

# Making a Difference

## Part Three: Our consumer vulnerability story

Ofgem Electricity Distribution Stakeholder Engagement and Consumer Vulnerability Incentive Scheme 2022/23



**SP ENERGY NETWORKS**



## This is Part Three of our submission to Ofgem’s Stakeholder Engagement Incentive for regulatory year 2022/2023.

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

### Our submission is in three parts:

#### Part One

##### – Our strategy

Introduces our Stakeholder Engagement and Consumer Vulnerability Strategy, with evidence that we meet Ofgem’s minimum requirements.

#### Part Two

##### – Stakeholder engagement outcomes and impacts

Details the actions we have taken to meet the needs, preferences and priorities of customers and stakeholders identified through extensive engagement.

#### Part Three

##### – Supporting vulnerable customers

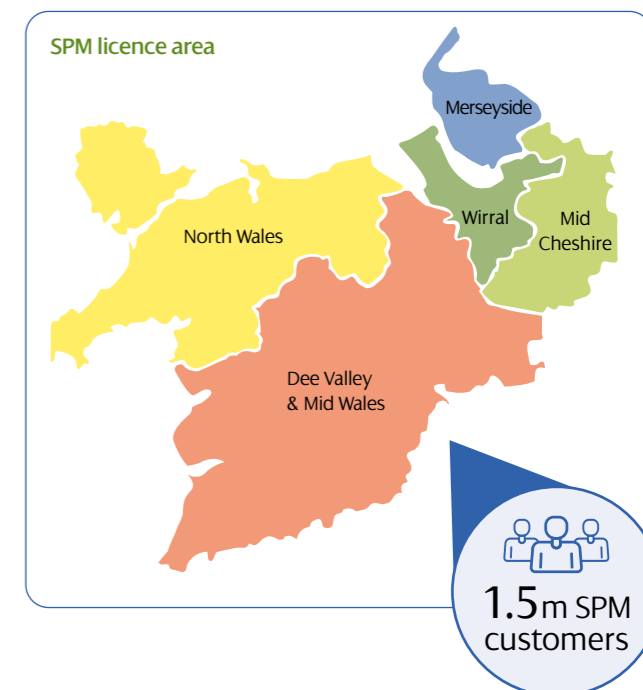
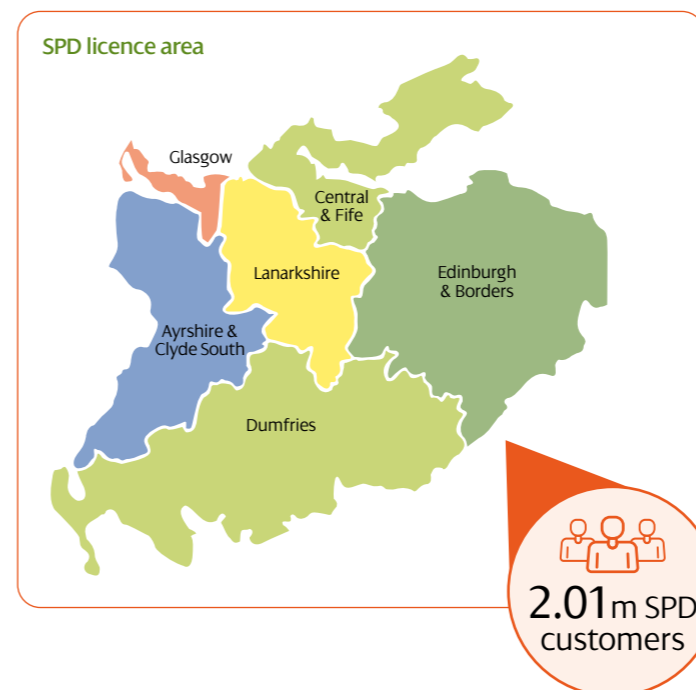
Details key activities we delivered to address consumer vulnerability issues and the outcomes achieved during this regulatory year.

### Contents

Introduction from Kendal Morris, our Customer Service Director	01
Our Consumer Vulnerability Strategy	02
Understand customers’ needs	04
Addressing customers’ needs	06
Maximise value delivered	10
Ramping up our vulnerability programme to meet ED2 goals	10

### About us

SP Energy Networks (SPEN) is the Distribution Network Operator that delivers electricity to homes and businesses in Central and Southern Scotland, Merseyside, Cheshire, North Wales and North Shropshire. We are the only UK network operator to work across three countries – Scotland, England, and Wales. We do this through our two distribution network companies: SP Distribution (SPD) and SP Manweb (SPM). These licences cover **three of the UK’s largest cities (Liverpool, Glasgow and Edinburgh) accounting for 1.6m (43%) of our customers**, as well as three significant rural areas (North Wales, Scottish Borders and Dumfries & Galloway).



# Introduction from Kendal Morris, our Customer Service Director



2022 and 2023 have been turbulent years for the energy market and millions of our customers who are impacted by it. Wholesale costs rose dramatically throughout 2022. Ofgem's price cap rose from £1,917 in the summer of 2022 to the recently announced £3,280, the highest ever price. Notwithstanding the support introduced by the government in the form of the Energy Price Guarantee, families have been severely and directly affected by the rise in energy bills which have nearly doubled over the past year. No household was left unimpacted by the ongoing cost of living crisis, but our customers in situations of vulnerability, many of which are also in fuel poverty, experienced the most detriment. National Energy Action recently estimated that by April, 8.4 million UK families will be in fuel poverty – a staggering 43% of all UK households. One of our key priorities for this year has been the expansion of our fuel poverty support programme. We did this by pulling all levers of our embedded vulnerability strategy to expand successful partnerships into new areas where customers were heavily impacted by the crisis.

At the same time, we continued to focus on our key role as a network operator and on expanding our capabilities and scaling up our efforts as we prepare to meet our highly ambitious targets for the ED2 regulatory period. Focusing on the here and now, we have continued to ensure that all customers, and especially the most vulnerable, receive needed support before, during and after power cuts. The investments we have made in cutting edge relationship management technology, coupled with the lessons learned from storm Arwen and a culture that puts customers first enabled us to continue to deliver service excellence for our customers. Last year, with the Institute for Customer Service we benchmarked our customer satisfaction against the UK Customer Satisfaction Index scoring 90.5 out of 100, well above the industry average of 74.1 out of

100, and in line with the 94.1% satisfaction of our vulnerable customers with the support services delivered. Looking ahead to the challenges that customers will continue to face in both the short term and long term, such as the transition to Net Zero, over the past year we have invested heavily in the foundations of our vulnerability strategy. From establishing new and innovative partnerships that will fuel the targeted growth of our PSR, to investing in industry-leading modelling that will allow us to gain a comprehensive picture of our customers' needs and developing a new model of collaboration to support vulnerable customers across sectors, we are now much better placed to hit the ground running towards some of the industry's most ambitious vulnerability targets.

Working in close collaboration with our industry partners and across sector boundaries continues to play an important role. From addressing fuel poverty and the linked risks of CO poisoning with our GDN partners, to leading the DNOs in the collaboration of the ED2 Customer Service and Vulnerability working groups to achieve a common incentive framework and deliver common frameworks for PSR reach and the measurement of social value. The framework and methodology ensures as an industry we can better understand and address customers needs, maximise the impact on our communities and deliver this in a consistent measurable way.

