



ANNUAL BUSINESS PLAN COMMITMENT REPORT 2020/21



**Scottish & Southern
Electricity Networks**

Powering our
community



ABOUT SSEN

Who we are and what we do.

Scottish and Southern Electricity Networks (SSEN) is the trading name of the two Distribution and one Transmission businesses that form part of the FTSE-50 energy company, SSE.

This report focuses on the two Distribution businesses, Scottish Hydro Electric Power Distribution plc (SHEPD), that operates to the north of the central belt of Scotland, and Southern Electric Power Distribution plc (SEPD) that operates in central southern England, as shown on the map opposite.

Together, these networks serve almost 3.9 million homes and businesses, from the bustle of west London to the smallest villages in the Highlands and Islands of Scotland.

Our primary focus is to 'provide a safe and reliable supply' by investing in and maintaining the systems of overhead lines, underground and subsea cables that transport electricity to homes and businesses, as well as ensuring ongoing and continuous improvement of the service we offer our customers.



SHEPD

785,183 customers'

homes and businesses served

49,349km

of overhead lines and underground/subsea cables

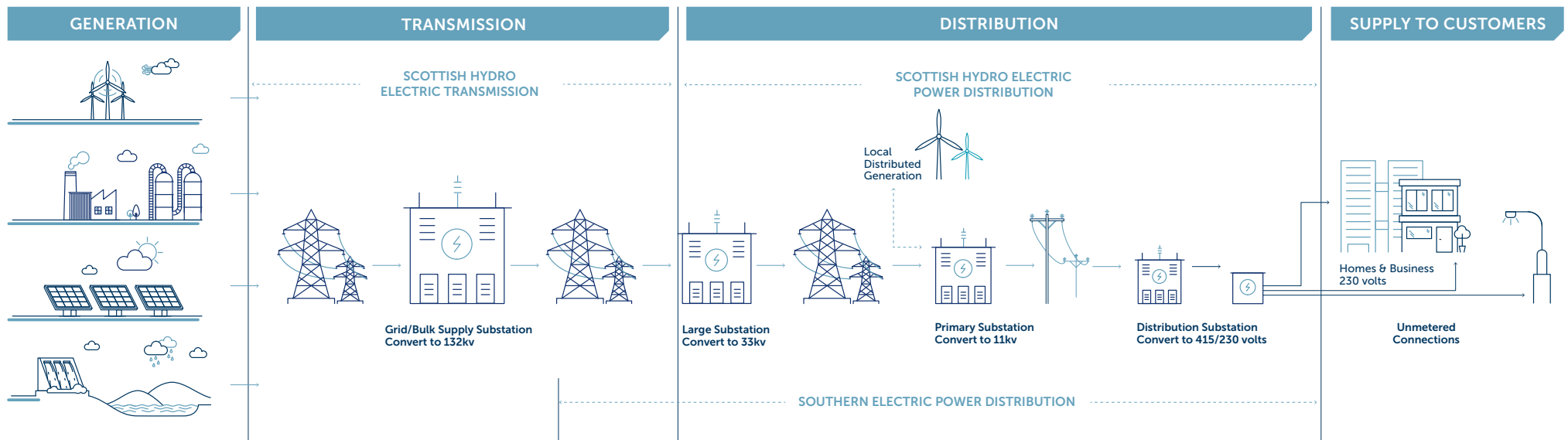
SEPD

3,110,203 customers'

homes and businesses served

78,149km

of overhead lines and underground cables





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The price base for all monetary values is 2012/13



MANAGING DIRECTOR'S MESSAGE

At SSEN Distribution, we know our role is now more important than ever as we deliver on our customers' evolving expectations, play our part in a green recovery from the COVID-19 pandemic and accelerate progress to net zero.

This report summarises the performance of our two electricity distribution networks: Scottish Hydro Electric Power Distribution plc and Southern Electric Power Distribution plc, against the delivery of our RIIO-ED1 Business Plan.

