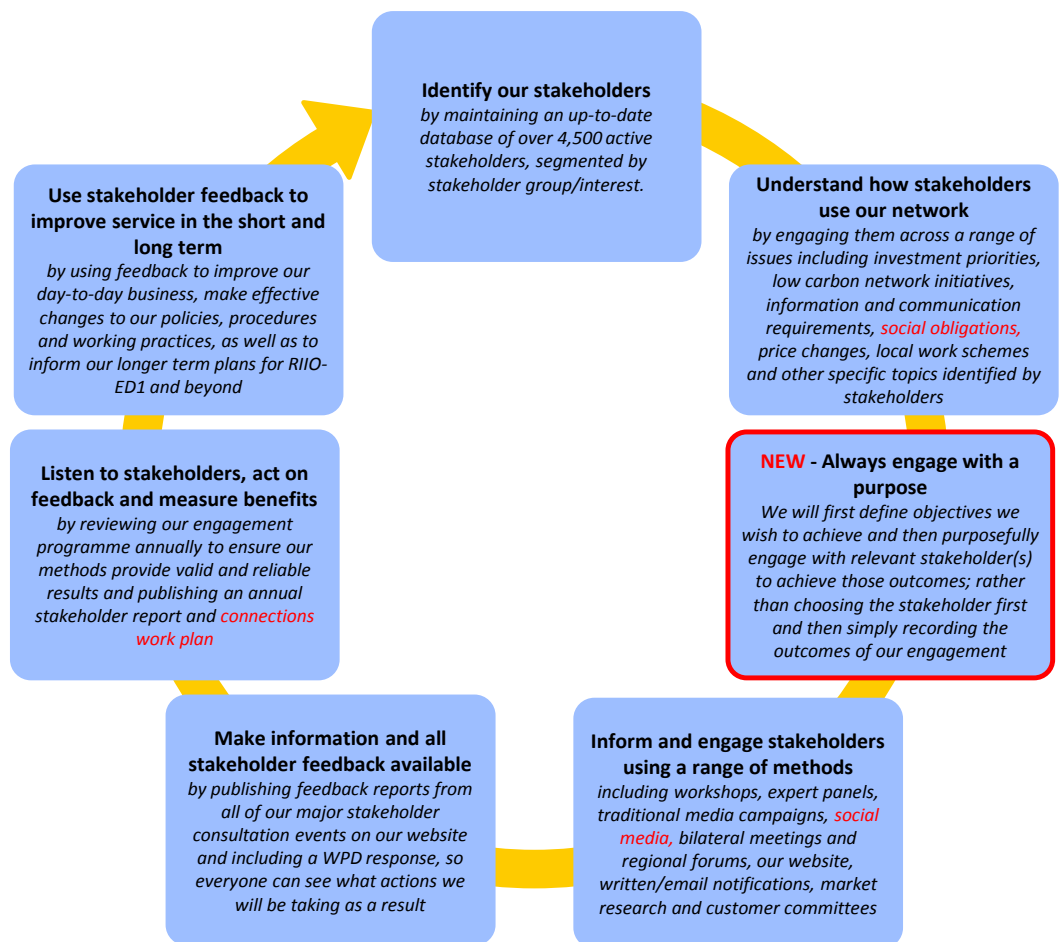
OUR CORE STAKEHOLDER ENGAGEMENT STRATEGY

WPD has had a comprehensive stakeholder engagement strategy since 2007. This strategy is reviewed and approved by our Chief Executive and Directors every year, along with an action plan containing owners, costs and milestones. Progress against this plan is then monitored regularly throughout the year.

Feedback from stakeholders, external accreditation as part of the Customer Service Excellence Standard and WPD's first place ranking in Ofgem's previous Stakeholder Incentive Schemes indicates that this strategy is effective and robust.

In the simplest terms possible, our strategic approach to engagement is to be **inclusive, tailored** (using the most appropriate engagement method to suit each stakeholder group) and always **driven to achieve measurable outputs**.

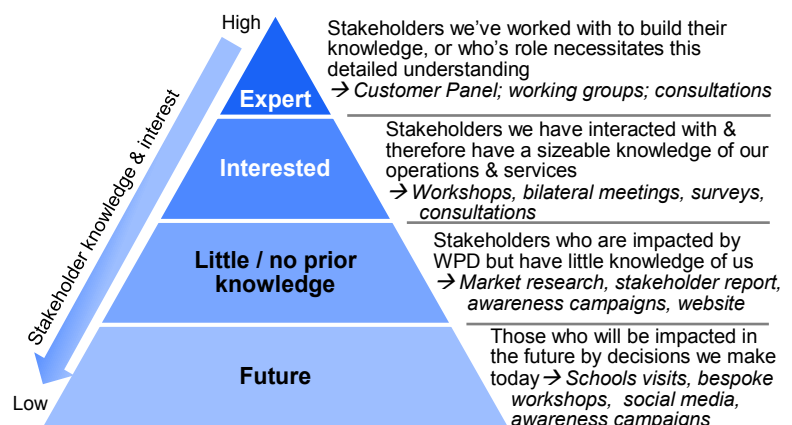
Our engagement is business-led, with staff at all levels involved - from WPD's CEO chairing the Customer Panel, to local Distribution Managers attending workshops, to Network Planners helping customers at Connection Surgeries. Stakeholder engagement is seen as part everyone's job at WPD.