In the next section we present the three core areas of focus for our vulnerability strategy:

- Understanding customers' needs
- Addressing customers' needs
- Maximising value delivered

## Our three core areas of focus

### Understand customers' needs

Our engagement with vulnerable customers has taught us that no two situations are alike; the needs of our customers are shaped by countless factors. Unique needs require tailored and targeted support – our understanding of complex situations is critical as it enables us to deliver support that truly makes a difference. We rely on a comprehensive and up-to-date PSR database, bespoke data and continuous engagement with customers and expert stakeholders to maintain an understanding of customers' needs and how these change.

This year we made great strides forward in our ability to understand the circumstances that shape our customers' experiences. We have built on established processes, for example by developing new partnerships to enhance our PSR recruitment. We have also introduced an innovative data model, shaped by engagement with customers, that will measure the risk that customers in our communities will be left behind in the energy system transition. Now coupled with our PSR and recently enhanced fuel poverty data, this model gives us unparalleled understanding of our customers' situations.

Identified the key barriers that drive the risk of being left behind in the energy transition for customers across our communities

485,000 vulnerabilities added to our register this year

BSI Customer Service and Complaint Management Kitemark (5th year running and first Utilities company to achieve)

### Address customers' needs

Customers' needs are multifaceted and reach far beyond the boundaries of the energy industry. While we proactively seek out those who need extra help and work hard to make a lasting impact on their circumstances, our customers and stakeholders continue to tell us that as a DNO we must focus on: supporting customers before and during a power cut, addressing fuel poverty and wider social issues, and ensuring no customer is left behind in the transition to Net Zero.

Driven by the cost of living crisis, this year we have continued to invest in our fuel poverty programme while maintaining outstanding support for customers affected by power cuts and building the foundations for a more equitable transition to Net Zero. At the same time, the establishment of our Coalition of Partners network now allows us to address our customers' needs at 360-degrees, mitigating and preventing vulnerability drivers that fall within our remit, while offering much broader support via a network of local partners.

Delivered Fuel Poverty and Low Carbon Technology advice and support services to over 12,074 customers

94.1% customer satisfaction from our vulnerable customers across all support services

99.93% of PSR customers experienced zero supply interruptions or were restored in six hours

### Maximise value delivered

Every pound we invest to support those in vulnerable situations ultimately comes from our customers; it's our duty to maximise the impact driven by each pound we spend as a business, and especially when it comes to supporting those who need extra help. This led us to be the first among the DNOs to adopt Social Return on Investment (SROI) in 2018 and in leading the industry in the expansion of social value measurement. Now fully embedded across DNOs in a common methodology for ED2 and shared with TO's and GDNs.

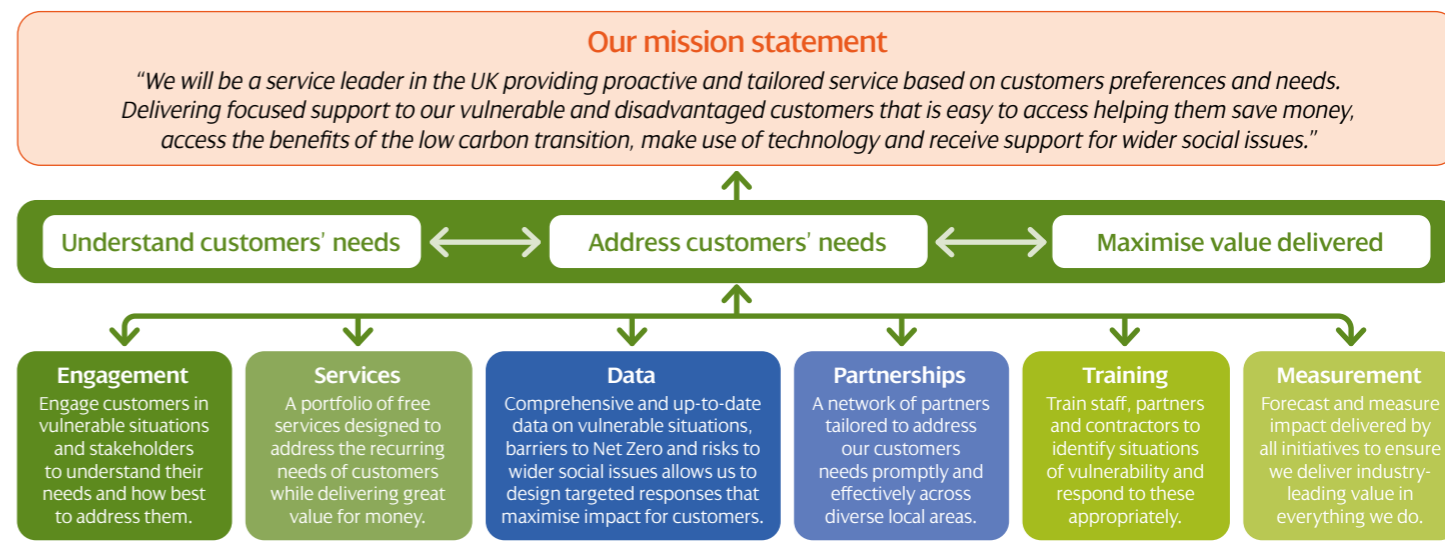
The benefit delivered by our projects and initiatives to vulnerable customers this year alone amounted to £10,537,172

For every pound spent on supporting vulnerable customers, we delivered an additional benefit of £1.44 on top of the cost

100% of the services offered to vulnerable customers assessed through the SROI

# Our Consumer Vulnerability Strategy

Our vulnerability strategy, introduced in 2015 but continually tested and refined in collaboration with customers and stakeholders, has two objectives: safeguarding our communities, and delivering industry-leading value by addressing our customers' core needs. The strategy is designed to be dynamic and allow us to address both immediate challenges, like the energy crisis, and long-term challenges like the transition to Net Zero.



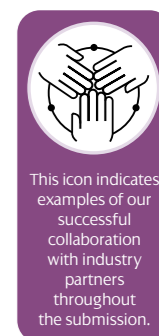
## The key role in delivering our vulnerability programme

Collaboration with our industry partners has played an increasingly important role in recent years. Over the last year we have leveraged partnership working to enhance all aspects of our strategy. Some examples of our collaboration are:

- Sharing the learning from PSR Scotland (a previous collaboration between SPEN, SSE and the NHS), DNOs have worked closely to establish [www.thepsr.co.uk](http://www.thepsr.co.uk) allowing customers to go to one place to sign up to PSR for any DNO.
- We have worked closely with GDNs to deliver joint advice and support for customers in fuel poverty as well as collaborating on CO poisoning risk as our research and engagement tell us these are linked.
- We have worked with all DNOs and water companies to data share PSR customer data.

We have led the DNO to collaborate in the formation of the ED2 framework to ensure we have a framework that delivers on key priorities and delivers stretching performance. Ensuring we have common methodologies, which are independently assured and consistently measure in ED2 across PSR Reach, Social Value, Customer Satisfaction for vulnerability services.

- DNOs are collaborating on the PSTN switchover which all DNOs recognise as a risk to ensure we are raising the risk of this and are as proactive as possible in our approach.
- We have collaborated with a number of organisations including undertaking global benchmarking across Spain, US & Brazil to explore the leading technology for our customers. We have also collaborated with other utilities such as Thames Water to share learning on technology deployment in preparation for our new CRM system being implemented.



## Enhancing our training programmes

Understanding what our customers experience and finding the right way to address the root causes of their vulnerability is at the forefront of our processes. Our long running consumer vulnerability programme, allows our colleagues to identify and respond to customers' needs across all touchpoints. Recognising that some of our local partners experienced the same issues, we have expanded our vulnerability programme to include them.