In 2020/21, we reset our ambitions and refocused our efforts on areas delivering the most value for the customers and communities we serve. As a provider of an essential service, we continue to transform how we work, adjusting quickly to new ways of engaging with stakeholders and have put our customers at the centre of all that we do.

To support this, this year we've redefined our purpose and vision to sharpen our focus even more. Our purpose – **we power communities to thrive today and create a net zero tomorrow** – and our vision – **powering change with every connection** – emphasise the importance of every interaction we have with and every service we deliver for our customers both today and with the future in mind.

In 2020/21, we significantly invested in automated technology to deliver real benefits, with almost 700 successful automation operations minimising disruption by an average of 80.2 mins to over 500,000 customers.

This has delivered an overall improvement in unplanned supply interruptions over the course of RIIO-ED1, but we've also faced up to considerable challenges this year, with prolonged adverse weather and a fault with the key Skye-Harris subsea cable – the highest impact single

fault our customers have experienced since we started measuring performance.

We recognise we have an important role to play in supporting those most vulnerable in society. Our strategic approach to consumer vulnerability has supported more people than ever this year, with partnerships and programmes increasing energy efficiency referrals by 305%, and energy efficiency advice helping 63.2% more households in fuel poverty.

We led the development of PSR Scotland, a collaboration with SP Energy Networks and Scottish Water to simplify the registration process for customers joining the Priority Services Register, and expanded the number of households on our own register to 770,844. This included targeted outreach to better support underrepresented groups and enhanced mental health awareness training for c.1,000 of our own colleagues to equip them better in supporting customers.

Our safety licence 'if it's not safe, we don't do it' empowers our teams to manage their own safety and that of colleagues and customers. Our Total Recordable Injury Rate (TRIR), which tracks our safety performance, is at the lowest rate since the start of RIIO-ED1 at 0.14%. We also introduced a new measure of 'safe days', to help us remain focused on taking care of ourselves, each other and the environment, with 326 safe days achieved.

We continually seek to minimise the impact we have on the environment, and I'm pleased we've reduced technical losses across both network areas and significantly reduced our business transport emissions. We're also proud to lead by example by being the first Distribution Network Operator to have our 1.5°C science-based targets accredited by the SBTi.

We've adopted new ways of working in Connections, increasing our Connections Customer Satisfaction score to 8.93/10 and delivering on our commitment to reduce customer quote times. We also carried out extensive stakeholder engagement, holding 217 events and successfully implementing 27 ICE commitments (actions and improvements informed by connections customers).

Our focus on innovation continues to deliver tangible learning across the organisation. With 446MW of contracted flexibility in RIIO-ED1, this year we led industry efforts in the release of an industry-standard contract for flexibility services. I'm especially proud of our continued pursuit of an equitable and just transition for all, including those most vulnerable through our *Smart & Fair?* and *Equal EV* projects.

As we approach our final RIIO-ED2 Business Plan submission, we remain fully focused on delivery today, driving further improvements in the essential service we provide, and transparently delivering on our high-performance standards to meet the evolving needs and expectations of our customers as we enter into a growth phase for low carbon technology and the broader energy transition to net zero.

CHRIS BURCHELL
MANAGING DIRECTOR
SSEN





SCOTTISH HYDRO ELECTRIC POWER DISTRIBUTION (SHEPD)

The electricity network in the north of Scotland serves over 785,000 homes and businesses across a quarter of the UK landmass. The licence area stretches northwards from Loch Lomond and Dundee up to Orkney and the Shetland Islands and contains the farthest western and northern mainland points in Great Britain.

Across this unique and diverse region, we're proud to power populated cities, towns and villages alongside vast remote and rural locations, with over 100 subsea cables connecting Scotland's island communities to the mainland.

Our networks are a key enabler in the transition to net zero, and as our customers' needs and expectations continue to evolve, we are committed to investing in our infrastructure to provide a reliable and resilient network that is responsive to changing demands.

While 2020/21 was a challenging year with significant subsea cable faults and prolonged adverse weather conditions across the north of Scotland, I'm pleased we've made considerable progress against our commitments: providing sector-leading customer service; outperforming our unplanned Customer Interruptions target; and, delivering a significant programme of investment in automation to minimise disruption to over 115,000 customers.