Our approach

This strategy is underpinned by five key goals. WPD's engagement programme is:

- 1. Inclusive of all interest levels** - by tailoring our methods of engagement to suit the knowledge of our stakeholders
- 2. The most extensive** - by engaging the largest number of stakeholders, from a wide range of backgrounds, as possible
- 3. The most detailed** - by maintaining relationships with stakeholders and building their knowledge, so they can understand and refine our plans in increasingly comprehensive detail
- 4. Expert-led** - by ensuring every workshop is facilitated by staff directly responsible for the work area being discussed
- 5. Deliverer-led** - by having all stakeholder workshops facilitated by WPD Distribution Managers, who are responsible for managing the local network and delivering local work programmes



strategy

RANGE OF STAKEHOLDERS

How we identify our stakeholders

Crucial to the success of our strategy is the identification of stakeholders. We revisit this annually to ensure we recognise new and emerging groups. WPD's re-segmentation exercise in 2013/14 revealed 'community energy groups' as a new segment under 'connections', whilst 'electric vehicle' representatives have emerged as a growing segment within 'Innovation'. Fuel poverty partners such as National Energy Action (NEA) and Energy Saving Trust (EST) have also only emerged in recent years.

WPD's starting point is to consider those stakeholders who are influenced by our operations and/or those who may directly influence our services. There are three levels to our segmentation - 1) the overall stakeholder category; 2) sub groups; 3) specific named types of stakeholders (see an example opposite →).

A full list of the major stakeholder subgroups can be found on pages 2-3 of WPD's Part Two submission.

Social obligations			
Vulnerable	Fuel poverty	Hard to reach	PSR
Examples include: Age UK, NEA, EST, Centre for Sustainable Energy, Citizens Advice, housing associations, Shelter, Red Cross, Fuel Poverty Advisory Group, money advice services etc			

EXPANSIONS TO THIS STRATEGY IN 2013/14

A number of additions have been made to our core strategy in the light of emerging areas of consumer concern. Two new appendices were recently added, both of which were built with the help of stakeholders, including critical evaluation from WPD's Customer Panel:

Social Obligations

Since 2005, WPD's partnership approach to vulnerable customers has been recognised as best practice by Ofgem's Discretionary Reward Scheme and our external Customer Service Excellence accreditation. During this time, WPD's approach to service provision has largely focused on customers on the Priority Services Register (PSR) who are registered as being dependent on electricity due to age, disability or chronic illness. Going forward, WPD will focus on social obligations in relation to a broader group of customers who are defined as vulnerable for a range of reasons including energy affordability.

In order to respond to the needs of these customers, WPD has consulted stakeholders on new approaches to vulnerability. In 2013, we worked with stakeholders to build our strategy from scratch and it has been influenced greatly by the actions labelled 'A' to 'E' below. This feedback has led to a clear and purposeful, four-fold strategy:

A. Consult with stakeholders to identify priorities

B. Identify new partner organisations

C. Work with partners to understand vulnerability factors

D. Work with partners to develop appropriate services

Our strategy in brief

1. Broaden understanding of customer vulnerability
2. Improve data accuracy
3. Improve the services provided in relation to power cuts
4. Address fuel poverty by providing referrals to key information

E. Learnings from joint outreach projects with partners

As a new strategy, our implementation has only just started. Therefore our initial approach, as endorsed by stakeholders is to:

1. Pursue a series of pilots in 2013/14; to monitor value for money and effectiveness before up-scaling the most successful projects.
2. Adopt a four-year rotation for outreach projects; one per licence area each year, to cost effectively work in the top fuel poverty hotspots in our regions.

Social Media

As a rapidly expanding area, WPD initially adopted a "soft launch" approach to Twitter, to identify customers' expectations and the types and frequency of use. We focussed on responding promptly to power cut enquiries; but we quickly expanded the service, recognising that social media is a key tool to inform (during incidents) and engage (on wider issues). WPD's social media goals are to:

- Inform customers and wider stakeholders about power cuts
- Act as a means of two-way communication with customers
- Meet customer expectations and enhance customer service
- Educate them about what we do - raising awareness & our profile
- Engage them on topics of wider interest and concern
- Monitor the views and opinions of stakeholders, including wider issues that may impact WPD now or in the future

Working with our Customer Panels we developed a new strategy:

Purpose:	Clear target audience <ul style="list-style-type: none"> • Customers • Journalists • Partners • DNOs • Contractors • MPs & Local Authorities • Emergency services • Suppliers 	Relevant, engaging content As well responding to queries we will proactively tweet to: <ul style="list-style-type: none"> • Inform about power cuts affecting >500 properties • Promote our services (e.g. PSR) • Advise & educate (e.g. what to do in a power cut) • Update about latest news (e.g. investments, community support) • Promote initiatives & events (e.g. Customer Awareness Campaign, Low Carbon Networks Conference) • Invite responses to consultations/surveys • Introduce the person managing Twitter that day
	Real-time monitoring @wpduk tweets prompt alerts for immediate response. We monitor keywords & indirect mentions & respond as appropriate	Promotion via our own Twitter account, website & customer awareness campaign
Management:	Structure for success Dedicated team responsible for content & day-to-day management. Appropriate policies, governance, training, systems & performance analytics in place	Crisis management Large pool of trained staff (with system access) to provide regular, proactive updates in emergencies

Independent audit

TO EXTERNALLY ASSESS WPD'S APPROACH TO ENGAGEMENT

CUSTOMER SERVICE EXCELLENCE (CSE) STANDARD

WPD undergo a stringent external assessment of our engagement activities every year. The CSE standard seeks to ensure we are providing services that are efficient, effective, equitable and have the customer at the heart of everything we do. There is a strong focus on the quality of our engagement methods and in particular the steps we take to develop customer insight, understand users' experiences, robustly capture their feedback and measure satisfaction. The standard assesses WPD's delivery, timeliness, information, professionalism and staff attitudes.

The CSE standard helps us to identify improvements, develop new skills and processes and independently validate our achievements. It is an intrinsic part of our engagement programme, allowing us an objective insight into what we are doing well and how we can do better. For this reason, WPD have held the charter mark of best practice since 1992 - the only energy company in the UK to do so.



The overall assessment:

An external auditor undertakes an annual two day visit. WPD are assessed against 57 elements and have full compliance against every one. As an established holder of the charter mark, WPD are assessed as part of a three year rolling programme, where one third of the standards are reviewed annually. Up to five pieces of evidence are audited for each element, ranging from policies to workshop results and action plans. In addition, there are interviews with senior managers including WPD's CEO and visits to operational teams to review services in action.

There are four potential outcomes ranging from 'non-compliance' to 'compliance plus' (the highest level possible, indicating best practice across all sectors). In 2014 WPD were successfully reaccruited, and demonstrated that significant improvements had again been made by achieving compliance plus in almost every element assessed:

	Previous	2014 audit	Difference	New total
Compliance Plus	8	15	↑ 7	21 (out of 57)
Full compliance	9	3		36 (out of 57)
Partial compliance	1	0	↑ 1	0
Non-compliance	0	0		0

“WPD is continuing to perform strongly and demonstrated exceptional resilience during the severe weather conditions experienced during the winter of 2013/14. The success of the Stakeholder Engagement Programme... confirms that WPD continues to lead the field in timeliness and quality of service.”

The assessment in detail:

Grouped under the following headings are examples of some of the relevant CSE-assessed standards against which WPD have been assessed as 'compliance plus', the types of evidence audited under each and an excerpt from the 2014 assessment report:

Process and quality of engagement

Standard assessed	Example evidence
1.1.1 In-depth understanding of the characteristics of current & potential customer groups	<ul style="list-style-type: none"> Stakeholder segmentation, incl. gap analysis for Customer Panel membership 'Future customers' workshops Consultation with developers (incl. Distributed Generation (DG) & community energy groups) Customer surveys (incl. vulnerable customer research) Priority Services policy
1.2.1 Strategy for engaging & involving customer groups using a range of methods appropriate to their needs	<ul style="list-style-type: none"> Stakeholder engagement strategy WPD Customer Panel & stakeholder workshops Social media policy & operations Customer leaflets & website
1.3.1 Reliable & accurate methods to measure stakeholder satisfaction on a regular basis	<ul style="list-style-type: none"> Stakeholder workshop satisfaction feedback Broad Measure customer satisfaction survey results Vulnerable & DG customer research
3.2.3 Improvements to the range, content & quality of verbal, published & web-based information, to ensure it is relevant & meets customers' needs	<ul style="list-style-type: none"> Website redesign Customer awareness campaign on TV, radio, newsletter & Twitter New leaflets & newsletters for rural customers

2014 assessment report excerpt

“The application demonstrates clear and in-depth understanding of customers. The assessment visit included attendance at the Customer Panel meeting which considered an action plan developed from stakeholder workshops. It was clear from discussion with participants that this process is longstanding and drives service, policies and priorities. Of particular note was the refinement and improvement of the data held on the Priority Service Register and 'Future Customer' workshops engaging 14-18 year olds.”