### Stakeholder feedback:

Our stakeholders recognise the difficulty that our customer-facing staff may experience in understanding customers' needs and offering tailored support – they strongly support continued efforts to deliver, refresher training and ensure it is fit for purpose for the situations faced by our colleagues on the front line.



### Actions we've taken:

- Many of our third sector partners have highlighted how they have seen a growing number of people using their services due to the impacts from the cost-of-living crisis. Internally, our people have also seen the increase in customers seeking support as they fall into financial hardship and fuel poverty.
- This feedback has been instrumental in developing our comprehensive training programme aimed at upskilling our staff to support some of the most vulnerable people in society. In 2022/23 we:
- Developed a digital referral form for internal employees to refer vulnerable customers directly to our Social Obligations team. By creating this streamlined process, we can get support to customers quicker and make it easier for our people to flag where support is needed.
  - Worked with the Samaritans to introduce new training for our people in handling particularly challenging calls with distressed customers. The cost-of-living crisis has led to a significant increase in the calls we receive where people are in desperate situations of financial hardship. We need to make sure our people are supported and equipped to deal with these challenging calls.

Looking forward, we are introducing new training streams for our people including City and Guilds qualifications on Energy Efficiency. This will strengthen the support we are able to directly provide customers, helping them save energy and money. We will also be delivering training focused on decarbonisation, helping us to ensure no-one is left behind.

To help our partners in delivering holistic support to customers at this critical time, we have also delivered a range of training packages including:

- Community Link Practitioner (CLP) training – As part of the social prescribing movement, CLPs are based in GP practices working towards improving social and health inequalities. With a well-documented link between ill health and cold homes, the CLPs have seen an increasing demand from patients struggling to manage their growing energy costs during the cost-of-living crisis. We provided training to the CLPs on the support we have available including income maximisation where we ensure customers are getting the benefits and support packages they are eligible for.



## The key role of our partners



Partners are crucial in our approach to addressing consumer vulnerability, as they provide valuable insights into the needs of our customers, help us promote and deliver our services, and collaborate with us to measure our impact. They operate in local communities, where they are trusted by our customers and possess the knowledge and experience necessary to overcome the unique challenges they face. Our close-knit network now counts 78 partnerships.

### Stakeholders said:

Our stakeholders have emphasised the importance of partners in our efforts to address the needs of vulnerable customers. They believe that we are best placed to support customers before and during a power cut. They believe we have a role in addressing broader issues like fuel poverty and suggest that we should focus on partnering with organisations that are better equipped to support these efforts. At the same time, many of our partners, particularly local organisations, have encountered difficulties securing the necessary funding and resources to address the increased demand for assistance within their communities.

### The actions we've taken:

Over the past year, we prioritised strengthening our existing partnerships following the disruption caused by some of our partners discontinuing their operations last year. For example:

- **AgilityEco** – The scope of our partnership with AgilityEco, particularly their Local Energy Advice Partnership (LEAP) programme, has now extended to Scotland, and we have facilitated its success by promoting the programme to our customers. See the 'LEAP' case study on page 7 for further details.
- **Fire & Rescue Service** – Our partnership with the Fire & Rescues Services has transitioned from our initial role of referring customers for home fire safety visits to now receiving referrals from them for PSR and other additional services.
- **Home Energy Scotland (HES)** – We have commenced post-COVID recovery efforts with our partners and successfully re-established relationships, including with Home Energy Scotland, which has provided us access to their events and broader community outreach.



In order to strengthen our position on specific issues that affect our customers, we have also prioritised forging new partnerships with relevant organisations. For example:

- **Link Housing** – We partnered with Link Housing to provide further recruitment and awareness for PSR.
- **Police Services** – We are working towards a collaboration with the police, specifically through providing training aimed at aiding them in identifying and referring individuals to the PSR. This initiative will offer significant potential to enhance the enrolment of our PSR in line with our ED2 targets.
- **Step Change** – We are working towards partnering with Step Change to establish a debt advice service, which will enhance our capacity to assist our customers in debt.
- A fundamental aspect of our partnership strategy is the establishment of the Coalition of Partners (CoP), which we are pleased to have launched over the past year. Through this initiative, we aim to enable further collaboration between several of our partner organisations. See the 'Coalition of Partners' case study on below for further details.

## Case Study: Coalition of Partners



We developed the Coalition of Partners (CoP) in 2022 to create a network of organisations that support vulnerable individuals and households. The CoP offers a standardised approach to recording customers' needs and sharing referrals across organisations based on the need identified by any partner involved in the coalition. By using a centralised function, the CoP integrates the support of all partners involved, providing a comprehensive and holistic support package to those in need.

The CoP model aims to achieve three outcomes:

- A granular understanding of consumer vulnerability – Create a database of customers' needs to provide a single view of the multiple facets of the situations that customers in vulnerable situations face. The granularity and completeness in describing customers' needs that this central database will achieve are unprecedented.
- Better outcomes for society as a whole – Partners come together to address customers' needs at 360 degrees, going beyond narrow support that only addresses some of the challenges they face. The CoP will act as a one-stop-shop to maximise available support, making the most of funding and support services.
- Improved operational readiness to support customers – Sharing best practices, training, tools, and processes developed to support vulnerable individuals will enhance each partner's capability to address their customers' needs. At the same time, stronger links between organisations will contribute to overcoming the logistical challenges involved in the practical delivery of support.

### What we did

Over the last year we have overcome many challenges in developing this initiative into the functioning programme we now operate. Pitching our concept to partner organisations was the easy part, partners fully understood the benefits to vulnerable customers with SPEN operating as the central hub, identifying customers needs and seeking out the holistic support required. However time and care was taken setting up many of the partners into the CoP, particularly those smaller charities with limited resources themselves. We supported all partner organisations through the requirements of Data Protection, ensuring confidence and assurance was established with vulnerable customers at the heart. We often were required to present the concept many times to various operating levels within these organisations in order to secure approval and commitment. We worked closely with partners in developing the methods to identify customers needs, with what questions to ask, which situations would require what types of support. Within SPEN we developed a database and dashboard to effectively track customers needs and progress, and then provided partners with training, while refining the processes and governance framework that would underpin the day to day operations of our partners and us.

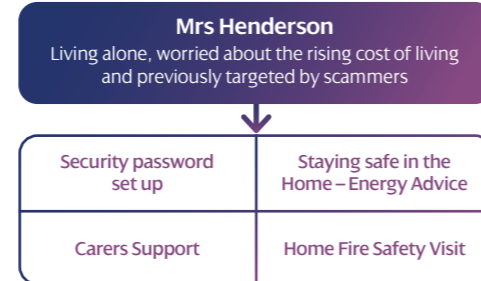
We have now completed the trial phase with nine partner organisations (including emergency services and charities), covering services related to home safety, social inclusions, direct help in the home, and financial support and advice.

### Outcomes

- Customers who experienced either financial, social, or health difficulties, or lived in damp or inefficient homes, gained quick access to essential services such as SPEN's Priority Services Register, home fire safety inspections from Scottish Fire & Rescue, and mental health and financial advice from Change Mental Health.
- We have gathered comprehensive and chronological accounts of customers' needs as they receive further partner support.
- We have been able to map customers (at the postcode level), providing a geographic view of customers' needs and the support they require.

In the coming months we will expand our CoP model to all areas of our SPM and SPD networks. This will involve the introduction of a formal governance process, with the recruitment of a chair and advisory panel, the involvement of other partners to expand the breadth and depth of support offered, and the introduction of tools and processes that will allow the model to run smoothly and cost effectively.