This year, collaboration with our partners and stakeholders has been critical to help our communities throughout the pandemic. In addition to our

repurposed Resilient Communities Fund, benefiting over 115 communities across the north of Scotland, we also led in the development of PSR Scotland and extended our partnership with Citizens Advice Scotland to support more of our customers with fuel poverty and energy efficiency advice.

We've also enhanced our approach to public safety education, delivering critical safety information to garden centres and trade outlets, partnering with the Scottish Association of Young Farmers Clubs and working with BBC comedian, Jim Smith, during harvest to reach the right audience at the right time.

As we collectively look to recover from the coronavirus pandemic, here at SSEN Distribution we remain focused on continual improvement in the remainder of RIIO-ED1, delivering consistent progress against our core business plan commitments as we prepare our networks to power customers, communities and wider society to net zero.

MARK ROUGH
DIRECTOR OF CUSTOMER OPERATIONS
SHEPD





PERFORMANCE SNAPSHOT 2020/21

Scottish Hydro Electric Power Distribution (SHEPD)

Our Network

785,183 customers

served across our regions

49,349km

is the combined network length of overhead lines and cables (including subsea)

Customer Satisfaction See page 24

9.25/10 Broad Measure of Customer Satisfaction score

Zero Penalties

under the penalty only Incentive on Connections Engagement (ICE) Scheme

6.2/10 Stakeholder Engagement and Consumer Vulnerability Score
Our strongest ever score

Environmental Impact See page 18

59,584 (tCO₂e)

Total Business Carbon Footprint (excl. losses)

Finance

£188.51m

Total 2019/20 Expenditure
Expenditure was 119%
of our allowance

£114.85

Unrestricted Domestic
Tariff Charge
Excl. domestic customer rebate

Reliability See page 9

Average number of interruptions per 100 customers per year

66.23

Customer Interruptions
including exceptional events e.g. extreme weather

60.66

Customer Interruptions
excluding exceptional events

Average number of minutes a customer is off supply

55.79 mins

Customer Minutes Lost
including exceptional events e.g. extreme weather

49.80 mins

Customer Minutes Lost
excluding exceptional events

Connections See page 21

Time to quote a connection offer

3.79 days

Single Connections
average no. of working days to provide an offer

4.46 days

2-4 Connections
average no. of working days to provide an offer

Time to connect following acceptance of a connection offer

19.51 days

Single Connections
average no. of working days following acceptance

24.68 days

2-4 Connections
average no. of working days following acceptance

Innovation

SUBsense

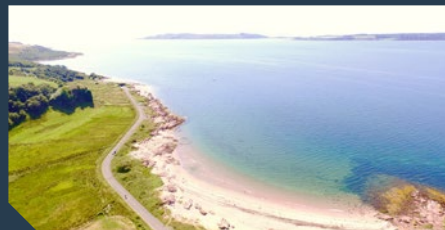
Submarine cables are some of SSEN's most valuable assets providing a secure supply to 59 islands.

New submarine cables can be monitored using their integral fibre optical core and Distributed Acoustic Sensing (DAS).

SUBsense will install an array of DAS systems along with satellite communications systems to provide real time monitoring and alerts where there is an immediate concern with the asset integrity.

Stewart Reid, Head of Future Networks said:
"Project SUBsense is an example where SSEN have used the Network Innovation Allowance to de-risk and trial a new technology in an operational environment. By introducing this new technology in a controlled innovation project, we can fully understand and share the practicalities and quantify the benefits prior to committing to a full-scale deployment. Innovation projects such as SUBsense, is just one of a broad portfolio of innovation and is another example of a project that should bring real customer and networks benefits in the form of more reliable supplies and lower costs in the long term."