& evaluation

Senior Manager buy-in and the impact on culture Organisational activities and senior decision-making

Standard assessed	Example evidence
2.1.1 Corporate commitment to putting the customer at the heart of service delivery & leaders in the organisation actively support this	<ul style="list-style-type: none"> • Stakeholder engagement & social obligations strategic reviews • Bi-monthly Board meeting • Chief Executive's annual staff roadshows • 'First Time Every Time' ethos & staff training • Operational visit & overview - senior management of customer service
2.2.1 Demonstrable commitment to developing & delivering customer focused services through recruitment, training & development policies for staff	<ul style="list-style-type: none"> • Recruitment policy, including examples of job descriptions, application testing & interview questions • Bespoke training from the British Red Cross, Energy Saving Trust & Citizens Advice Bureau • Employee development procedures • Contact Centre customer service training package
2.2.4 Demonstration of how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development & service planning	<ul style="list-style-type: none"> • Monthly customer research reporting to senior operational managers • New Contact Centre information hub to assist all staff • Annual staff Personal Development Reviews • Team meetings with front-line staff to improve service delivery • Involvement of operational managers at WPD stakeholder workshops

2014 assessment report excerpt

“There is clear leadership at all levels and appropriate policies and procedures are in place to support staff in delivering consistently high levels of performance. The priorities of WPD can be seen in the emphasis given to customer focus in the 'First Time Every Time' and 'Target 60' policies. The annual staff roadshows attended by the CEO encourage everyone to be involved with this customer-focused culture.”

Likely outcomes for customers/communities Cost effectiveness

Standard assessed	Example evidence
1.2.3 Regular reviews undertaken of strategies & opportunities for consulting & engaging with customers to ensure that the methods used are effective & provide representative results	<ul style="list-style-type: none"> • Annual refresh & review of stakeholder engagement strategy • New Connections Customer Steering Group & annual work-plan • Stakeholder workshop feedback • Customer Panel minutes & actions • Customer research
1.3.4 Set challenging & stretching targets for customer satisfaction & levels are improving	<ul style="list-style-type: none"> • Business Plan customer service targets • Broad Measure performance & new Ofgem targets from 2015 • Target 60 & 18 hour restoration target revision • Increases in proactive calls & text messages • New standard for timeliness of responses to emails
2.1.4 All customer groups are treated fairly & this is confirmed by feedback & measurement of customer experience	<ul style="list-style-type: none"> • BSI standard for 'inclusive service provision' • Codes of practice & codes of ethics • Broad Measure customer satisfaction survey results
3.4.1 Arrangements made with other providers & partners to offer & supply co-ordinated services. These arrangements have demonstrable consumer benefits	<ul style="list-style-type: none"> • Energy Saving Trust, Citizens Advice Bureau and National Energy Action partnerships & outcomes reports • Priority Service Register support agreements with the British Red Cross & oxygen providers

2014 assessment report excerpt

“Services are delivered to a very high standard, with successful outcomes for the vast majority of customers. 'Target 60' continues to be a very challenging standard. The 18 hour restoration target has been reduced to 12 hours with a pledge to double the amount paid to customers if this standard is not met... You are good at capturing informal comments and suggestions. A depot visit demonstrated how complaints are managed and resolved proactively.”

“There are clear standards for delivering customer service with emphasis on timeliness and quality of service and WPD's position as the leading industry performer in this area has been consolidated. Most customer contact is by phone and performance here is exceptional.”

Accreditation schemes & standards

BS 18477 STANDARD - INCLUSIVE SERVICE PROVISION

WPD have become the first organisation in the UK to be assessed by the British Standards Institute (BSI) as compliant with BS 18477 - their standard for 'Inclusive Service Provision' which aims to benefit the most vulnerable customers.

About the standard

Introduced in November 2010, BS 18477 sets out the requirements for organisations to identify and respond to consumer vulnerability. The standard recognises the complex nature and multi-faceted aspects of vulnerability. It specifically describes vulnerability not just in terms of consumer groups – the elderly, the deaf, disabled people, or those who are illiterate, for example – but also in terms of risk factors that might *cause* vulnerability, such as illness, the loss of a job, or a recent bereavement.

bsi.

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The standard covers all areas of business, from having responsible business practices, to ensuring staff are trained to identify signs of vulnerability, to communicating information in accessible formats.

Why the standard is relevant

The BSI's case study report of WPD's achievement states:



“For companies to demonstrate they have a process of review and improvement in place for customer service provision is key in the UK's increasingly complex energy environment. Consumer vulnerability in the energy market needs to be identified and approached with sensitivity and tact, and **Ofgem is committed to encouraging more energy companies to use BS 18477 as a benchmark for their own systems.**”

The assessment

There are 50 elements, with 36 assessed as relevant to DNOs (elements regarding sales are excluded), grouped under the following headings:

- Board, CEO, senior management commitment
- Policies, processes & procedures
- Flexible services
- Contact methods
- Provision of information
- Staff training

As part of our continual improvement programme, WPD adopted the standard in 2013, but recently sought to enhance the robustness of this by asking BSI, the UK's leading provider of standards-related services, to undertake an audit of our processes to ensure full compliance.

The outcome

The result of the three-day audit was extremely positive, with WPD declared as compliant in all areas. The BSI's case study report stated:



“WPD's processes for vulnerable customers were largely in place and **its links with relevant organisations were strong, particularly in relation to training workshops for staff.** These included sessions on empathy training and listening skills to identify signs of vulnerability, delivered by Action on Hearing Loss, the British Red Cross and Citizens Advice Bureau (CAB).”

“**Suggestions for improvement were acted upon swiftly,** and included an adjustment to the corporate website to give due prominence to the Customer Service section. This had been deemed by the audit as difficult to find, whereas it now features on the front page of the site and gives easy and rapid access to all relevant information.”