### Success Story



Four organisations working together to deliver four services to support Mrs Henderson.

## Understand customers' needs

Over the past year we built on established capabilities that allow us to identify vulnerability drivers and their evolution, both in the short term, like the energy crisis, and in the long term like the transition to Net Zero. The expansion, maintenance and use of our PSR data, innovative vulnerability data and models, and engagement with experts are the key enablers.

## Continuing to strengthen our PSR

### Stakeholders said:

- Stakeholders continue to strongly support our focus on collecting vulnerability data. They believe that while PSR data should remain our primary aim, we should also identify other data sets that help us paint a clearer picture of the circumstances our customers are in. By using a diverse range of data, it also helps us gather a more granular understanding of the vulnerability indicators within the communities we serve.
- As well as collecting vulnerability data, our stakeholders believe that we should continue to ensure that the quality of the data we have is accurate, particularly for the PSR. This will help inform the actions we take in supporting customers in vulnerable circumstances across our networks.

### Our actions / Registering more customers to the PSR:

From analysing our PSR data, we identified gaps under certain needs codes where we wanted to focus our PSR registrations. Working with partners we have delivered a number of campaigns over the last year to promote the PSR including:

- **New partnerships with Housing Associations** – people who live in social housing are more likely to be impacted by the effects of vulnerability and poverty, particularly in light of the cost-of-living crisis. We have therefore created new partnerships with Housing Associations to highlight the services we have available and ensure those applicable are registered on the PSR. One example is our partnership with Link Housing where we have delivered 8 events for their tenants over the last year, driving an awareness of the services we offer and signing up customers to the PSR.
- **Winter packs with Fire and Rescue Services** – over the 2022/23 Winter, we produced 1,150 winter packs to target our customers in Inverclyde. The packs include blankets, flashlights, power banks, hand warmers and highlighted the support available to them including signposting customers to the PSR.
- **PSR website** – working in collaboration with energy operators across Great Britain, we supported the launch of the PSR website; a one-stop shop for customers (and those acting on behalf of customers) to learn about the PSR and find out who their local network provider is to sign up with. This website expanded on the work between SPEN and SSEN on the PSR Scotland website.
- **Dementia Cafes** – Using our PSR data and Vulnerability Mapping Tool, we identified that we had a gap in PSR sign ups under the Dementia need code vs. national data. To combat this, we partnered with Alzheimer Scotland and built on existing relationships with their Link Workers to attend their well-established dementia cafés in the Forth Valley where our coordinators have promoted the PSR to people affected by dementia.

### Our actions / Ensuring the quality of data:

This year we have continued to deploy our PSR data quality programme which relies of several channels to gather data that allows us to maintain an up-to-date and accurate PSR register. Our aim is to leverage every customer touchpoint to check whether their situation has changed; for example, we verify customers' information during every inbound and outbound call. Over the past year we have updated 485,000 records and removed another 178,000 with all records checked in 24 months. This process will scale in line with the ambitious growth targets for the PSR in the ED2 period.

### Our actions / Sharing PSR with our industry partners:

- As part of the industry wide PSR Water data sharing project, we have been collaborating with other network operators to create the right processes and systems to enable us to share PSR needs codes with water suppliers for new PSR registrations. Working closely with United Utilities, Welsh Water, and Severn Trent/Hafren Dyfrdwy, we have changed our PSR sign up consent basis to ensure consistency with water companies as recommended by OFGEM and the ICO (Information Commissioner). Under the "Substantial Public Interest" consent category, customers no longer have to sign up with both utility providers as we will share the details on their behalf. This will help keep data clean and consistent as it reduces the risk of duplication and mismatched data between energy networks and water companies.
- Recognising that fuel poor households' heating and servicing behaviours can contribute to elevated CO risks, we have supplied our PSR database to SGN, Cadent and WWU to assist in identifying and educating fuel poor customers about CO safety. For further details, see the 'Collaborating on CO safety with GDNs and their partners' case study on page 8 for further details.

## Building a complete picture of vulnerability

### Stakeholders said:

- Stakeholders tell us that the ways in which customers can experience detriment from their engagement with the energy markets are changing and will continue to do so quickly as move towards a Net Zero energy system.
- As a DNO we have an important role in ensuring that no customer is left behind in this transition. The first, vital step, is to understand what it means for a customer to be left behind and then to identify who is most at risk of being left behind. This should drive our programme of support aimed at ensuring that customers can benefit from the transition which is ramping up quickly as we prepare for the ED2 period.

### Our actions / Expanding our understanding of customers' complex situations of vulnerability:

- Over the past year our efforts to understand the lived experience of our customers shaped by complex and multidimensional situations of vulnerability, against a backdrop of a fast changing energy landscape, have reached new heights. Two key developments have allowed us to get a more comprehensive understanding of customers' situations:
- We have fully implemented a project, announced last year, that allows us to measure the risk of being left behind faced by customers across our network. This industry-first innovation which captures the direct feedback of thousands of customers across our network area plays a vital role in our vulnerability strategy, telling us who is at risk, which factors drive the risk and ultimately empowers us to shape programmes and initiatives that will truly allow our customers to access the benefits of the transition, removing blockers to access and participation.
- We have built a data platform that offers a unified view of vulnerability. By joining PSR data, Fuel Poverty data and data on the risk of being left behind into a single indicator, we can now get a comprehensive picture of how customers in each of the communities we serve will be impacted by the energy market. The platform is already having an impact on our programme, from our selection of partners to the delivery of new services that address several customer needs at the same time.



## Building a complete picture of vulnerability *continued*

### Case Study: An unparalleled picture of the risk of being left behind and a unified view of energy vulnerability – two industry firsts

To reap the benefits and opportunities of the energy system transition, customers must adopt new technologies, take on new behaviours, and actively engage with new organisations. Since 2019, efforts have been made to assess the barriers that specific customer groups, especially those in vulnerable situations and experiencing fuel poverty, will face in joining the transition. Our research and engagement with expert stakeholders tells us that groups of customers may not be able to participate in and benefit from the transition that they will also pay for through their bills due to these barriers.

Our vulnerability strategy, and the commitments made for the ED2 price control outline an ambitious role in helping customers to overcome these barriers. As our stakeholders tell us, the first and critical step of this programme is to define who is at risk of being left behind and why. To address this challenge, last year we kicked off an innovation project that aimed to measure and geographically map the risk of being left behind in the energy transition.

#### What we did / Measuring the risk of being left behind

- Over the past year we have delivered this project by:
  - Engaging a representative sample of over 2,000 customers from areas across our network to assess their likelihood of taking up technologies and behaviours that would allow them to benefit from the transition.
  - Analysed these results to build a statistical model that can estimate the risk of being left behind in the energy transition that a customer faces in each community we serve. Along with a risk score, the model can point to specific characteristics (e.g. unemployment, tenure, medical issues) that most drive the risk in each area.
  - Built the statistical model into a powerful platform that can now map the risk of being left behind geographically, along with innovative functionalities such as statistically significant 'hot/cold spots' and community archetypes which indicates communities that share a similar set of risk drivers.

Having developed a way to measure and map the risk of being left behind, we could, for the first time ever, develop a unified view of vulnerability that took into consideration the three key dimensions that are most relevant to us as an electricity network, join this newly developed variable with PSR situations, and fuel poverty data. Over the past year we have built a unified platform that mathematically joins the three variables to give a vulnerability score for each of the 7,000 communities we serve and describes the key issues driving the experience of vulnerability for the average customer in each area.