For more information: www.subsense.co.uk/



Safety

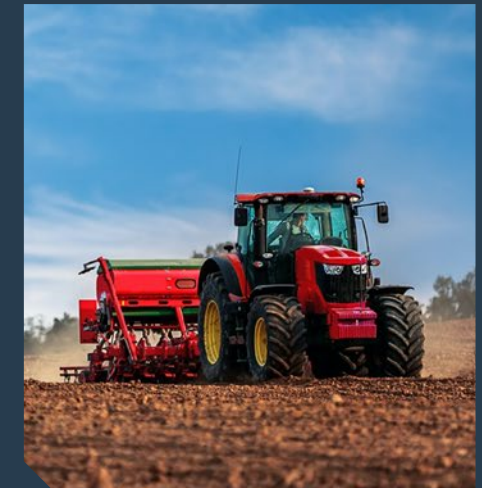
'Look Out, Look Up' Campaign

The coronavirus pandemic brought an abrupt halt to some of the traditional methods of engaging with our communities to educate on the importance of electrical safety.

We believe we should do everything safely therefore responded to utilise social media platforms to continue to promote the safety message. A review of our data identified a shift in risk areas that required additional focus on activities being undertaken in domestic situations.

We partnered with a Perthshire farmer and entertainer, Jim Smith, to help continue promoting our message to agricultural communities and ran a series of short videos with him speaking about farm safety.

For more information: https://youtu.be/c6To6C_ZzDw





SOUTHERN ELECTRIC POWER DISTRIBUTION (SEPD)

SEPD serves 3,110,203 customers in its central southern England distribution area including populous cities, coastal areas, and countryside villages. We proudly serve one of the most culturally diverse areas in Great Britain with over 150 languages spoken across SEPD.

Our teams are on hand 24 hours a day, 365 days a year to ensure a safe, secure, and reliable supply of electricity. This requires understanding and responding to the different challenges we face, communicating clearly and listening to our stakeholders.

We have a clear purpose, to power communities to thrive today and create a net zero tomorrow. This informs our investment decisions, improving network performance, delivering reductions in the frequency and length of faults, and enabling the households and businesses we serve to switch to low-carbon technologies.

Managing this transition in a cost-effective manner is critical and we continue to explore flexible solutions to delay and occasionally avoid traditional network reinforcement. This year we announced our participation in Crowdflex the largest domestic flexibility trial ever undertaken in the UK.

Putting customers at the centre of our decision making is key to our core service delivery. We achieved the highest digital customer satisfaction score of any DNO and continue to explore ways to get customers connected to our network quickly and safely.

Working with our stakeholders has been key in increasing the number of our customers on the Priority Services Register (PSR). This includes working with Citizens Advice Hampshire and the NHS on the Home and Well Partnership.

I am proud of the hard work and effort of our staff, working in difficult conditions and performing strongly to deliver on our commitments to the communities we serve.

ELIANE ALGAARD
DIRECTOR OF CUSTOMER OPERATIONS
SEPD





PERFORMANCE SNAPSHOT 2020/21

Southern Electric Power Distribution (SEPD)

Our Network

3,110,203 customers

served across our regions

78,149km

is the combined network length of overhead, underground (including submarine) cables and lines

Customer Satisfaction See page 24

8.58/10

Broad measure of Customer Satisfaction score

Zero Penalties

under the penalty only Incentive on Connections Engagement (ICE) Scheme

6.2/10 Stakeholder Engagement and Consumer Vulnerability Score
Most improved DNO for the second year running

Environmental Impact See page 18

24,823 (tCO₂e)

Total Business Carbon Footprint (excl. losses)

Finance

£316.69m

Total 2019/20 Expenditure
Expenditure was 113%
of our allowance

£60.52

Unrestricted Domestic
Tariff Charge
Excl. domestic customer rebate

Reliability See page 9

Average number of interruptions per 100 customers per year

48.11

Customer Interruptions

including exceptional events e.g. extreme weather

47.17

Customer Interruptions

excluding exceptional events

Average number of minutes a customer is off supply

43.07 mins

Customer Minutes Lost

including exceptional events e.g. extreme weather

41.74 mins

Customer Minutes Lost

excluding exceptional events

Connections See page 21

Time to quote a connection offer

3.56 days

Single Connections

average no. of working days to provide an offer

5.47 days

2-4 Connections

average no. of working days to provide an offer

Time to connect following acceptance of a connection offer

41.99 days

Single Connections

average no. of working days following acceptance

54.35 days

2-4 Connections

average no. of working days following acceptance

Innovation

Smart Hammer

SSEN's Smart Hammer project has been developing a new tool to identify the condition of wood poles. This project has progressed from factory testing to a full field trial across our network.