“In relation to the contact centres, **a quality control suggestion was acted upon and implemented on the same day as the audit.**”

“BSI also recommended extra training for staff to listen out for 'trigger points' that might indicate vulnerability. For example, making a call, to check on a customer who is experiencing a power cut, might reveal indicators of fuel poverty – they may inadvertently tell the contact centre staff they're unaware of any power cut because haven't turned on the fire today or they're not using the cooker. **This training has been cascaded down to all staff and will become part of WPD policy on how to deal with customers who may be experiencing difficulties.** The opportunities for exchanging information with charities that can help are obvious, as WPD is demonstrating in a new project with the CAB.”



Mike Bailey, BSI Director of Professional Services: “**WPD has been proactive in developing strategies, systems and processes that cater for the needs of vulnerable customers. It has adopted the good practices outlined in BS 18477 and successfully demonstrated, through independent audit to BSI, that its practices are effective. This is a terrific example of how standards can be used to help organisations strive for excellence.**”



Staff from WPD's new PSR team after the successful BSI audit

Culture change & senior manager buy-in

Annual strategic review by WPD's Board

WPD's stakeholder engagement strategy and new social obligations strategy are reviewed annually by WPD's Chief Executive and Directors. This includes the sign-off of a detailed improvement action plan, containing outputs, business owners, delivery dates and costs. Our performance against this plan is reviewed on a monthly basis.

We maintain a monthly log of all stakeholder engagement activities undertaken across the business, along with a record of the outcomes achieved. Performance information is included within the monthly management council report that is sent to the Chief Executive, Directors, senior managers and WPD's owners, PPL.

CEO personal involvement

WPD's Chief Executive, Robert Symons, leads every meeting of WPD's Customer Panel and has never missed a session. He also attends the newly formed Connections Customer Steering Group and the annual Distributed Generation Forum. He was interviewed as part of WPD's Customer Service Excellence standard reaccreditation in 2014, whilst WPD's Director of Resources and External Affairs, Phil Allen, was similarly involved in WPD's BS 18477 assessment visit.

Acknowledging that our staff are key stakeholders, and to help ensure that customers are placed at the heart of our business culture, our Chief Executive delivers a series of roadshow presentations every year to all 6,500 employees. With over 50 sessions, the meetings are purposefully designed to be relatively small groups in order to generate more feedback and allow staff to raise questions and discuss WPD's performance.

External assessment of our culture

Senior management buy-in and the overall culture of the organisation are explicit elements of both the CSE and BSI standards. As part of these assessments, auditors interview a wide range of WPD staff including senior managers, stakeholder partners and front-line operational staff. Year-on-year we have consistently received glowing praise for our customer-focussed culture, where engagement with stakeholders plays a key role in our decision making. For example, the BSI auditor stated in 2014:

“A culture of ownership and continual improvement is promoted at all levels of the company. This is a forward looking organisation which is constantly striving to improve the consumer experience through regular consultation with stakeholders and responding quickly to any opportunity.”

WPD also undertake an annual staff opinion survey, which helps to assess our culture and identify areas for improvements. Examples of some of the questions asked, and results from October 2013 include:

	Positive	Negative	Unsure
I believe that WPD is always looking at ways to improve the business	86%	5%	9%
I know how my role contributes to WPD's performance	93%	3%	4%
I am prepared to take personal responsibility to resolve problems	95%	2%	3%
Overall, I believe WPD is a good place to work	90%	4%	6%

Operational Distribution Managers attend every workshop

A key part of our stakeholder engagement strategy is that consultation is never carried out in isolation from the operational side of our business. Demonstrating that engagement is part of everyone's role, whilst giving stakeholders direct access to the staff responsible for the electricity network in their area, we make sure that our Distribution Managers and Team Managers from our local depots are always involved in our stakeholder workshops. In the last two years over 50 different staff have facilitated round-table discussions with stakeholders. For example, pictured below from 2013/14:



Craig Rankin
- Northants & M. Keynes



Trevor Richards
- Coventry



Gwyn Jones
- Bristol



Adrian Shepherd
- Taunton



Colin Randle
- Leicester

Results & feedback

MAKING SURE OUR METHODS ARE EFFECTIVE AND STAKEHOLDER VIEWS

We seek open and honest views at all our engagement events. Feedback forms and post-event surveys enable us to make sure our activities are as effective as possible - seeking views on aspects ranging from the amount of information provided, to the standard of the facilitation, to the suitability of the venue. This is very important if we are to provide the best engagement possible, where stakeholders are motivated to continue to engage with us as part of an enduring relationship.

As well as reviewing our methods, it is crucial that we comprehensively and objectively capture what stakeholders tell us. This allows us to be clear about how we have taken feedback on board and the actions we will take. At our stakeholder workshops we work with a third party company to capture all the qualitative feedback, as well as electronic voting to quantitatively record the consensus views. In line with our strategy, we publish every findings report in full, followed by a WPD response which addresses the key points raised.