The platform also allows the user to focus on individual drivers: the risk of being left behind, fuel poverty and PSR situations. Focusing on the latter, the tool also leverages our long-standing collaboration with the Centre for Sustainable Energy (CSE) aimed at calculating the expected gap between the number of customers registered to the PSR, in each community, and the expected number of eligible customers (broken down by PSR code).

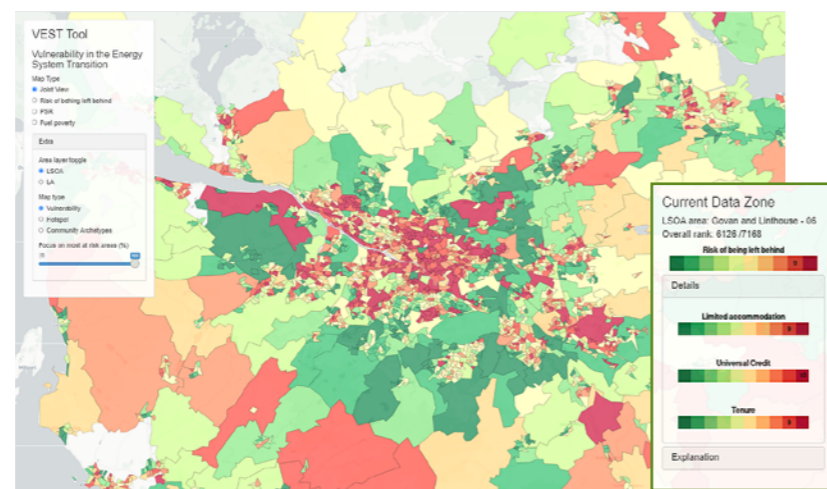
The tool empowers our users with the ability to gain insight on all relevant situations of vulnerability to take decisions that have a lasting impact on our customers' lives.

#### Outcomes

- With this insight, we are:
- Shaping the development of local partnerships to address key blockers locally.
  - Developing collaborative groups of organisations to tackle specific combinations of blockers.
  - Using the data to develop products and services to help customers gain maximum benefits from the energy system.
  - Determining potential barriers that customers face and allocate resources, tailored advice and support to local projects effectively.

Throughout 2023, SPEN plans to share the findings more widely to support local partners and other utility companies in making the transition to Net Zero as equitable and just as possible.

Since the start of this year our Social Obligations team have been using the mapping tool to identify hot spot communities to focus their engagement events. Armed with our previously created Energy Guides our coordinators have begun to raise awareness and provide high level advice to customers in vulnerable and disadvantaged circumstances on transitioning to Net Zero. Our team will shortly be undertaking City and Guilds qualifications on Energy Efficiency and low carbon technology and this mapping tool will provide valuable insight for all future engagement.



## Engaging customers and stakeholders

#### Stakeholders said:

- Stakeholders believe that engaging with partners and organisations that represent customers in vulnerable circumstances is essential to understanding the make-up and evolving needs of our customers. The needs our customers have and the challenges they face should shape the support we make available to them, particularly for customers in vulnerable situations.
- Stakeholders tell us that our ongoing collaboration and partnerships should accompany regular engagement directly with customers and communities.

#### Our actions:

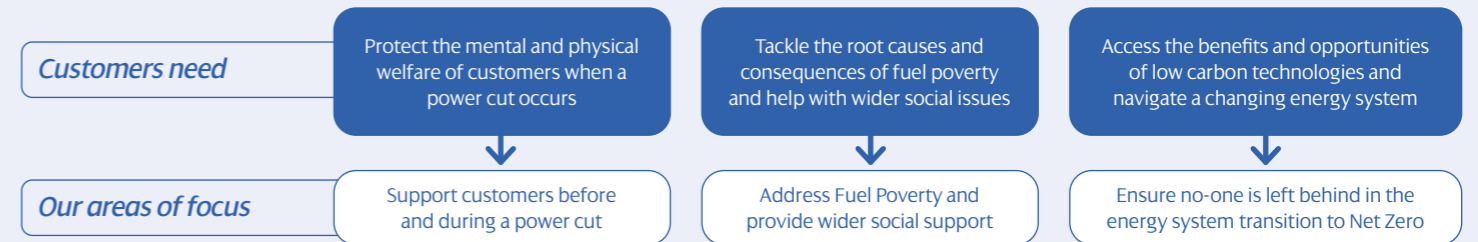
- Between 2022 and 2023 we have engaged 2,164 customers and stakeholders across 113 events.
- Aiming to maximise the efficiency of our vulnerability engagement, every event held a dual purpose. While on one hand each channels and event have a specific objective aligned to our vulnerability strategy, we leverage every event to learn more about our customers' needs, their views on the energy market and what we can do to support them in minimizing any negative impact they may experience.
- For example, we engaged 1,613 elderly customers in vulnerable areas via 99 events under our flagship Network Natter programme. During these events we attend community/

parish/club meetings to promote the PSR and the additional services offered to registered customers. While this embedded programme plays an important role in our PSR recruitment strategy, it also gives us a direct channel to understand how the elderly are impacted by the cost of living crisis and the obstacles they face in participating to the energy transition.

- Customer engagement events are also an opportunity to link our customers with onward support. Leveraging our Coalition of Partners, we now have an efficient and effective way of referring customers to targeted support where this falls outside of what we offer through our vulnerability programme.

## Addressing customers' needs

As a provider of an essential service, electricity, we have a well defined role in addressing our customers' needs. This role, defined in collaboration with customers, stakeholders and shaped by our regulator, focuses on three situations: power cuts, fuel poverty and the risk of being left behind. In our bid to deliver industry-leading value our vulnerability programme is shaped around our customers' needs during these situations. Our every action is informed by a sophisticated use of data, an established network of partners and the expert guidance of our stakeholders. While we are focused on our core role, we have vowed to never pass on an opportunity to make a difference for a customer. This is where our Coalition of Partners initiative comes into play, offering an established playbook and a wide range of partners that offer support that stretches far beyond the realms of energy to support customers at 360-degrees.



## Support customers before and during a power cut

#### Stakeholders said:

- As a DNO, one of our core responsibilities to customers is to ensure they do not go off supply. In the unfortunate situation of this happening, it is imperative that we restore their power as soon as possible and provide the necessary support infrastructure ahead of time. Stakeholders have made it clear that tackling the challenges that customers face due to a loss of power should be the core focus of our vulnerability programmes.
- During a power cut, people affected by situations of vulnerability will often experience greater detriment. Our stakeholders believe we should prioritise both (i) minimising the detriment caused by power cuts, and (ii) provide quick and appropriate support to those more at risk during and after a power cut.

#### Customers said:

- Our customers, particularly those in vulnerable circumstances, made it clear that proactive communication before, during and after power cuts was critical for minimising stress levels and enabling plans to be put in place. Information such as when power will be restored, or when SPEN would be on site were cited as particularly useful to help make necessary arrangements around the disruption caused.
- Customers in situations of vulnerability also highlighted that they expected more support during power cuts, especially customers who use electric powered medical equipment. They also believe that SPEN should focus on promoting the additional support mechanisms it has in place to safeguard and protect customers in particular vulnerable circumstances.

#### Our actions / Communicate promptly, clearly and effectively during and before power cuts:

Our customers, and especially those affected by situations of vulnerability, tell us that power cuts cause stress, anxiety and can pose a real threat to their safety and wellbeing. We can help customers manage these challenges by providing quick, clear and accurate information before and during power cuts.