The project aims to establish the technical and commercial viability of using a Smart Hammer, with accurate and repeatable results to help detect internal rot or damage to wooden poles, contributing to our overall network reliability. It aims to identify if the Smart Hammer is a consistent and reliable alternative to wood pole inspections, through evaluating its efficiency and accuracy in identifying poles that need secondary testing.

Kevin Dennis, Project Manager for Smart Hammer said:

"Smart Hammer provides an innovative opportunity to improve on a process that every network operator experiences. More detailed, accessible and consistent data will allow overhead linesperson and line inspectors to better assess overhead line poles in a cost-effective manner.

If the trial across our north and south distribution areas is successful, we hope it will lead to widespread adoption of Smart Hammer, allowing for more efficient testing procedures throughout overhead assessment teams."

For more information: <https://ssen-innovation.co.uk/nia-projects/nia-ssen-0044-smart-hammer/>



Safety

'Watch Out, Cables About'

In addition to approaching our agricultural communities, we engaged more heavily with DIYers, gardeners and small building contractors to promote electrical safety for those carrying out domestic projects during the lockdown period and as it eased.

Supporting the Energy Networks Association Public Safety Committee, we released two videos to promote discussion and highlight the dangers of underground cable strikes for domestic and commercial activities. The first short video featuring Tommy Walsh, a well-known personality, speaking about gardening projects and warning about the dangers of striking a buried cable. The second video was slightly longer and hard-hitting, with a more serious outcome, and attempted to educate on the importance of carrying out pre-start checks for buried apparatus and cables.

To help promote gardening safety we arranged postcard drops reminding people carrying out excavations to "Watch Out, Cables About" and informing them of routes to take to obtain plans and records from their Network Operator.

For more information: <https://www.energynetworks.org/newsroom/stay-safe-and-think-before-you-dig-says-star-of-ground-force-tommy-walsh>
And <https://youtu.be/4dSd21BazF4>





OUR 12 CORE COMMITMENTS

We have maintained the same principals to reporting on performance against our 12 core commitments established two years ago through engagement sessions with customers and our Stakeholder Advisory Panel.



RELIABILITY

1. We will reduce the number of unplanned supply interruptions by 5% and their duration by a quarter.
2. We will reduce the small number of customers who suffer more than three unplanned supply interruptions per year by 30%.



SOCIAL OBLIGATIONS

7. We will ensure our Priority Services Register customers have the appropriate support for their needs during supply interruptions.
8. We will develop new strategies to support customers with communication difficulties in all customer facing information and processes.



SAFETY

3. We will engage across the community to help keep people who are at risk of inadvertently coming into contact with our equipment safe.
4. Having the best safety record in the industry won't make us complacent. We will keep looking for new ways to keep you safe around our equipment.



ENVIRONMENT

9. We will work more sustainably to reduce our Business Carbon Footprint and the impact of our assets on the environment.
10. We will use new sources of data to create better models that allow us to analyse and track electricity losses and target loss reduction.



CONNECTIONS

5. We will reduce the average number of working days to provide a connection offer and a connection after acceptance by 10%.
6. We will facilitate an open and competitive market by improving the connections information that is publicly available.



CUSTOMER SATISFACTION

11. We will maintain ongoing dialogues with all customers who request regular updates on what we are doing.
12. We will seek customer views on service, connections, reinforcement and reliability, working with communities around safety and awareness across our network.



RELIABILITY

Ensuring a Reliable Supply of Electricity

Stakeholder feedback informs us that the reliability of our network and electricity supply is one of the most pressing and immediate priorities for our customers. Our core purpose is to deliver on commitments to provide a safe and reliable supply of electricity, keeping the lights on for the households, businesses and communities we serve, whilst ensuring we deliver our net zero targets.