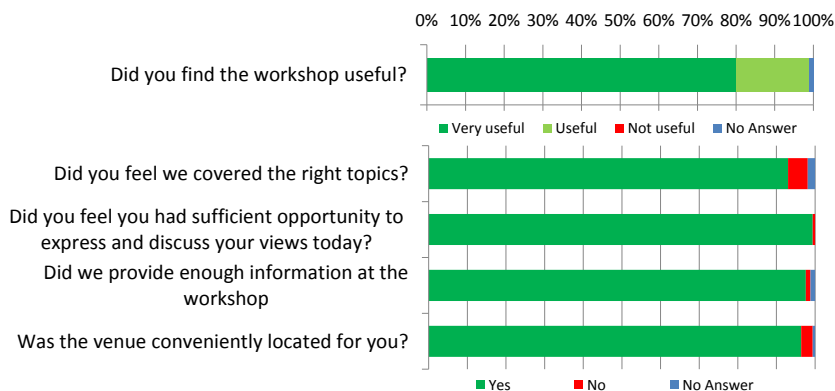
When it comes to customer surveys and market research we again work with a third party provider to ensure objectivity and impartiality. We do not just focus on headline satisfaction results, but carry out in-depth analysis (down to respondents' verbatim comments) to ensure trends and required actions are identified that will meaningfully improve our services.

Examples of the types of results received and analysis undertaken for three of our flagship engagement activities are shown below:

Stakeholder engagement workshops

The effectiveness of the methods & events

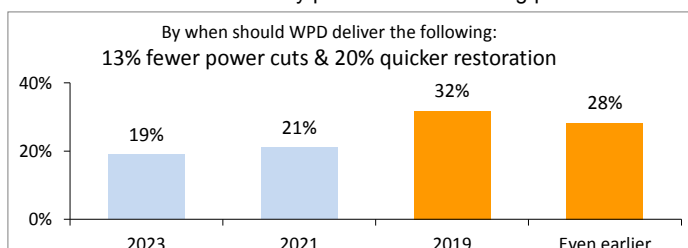
In February 2014, WPD hosted six workshops with 205 stakeholders in attendance. Satisfaction scores are available for each individual event, but the overall feedback results are as follows:



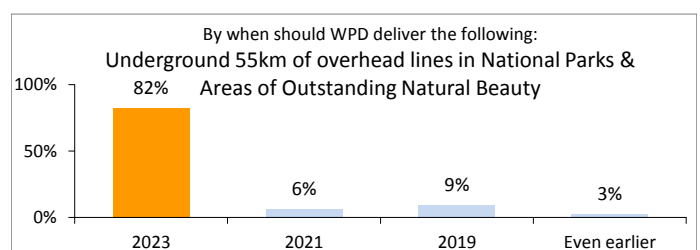
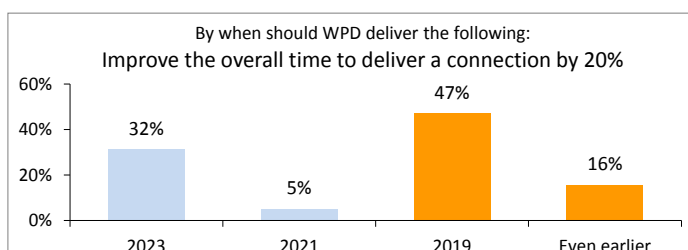
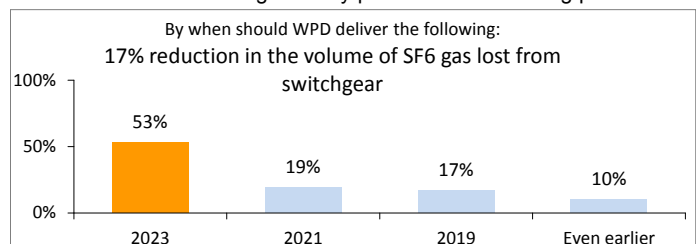
Recording the key findings

Stakeholders were asked to review WPD's plans to deliver our RII0-ED1 outputs, and whether there were any they would like to see brought forward and achieved before 2023. Whilst detailed findings reports have captured over 60,000 words of qualitative feedback, voting at each event gave a clear indication of where stakeholders would like changes to our delivery plans. As a result we have:

Accelerated our delivery plans for the following priorities:



Maintained our existing delivery plans for the following priorities:



from engagement

ARE ACCURATELY RECORDED

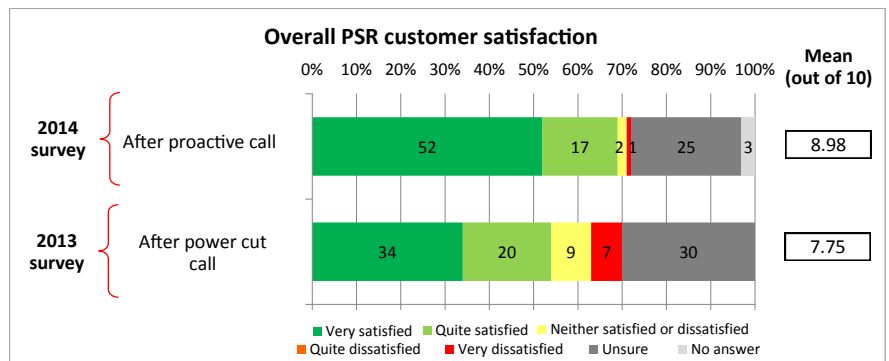
Vulnerable customer research

Stakeholder engagement in 2013 led WPD to develop a new social obligations strategy, which included actions to help improve the quality of customer data on the Priority Service Register (PSR) and to raise awareness of the services provided. As a result, WPD have established a dedicated team to proactively contact vulnerable customers (see page 6 of WPD's Part Two submission). As per our strategy, it is vital that we continue to work with stakeholders throughout the delivery of these improvement projects, to check that they are working well. In 2014, WPD commissioned surveys with a representative sample of 400 vulnerable customers, in order to identify:

- Overall satisfaction with the quality of the proactive call and the information provided
- Views on the current PSR services offered by WPD
- Possible improvements to the support provided to vulnerable customers

The key findings were as follows:

- **Proactive PSR calls have had a significant positive impact on perceptions of WPD:** Overall satisfaction amongst vulnerable customers contacted by WPD, has risen by 16% from 2013
- The number stating high satisfaction has also increased from 53% to 69%
- **Calling customers to update records is a very valuable exercise:** before WPD made contact 24% of customers knew about the register. Among those who did know, 31% were not aware they were already listed on it
- Awareness of the register was lowest among those with physical or mental disabilities and foreign language speakers
- **The PSR is a service vulnerable respondents value:** almost nine out of ten customers stayed registered once aware they were on it
- **There has been a significant increase in awareness of the services offered:** and even the least recalled services were attributed a high importance rating of over 7 out of 10



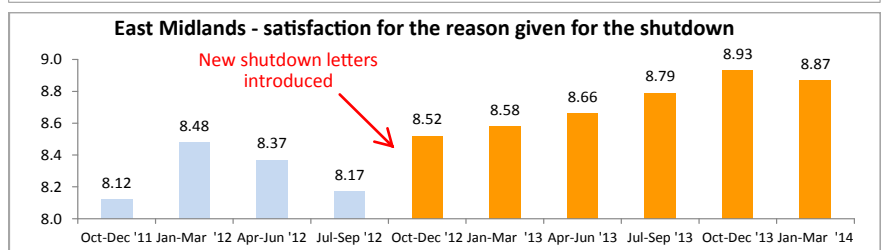
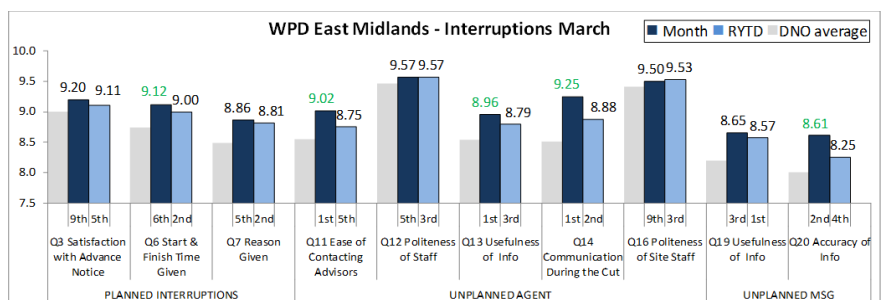
Service	Awareness before call	Awareness 1 month after call	Importance rating (out of 10)
WPD provide a direct dial number to report power cuts for vulnerable customers	7%	51%	8.98
WPD call proactively throughout power cuts	5%	42%	8.64
WPD provide personal notice of planned interruptions	5%	39%	8.74
WPD can arrange visits from the Red Cross or RVS to provide support	2%	27%	7.14
WPD staff can agree a password to confirm their identity if they need to visit	5%	25%	8.50
WPD provide crisis packs	3%	20%	7.03

Customer satisfaction

Using feedback to identify improvements
Our most important stakeholders will always be our customers. Nearly 17,000 WPD customers were surveyed in 2013/14 as part of the industry Broad Measure of Customer Satisfaction. We carry out in-depth analysis of the results each month, including the verbatim comments made, in order to identify improvements. Last year WPD's four licences were ranked 1-4 out of the 14 DNOs. An example of a monthly analysis is as follows. ►

And then monitor the results

An example of an improvement we identified and actioned was the introduction of clearer planned shutdown letters and a new envelope design. These were introduced in November 2012 after customers stated that letters were being missed and did not provide enough information. We used subsequent satisfaction results to monitor the impact of this initiative. ►