Over the past year, we have continued to offer our portfolio of communication services, shown in the table on the side, providing clarity and reassurance to help all customers in dealing with and preparing for power cuts.

When an emergency occurs and detriment to customers cannot be wholly prevented, we seek to understand our customers needs and offer a range of welfare support services that include generators, the provision of hot food and a set of tailored support services.

Looking to the future, our state of the art CRM system, introduced this year, will further enhance our ability to offer customers timely and accurate information, cutting our response times, freeing up our colleagues' time so they can offer proactive and targeted support to those registered on the PSR during emergencies.

Power cut support	Customers supported
Safety & Security of Supplies leaflet	3,500,000
Winter Preparedness Leaflet	3,500,000
Website Accessibility	603,007
SMS Updates	566,991
Voice to Landline updates	336,228
Proactive & Restoration calls	114,000
IVR messaging	79,709
Outage Support (incl. pre-outage visits & person on-site)	44,074
Dedicated PSR Helpline	15,017
Transient vulnerability	10,041
Additional Security Checks	7,871
Hot Food & Accommodation Provision	5,038
Generator Provision	4,378

### Case Study: Preparing customers for winter

Recent world events have meant that more than ever the balance of energy supply and demand is in sharp focus. The need to prepare customers for extreme scenarios meant it was important to engage our customers to make sure they understood what would happen in such an event and how they should prepare.

To address this SPEN have:

- Distributed preparing for winter leaflets to all 3.5 million customers including Welsh leaflets.
- Collaborated with other DNOs on advice and information – provided through the ENA website.
- Updated our website with advice, leaflets, how to contact & FAQ's.
- Reached 793 stakeholders through Local Resilience Forums to ensure understand what will happen.

### Case Study: Improving local resilience

Since the impact of Storm Arwen in November 2021, one of the worst storms in decades, we have worked together with all DNOs to review and agree mutual aid agreements. A Memorandum of Understanding (MoU) has now been signed by the Department of Levelling Up, Housing & Communities (DLUHC) giving guidance on engagement between Network Operators and Integrated Multi-Agency Partners in England, Wales and Scotland. The MoU provides guidance on:

- Information shared with Local Resilience Forums (LFRs) in significant events
- Sharing of vulnerability data
- Expectations regarding welfare provided by DNOs and Cat 1 responders
- The need for regular engagement and sharing of contacts

The MoU has been shared with all Local Resilience Forum (LRF) chairs and DNOs worked together on a briefing pack for these forums.

SPEN has held sessions with over 80 representatives across the LFRs in our 3 regions, England, Wales and Scotland – briefing in detail the MoU and on winter preparedness.



## Address Fuel Poverty and provide wider social support

### Stakeholders said:

- According to National Energy Action, the number of households in fuel poverty will increase from 4.5 million UK households last October to 8.4 million by April 2023. Now more than ever, stakeholders believe that as an energy distribution network, SPEN play a significant role in helping to address fuel poverty.
- Stakeholders have told us they believe SPEN can play a critical role in providing energy efficiency advice and guidance on managing increasing energy costs. Where SPEN does not hold this expertise, Stakeholders have told us we should work collaboratively with expert partners to address the needs of our customers experiencing fuel poverty.
- Due to the relationships we hold with customers as an essential service provider, our stakeholders believe that we should provide wider social support through our partnerships with expert providers.

### Customers said:

- Increasingly, we are hearing from customers who are struggling financially due to the cost of living and energy crises. Their feedback echoes our stakeholders in that we should play a role in tackling fuel poverty.
- Customers are particularly supportive of services that can be delivered without adding more burden on customer bills.
- Customers also support SPEN's extensive partnership strategy to deliver support once a customer need is identified, agreeing that we are not always best placed to tackle certain social and financial barriers that customers face.

### Our actions / Tackling the root causes of fuel poverty and its consequences:

Over the past year we acted decisively to address the sharp increase in the incidence of fuel poverty caused by the cost of living crisis. In line with our established portfolio of fuel poverty support, our support tackled all 'variables' of the fuel poverty equation, from energy costs to energy consumption and our customers' ability to pay.

We expanded our successful partnerships and programmes of support, both in volume and in reach, reaching more customers in more areas. Overall we delivered a diverse range of fuel poverty support, described in detail in the case studies.

Our experience in supporting customers in situations of fuel poverty tells us that this phenomenon is also linked with other issues that must be addressed, along with the root causes of fuel poverty, to make a lasting impact on customers. These include social issues like social isolation or safety issues like Carbon Monoxide (CO) poisoning which we have addressed in partnership with our GDN partners, who have a wealth of experience in increasing awareness and delivering initiatives to minimise CO risks.

Fuel Poverty & Wider Social Support	Customers supported
Income maximisation and debt advice	4,367
Energy efficiency measures and best tariff advice	1,132
Home Safety	483
Carbon monoxide awareness and alarms issued	388
Befriending, carers support, dementia support, good food and friends	104
Connections assistance	51

### Case Study: Empowered by Energy

The effects of fuel poverty on physical and mental health, inequality, and reduced quality of life are well documented.

Refugee and asylum seeker communities are particularly affected by fuel poverty because of language barriers and cultural factors that make it difficult for them to access energy efficiency advice and assistance. Many refugees and asylum seekers come from regions where household heating is rare. Therefore, they may find it challenging to adapt to energy efficiency measures or pay utility bills independently.

#### What we did:

We partnered with SGN and SSEN to support National Energy Action's (NEA) Empowered by Energy programme, designed to educate refugees about the UK's energy system and provide them with the necessary skills to save money on their energy bills. The program involved a series of interactive workshops covering essential energy awareness topics, such as the significance of staying warm, ways to heat homes, managing energy bills, and available support schemes.

Attendees were also provided with energy packages, consisting of LED light bulbs, a slow cooker, radiator reflectors, and a thermometer card. The purpose of these packages was to further assist the attendees in reducing their energy consumption and expenses at home following the workshops.

#### Outcomes:

The project achieved the following outcomes:

- The feedback form results indicated that, on average, each person would onward share the information resulting in a total estimated reach of just under 800 people.
- Increased the self-confidence of refugees and asylum seekers to manage and control their home energy usage independently.
- Enabled vulnerable individuals and families to access advice on energy efficiency and information about the PSR.
- Improved our understanding of the needs of refugee and asylum seeker communities within our regions and enhanced our ability to better support them.
- Energy Champions were able to continue the program's work and reach out to hard-to-reach communities. This created a support network for refugees in the community, extending beyond official support and referral networks.
- 95% of participants were satisfied with the workshop content, and 74% of respondents registered for the Priority Service Register.

*"The provided information from the workshop is highly useful and relevant, especially given the cost-of-living crisis. We're looking at the chance to apply the knowledge gained when we move from our hotel."*

Attendee

### Case Study: LEAP

AgilityEco, a prominent UK organisation, collaborates with local authorities, social housing providers, charities, and social enterprises to tackle fuel poverty and vulnerability by offering low-carbon and energy-efficiency services. One of AgilityEco's most successful programs is the Local Energy Advice Partnership (LEAP), an award-winning community-based approach to delivering energy efficiency services. Through LEAP, customers receive expert advice on lowering heating costs, increasing disposable incomes, accessing grants, adopting new appliances, and implementing energy efficiency measures.

Last year, we partnered with LEAP to plug the support gap left by local partners who had stopped operating as a result of COVID and to further support our customers through the energy crisis. Over the past year, the cost of living crisis intensified, leading more and more customers to come forward seeking help with their bills. We anticipated the growing demand for support by expanding our involvement in LEAP programme. LEAP currently offer the following services to our customers: (i) installing energy efficiency measures (including small measures, such as low energy lighting and draught excluders), (ii) funding the replacement of white goods with those that are more energy efficient (i.e. fridges, washing machines and cookers), and (iii) providing income maximisation checks, also known as benefit checks.

### Case Study: LEAP *continued*

#### What we did:

Over the past year, we have facilitated LEAP's expansion from our SPM area into SPD, which has led to a significant increase in the number of referrals from customers in vulnerable situations. To manage this increase in demand for their services, LEAP has employed four advisors in Scotland, with three based in the Central Belt and one in Inverness.

#### Outcomes:

Through our partnership with LEAP, we have delivered the following benefits to our customers:

- Energy Advice: 383 customers supported, resulting in total lifetime bill savings of £80,936 and total carbon savings of 182t.
- Energy measures installed: 1,633 customers supported, resulting in total lifetime bill savings of £142,260 and total carbon savings of 223t.
- Income Maximisation support: Over the past year, 31 additional customers have been supported, identifying £64,507 worth of new income and increasing £2,995 worth of existing income.

#### Success Story:

LEAP helped Mrs Ward, a retired person on income and disability benefits, by providing energy-saving advice and installing radiator panels and low energy LED lightbulbs. Additionally, LEAP provided Mrs Ward with a new energy efficient washing machine and an air fryer, all free of cost as part of the LEAP scheme. The delivery company installed the new washing machine and took the old one away within a few days. Mrs Ward was satisfied with the services and recommended applying to LEAP if one meets the criteria.

*"The things that LEAP have done for me have made my home warmer and helped me get my energy bills under control. The new washing machine was delivered quickly and efficiently by friendly professionals who went to great lengths to ensure I was happy with everything. They have been a real benefit, and I highly recommend applying to LEAP if you meet the criteria."*

Mrs Ward

### Case Study: Fuel Bank Foundation



The Fuel Bank Foundation offers financial assistance and practical support to vulnerable households through a network of 200+ community support partners, including SPEN, SSEN, NPG and several GDNs.

The services offered via the Fuel Bank Foundation network support customers in maintaining a safe and warm home. Financially vulnerable households can receive emergency fuel funds and receive tailored support services that tackle long-standing debt and poverty issues. Together, these services are intended to provide immediate assistance, whilst ensuring that households are not dependent on long-term aid to maintain a safe, warm home.

#### What we did:

Along with other DNOs and GDNs we supported the Fuel Bank Foundation in scaling up the delivery of key services. Our support covered (i) selecting, training and onboarding new partners, (ii) referral of customers, including verification and validation, (iii) the fees of PayPoint and the Post Office to utilise their network, (iv) service capability to respond to customers and partners queries, and (v) scheme management, governance and contribution to research and central Foundation costs.

With our financial support, partner organisations were able to:

- Maximise emergency fuel vouchers to households in fuel crises, including ongoing assistance to increase their financial resilience.
- Expand the network of organisations that identify households in crisis based on the growing need in the community, in partnership with the regional gas network.
- Establish a referral pathway for GDNs to refer households in crisis to the Fuel Bank Foundation.
- Conduct an audit of the allocation of funds, monitoring household-level usage to prevent dependence on the scheme and mitigate fraudulent use.
- Provide information on CO safety and establish a pathway for households to access CO alarms if necessary.
- Make a positive social impact by working together to alleviate pressure on community organisations and the NHS, reducing the need for key care services.

#### Outcomes:

After being part of the partnership for a year, we have allocated a sum of £25,000 to cover (i) the expenses of implementing and managing the programme, and (ii) supplying more than 1,300 customers with emergency funding, including distributing over 480 fuel vouchers.

Looking ahead, we aim to extend our support to an extra 6,500 customers over the next four years. To do so, we plan to commit an additional amount of £100,000 to the foundation.



### Case Study: Collaborating on CO safety with GDNs and their partners



Fuel poor households are typically at greater risk of CO exposure due to several factors. These households often rely on open-flame gas boilers, which can produce CO if improperly maintained. With rising gas costs and the current cost of living crisis, these households may even resort to alternative methods, such as wood burners and reopened fireplaces, resulting in an increased risk of CO exposure. Furthermore, if one or more individuals in these households have limited mobility, this often results in increased heating usage and inadequate ventilation, causing further CO build-up.

GDNs have programmes in place to support and advise vulnerable customers on CO safety in domestic properties. However, they need a register through which to understand who their vulnerable customers are.

Over the past year, we have shared our PSR and staff assistance to the GDNs operating in our license areas, and their partner organisations, to further protect our fuel poor customers from CO risks.

#### What we did:

We collaborated with SGN, Cadent, and WWU to reach out and offer advice and support regarding CO exposure to vulnerable households.

The project was a trial to provide proof of concept. We utilised our PSR database to drive the initiative, involved our staff in proactively contacting and educating vulnerable customers on the dangers of CO, and supported the distribution of CO monitors. We also offered further support for energy efficiency, income maximisation, and home safety through fire and rescue services.

We also collaborated with SGN to support Changework's Affordable Warmth Advocacy initiative, which aims to empower up to 2,850 fuel poor customers in south east Scotland by providing them with affordable warmth and protection from the dangers of CO. Together, we are providing funding to cover the costs of delivering holistic energy efficiency advice and awareness of potential CO risks, tailored to meet the unique needs of each household. With this funding, Changeworks can further collaborate with expert agencies to maximise positive impacts, ultimately reducing the risk of harm caused by CO and improving the lives of those living in fuel poverty crises.

#### Outcomes:

These initiatives have demonstrated the potential for cross-industry partnerships to promote CO safety and support our most vulnerable customers.

Together, we have delivered the following:

- Delivery of just under 200 CO monitors and completion of over 350 surveys.
- Raised awareness of CO from an average of 6.70 (pre-survey results) to 8.78 (post-survey results) out of 10 for customers spoken to.
- Solidifying relationships with fire and rescue services and raising awareness of our work to reduce fuel poverty and support vulnerable customers.



## Ensure that no customer is left behind in the transition to Net Zero

**Stakeholders said:**

- As the energy system transitions our stakeholders believe we should support all customers in participating, especially those in situations of vulnerability who may face additional barriers. Stakeholders have told us we should focus on creating opportunities for customers to adopt low carbon technologies while enhancing their knowledge and technical skills through the transition to Net Zero.
- Stakeholders also highlighted that we should work alongside partners to deliver tailored messaging and support to help build understanding around the energy system transition and the opportunities to participate.

### Case Study: Expanding Low Carbon Technology guides

Previously, our research and engagement around barriers faced by our customers in the adoption of low carbon technologies led us to develop several guides aiming to inform customers on what technologies they could consider adopting to make their homes warmer, more energy efficient or simply enable them to benefit from the energy system transition. The guides were developed and refined through continuous engagement with our expert stakeholders representing the leading organisations in their field, including Citizens Advice, National Energy Action and Warmworks. Their invaluable feedback helped us define the list of the most relevant technologies, as well as the structure, tone and language of the guides.

**What we did:**  
Most recently, based on stakeholder feedback, we have expanded our guide on Smart Meters to include information on both credit and prepaid options, as well as introduced all the guides in an accessible format that adheres to the best practice guidelines on accessible communication as outlined by the UK Government. Furthermore, we have updated the guides to ensure that the information presented is up to date with the latest developments and added three standalone funding guides, covering initiatives like the Boiler Upgrade Scheme and Plug-in Vehicle Grant to ensure that our customers can find all the required information in one place.