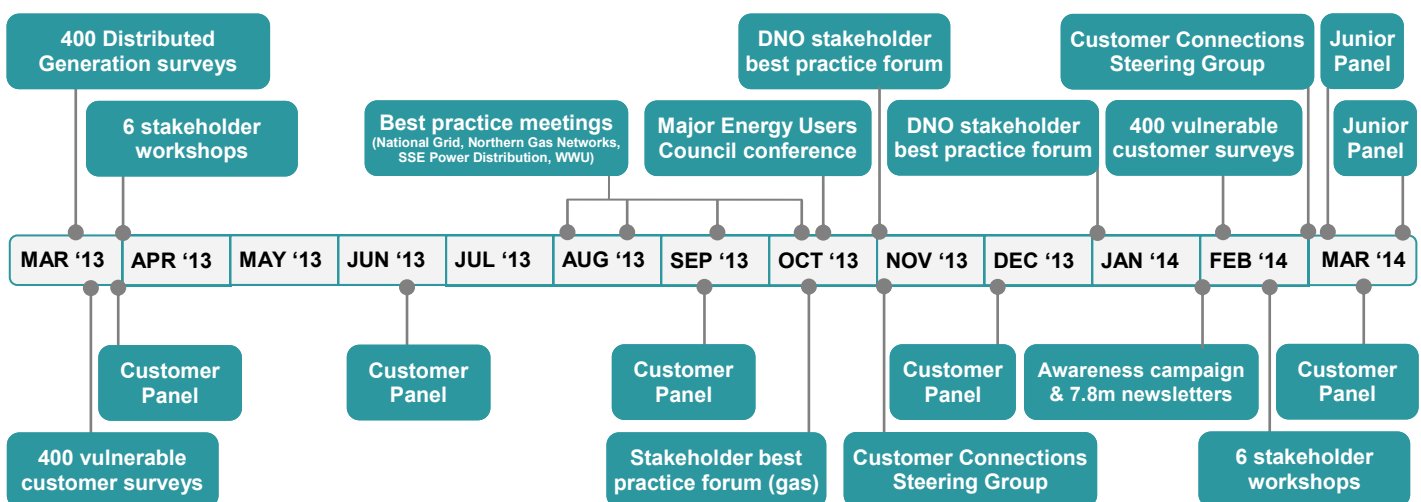


Acting on feedback

RECEIVED VIA A VARIETY OF APPROPRIATE MECHANISMS

Key engagement activities - 2013/14

We use a wide variety of mechanisms to engage stakeholders including workshops, panels, conferences, one-to-one meetings, research, surveys and campaigns. Below are just some examples of the activities undertaken in 2013/14. We tailor the method of engagement to best suit the audience, but we always place a strong focus on direct interaction, which allows a two-way conversation with stakeholders. This way, stakeholders can raise questions and explore topics in greater detail, which in turn enhances the quality and detail of their feedback.



Example actions we have taken

We demonstrate that we value stakeholder input by taking direct action as a result. Our Part Two submission includes over 85 outputs that have been achieved in the last 12 months - these are substantive changes we have made to our services. Some of these actions and engagement activities involve significant investment, which we monitor to ensure we are delivering value for money by achieving clear benefits for customers. Some examples include: (numbers correspond with the outputs listed on pages 2-3 of Part Two submission)

Investment	Outcome engagement led to
£137k	1-31. Six workshops attended by 205 stakeholders leading to 31 outputs. E.g: <ul style="list-style-type: none"> Begin paying for failures against the 12hr restoration standard immediately Introduce a single emergency number for all of WPD
£750k	32. Customer awareness campaign (TV, radio & newsletter), promoting WPD's Guaranteed Standards (including how to claim) & WPD's Priority Service Register (including how to sign up) to 7.8m customers. It has also led to:
	33. 27% increase in customer awareness of WPD (2000 customers surveyed)
£2k	35. Customer Service Excellence Standard achieved, prompting improvements including introducing standard timescales for responses to email correspondence
£3k	36. Over 10,000 power cut advice leaflets distributed per year
£117	41. 122 energy champions have engaged 2000+ fuel poor customers following outreach projects with National Energy Action & Energy Saving Trust
£66k	42. 31,000+ vulnerable customers contacted in four months to update their PSR records after a dedicated Contact Centre team established. 8.98/10 average satisfaction when surveyed
£14k	43. 224 fuel poverty referrals in 3 months via a partnership with Coventry Citizens Advice, saving £33k per year for clients
£60k	46. Support agreements with the British Red Cross - supported 601 vulnerable customers
£13k	51. 400 PSR customers surveyed to identify improvements. Satisfaction up 11% from 2013
£596k	52. New processes enabling 301,549 proactive calls & 681,180 text messages , reducing inbound calls by 123,684
£100k	53. 2,235 emergency packs & community planning guides sent to Parish Councils
£25k	55. 2,000+ domestic crisis packs distributed via Red Cross, Age UK & other community groups
£12k	64. 300 customers better informed about the connections process following six WPD surgeries
£20k	65. Work-plan of 19 improvement actions following new Connections Customer Steering Group
£42k	70. 4,000 school children & various wildlife trusts engaged via WPD's 'Keen to be green' scheme
£8.5k	71. Supported Age UK's Doorstep Crime (bogus callers) initiative across the Midlands & South Wales
£18k	72. 7,000 native trees & shrubs planted as part of WPD's partnership with Tamar Valley, Cirencester Community Woodland, Derby 'Value in trees' project & Bristol Community Garden
£25k	73. 43 community group projects
£10k	74. 2 new Junior Panels established leading to changes to WPD's crisis packs & Twitter use

£2.02m