**Outcomes:**  
The key aims of this self-service resource are to: (i) increase customers' knowledge and awareness of the low carbon technologies available, (ii) enable customers to make better-justified technology adoption decisions based on their circumstances, (iii) inform customers on how to find qualified installers to take their decarbonisation journey forward, (iv) show what financial support is available to help with the high upfront costs of these technologies and (v) direct customers to reputable organisations that can offer more holistic guidance and support to those who need it most. Through promotion by our customer-facing colleagues and our partners we were able to reach 559 customers with the guides.

### Case Study: Project Re-Heat

In the short-term, low carbon technologies can offer valuable solutions to address fuel poverty while decarbonising heat.

In last year's submission, we mentioned partnering with SSEN to install heat pumps with thermal stores in 150 homes, across three local authorities in Scotland. By installing these technologies, we could assess how domestic thermal storage, along with heat pumps, could reduce peak demand and the need for conventional reinforcement on the network.

This year, we have begun to deliver the programme, with 10 installs successfully delivered to date. On average, we estimate that customers have saved £1,800 in running costs, while the average carbon savings for an off gas grid home are 2.7 tCO<sub>2</sub>e per year. In addition, we have shared our learnings at the Energy Innovation Summit in Glasgow and with the National Grid Electricity Distribution EQUINOX project members.



**Customers said:**

- Customers made it clear that they felt uninformed about the energy system transition and that SPEN should support all groups in participating on the journey to Net Zero, not just those in vulnerable circumstances.
- Cost and a lack of understanding of low carbon technologies were seen as the major blockers in customers being able to participate in the transition. Customers told us they would like to see clear and simple information on how to adopt low carbon technologies as part of a central resource.

### Case Study: Flexible Tower

Storage heating was often provided in social housing on a "Heat-with-Rent" basis, bringing some certainty that tenants were keeping warm. However, most of these payment methods have been replaced with tenants paying for their own heating and energy use. With storage heaters notoriously difficult to use and/or used inefficiently with confusion around tariffs and charging timetables, tenants are often left with cold homes, or homes heated at a significant cost. Broadly, tenants fall into three categories:

- Understand how to control storage heaters and make the best of night-charging tariffs.
- Use expensive supplementary heating such as fan heaters, wrongly believing it to be cheaper.
- Choose not to heat their properties, therefore "self-disconnecting" and putting health at risk.

**What we did:**  
As fuel poverty levels continue to rise, we took this opportunity to work with the Wheatley Homes Group (WHG) housing association in Glasgow to look at improving tenant comfort levels and reducing bills through the use of smart heating controls at the CartCraigs tower block. This also allowed us to simultaneously demonstrate the effect of shifting electric storage heating load in line with an anticipated increase in EV charging in the area.

Before the trial started, working with Connected Response (CR) – who manufacture and manage the smart heating controls – we took several steps to prepare tenants, including (i) creating communication materials, (ii) initial tenant engagement about the project, (iii) recruiting tenants to have additional in-flat monitoring, and (iv) installing equipment in tenant homes. We also undertook technical provisions, including preparing an API interface between the CR server and SPEN, modelling different baseline scenarios, and setting up secondary substation monitoring.

During the trial, optimal charging periods were set up on the storage heaters, and support was provided to switch tariffs.

**Outcomes:**  
The project successfully shifted heating loads to reduce peak consumption, resulting in a proven reduction of peak demand with 100% and 50% load shifts over a two-day period. More importantly, there were two significant impacts on the tenants at CartCraigs:

- Customer bill impact:** Storage heating users experienced an average bill reduction of up to 20% over the twelve months, thanks to the improved smart controls, which enabled energy usage reduction without compromising consumer comfort.
- Customer comfort impact:** Tenants using storage heating experienced a much-improved level of comfort at night and during the day enabled by the project's new smart controls.

**Success Story:**  
Mr B (aged 75) has lived at CartCraigs for 11 years. He told us that his comfort has improved since the controls were fitted, and he is now warmer in the evening. Mr B has become an informal ambassador encouraging neighbours to use their storage heating and has seen a bill reduction of over 15%.

## Maximise value delivered

The success of our vulnerability programme is defined by the impact we have delivered for customers. As pioneers in social value measurement among DNOs, we constantly forecast and measure the impact of our actions on customers and communities, shaping our partnerships and services to ensure we delivered the most impact in efficient and effective ways. The section below presents a breakdown of the value generated for customers based on 44 services and initiatives delivered this year, along with a forecast of future benefits stemming from the support provided.

### Our consumer vulnerability programme delivers great value for money

1 year	5 years	10 years
<b>£10,537,172</b> Total benefit delivered	<b>£32,314,443</b> Total benefit delivered	<b>£52,380,626</b> Total benefit delivered
For every £1 spent, we delivered a total benefit of <b>£1.44</b> to our customers	For every £1 spent, we delivered a total benefit of <b>£6.21</b> to our customers	For every £1 spent, we delivered a total benefit of <b>£10.69</b> to our customers

**Breakdown by area of focus**

In response to Panel feedback, all DNOs have collaborated to align on clear and consistent fuel poverty reporting metrics to aid comparability, supported by a common definition of fuel poverty services and consistent, independently assured application of a social return on investment (SROI) measurement rulebook. We have also provided a similar breakdown for our no-one left behind and power cut support programmes.

Fuel Poverty		Leaving no-one behind		Power Cut Support	
Metric	Value	Metric	Value	Metric	Value
Customers supported	11,354	Customers supported	720	Customers supported	5,801,303
Customers financial benefits	£3,447,047	Customers financial benefits	£2,588,857	Customers financial benefits	£95,843
SROI	£17.27	SROI	£0.94	SROI	£0.35
SROI term modelled	12 months	SROI term modelled	12 months	SROI term modelled	12 months

*Please note: The SROI ratio represents all net benefits received by customers for every pound spent on delivering the relevant initiatives. It follows that an SROI of £0.35 indicates that 35p of value are created for customers over and above the cost of delivering the relevant initiatives.*

## Ramping up our vulnerability programme to meet ED2 goals

Our ED2 targets	How we have prepared to meet our targets
<b>Register 90% of households on our PSR and 80% across every needs code</b>	<ul style="list-style-type: none"> <li>The Coalition of Partners model greatly enhances our ability to identify eligible customers via a co-ordinated network of expert partners.</li> <li>Introduced new partnerships aimed at identifying and recruiting customers in hard to reach groups to the PSR.</li> </ul>
<b>Deliver direct support services to 61,485 customers affected by fuel poverty</b>	<ul style="list-style-type: none"> <li>Expanded the scope and reach of key partnerships including Agility ECO, National Energy Action, the Fuel Bank Foundation and cross-sector collaboration with our GDN partners.</li> <li>Introduced the Coalition of Partners model, an industry-first co-ordination platform among charities, utilities and essential service provider that will greatly enhance our capacity to deliver more comprehensive support to customers.</li> </ul>
<b>Deliver direct support services to 40,000 customers at risk of being left behind</b>	<ul style="list-style-type: none"> <li>Develop an industry-first approach to measuring the risk of being left behind.</li> <li>Expanded innovative trials exploring solutions to removing barriers that may prevent customers from reaping the benefits of the energy system transition, including the use of electric storage heating to shift load via smart controls.</li> <li>Rolled out educational guides that inform customers on the opportunities of the system transition and direct them towards expert partners that can scope, advise on and deliver tailored solution for those at risk of being left behind.</li> </ul>









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