We remain focused on continually reducing both the number of supply interruptions our customers experience, as well as their duration. In 2020/21, we have continued to invest in our network to maintain, replace or refurbish assets which may have defects that require attention, or are at the end of their service life due to their condition. We have also invested in automation devices which allow us to remotely restore electricity supply when there is a fault.

This technology allowed us to deliver our best Customer Minutes Lost (CML) performance to date on our High Voltage

network in SEPD. We continue to innovate through projects such as Fault Anticipation Systems and Low Voltage Underground Fault Location Technologies to better understand our assets and when and where to intervene. In SEPD, we completed two Worst Served Customer schemes, which has improved security of supply to 1,148 of our customers. In SHEPD we have endured a number of subsea cable faults which have impacted performance. We have since made these repairs and would expect reductions in CI/CML going forward.

KEY HIGHLIGHTS



Bidoyngs Usage (automatic fuse replacement)

2,354

Supply Interruptions avoided benefiting over 31,000 customers

408

faults pinpointed

311

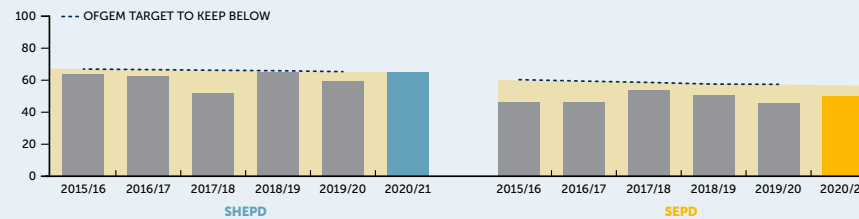
permanent repairs



Adaptive Power Restoration System (APRS) enabled on 4,763

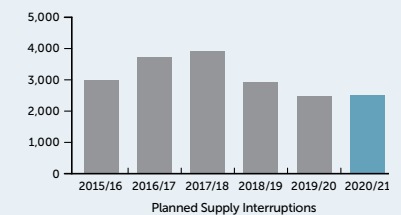
circuits where it affords most customer benefit

Unplanned Customer Interruptions

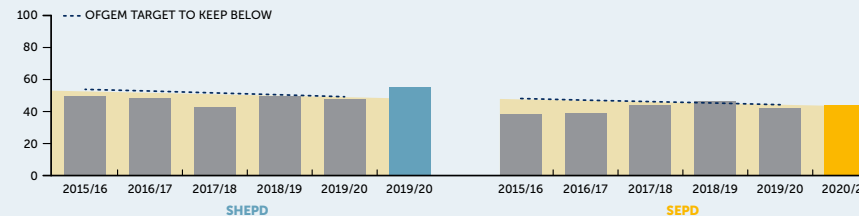


Planned Supply Interruptions

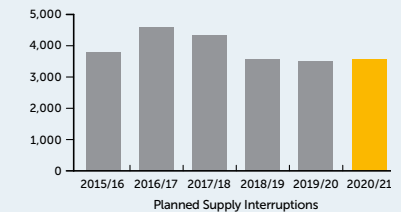
SHEPD



Unplanned Customer Minutes Lost



SEPD



RELIABILITY

COMMITMENT 1

We will reduce the number of unplanned supply interruptions by 5% and their duration by 25%.

We have seen an overall improvement in Unplanned Supply Interruptions over the course of RIIO-ED1 to date.

To date, against our 2012/13 baseline figures, SEPD has reduced Customer Interruptions by more than 5% and Customer Minutes Lost by more than 25% – meeting our commitment. In SHEPD, we have had a challenging year due to a fault on our Skye-Harris subsea cable in October 2020. This single incident resulted in the highest customer impact since we started measuring CI/CML performance. As a result of this one incident, our reliability performance has dipped in SHEPD this year. Compared to our 2012/13 baseline year, we reduced Customer Interruptions by 3.8% and Customer Minutes Lost by 12%.

To date in RIIO-ED1 we have shown year on year improvements in reliability performance. We are confident that with the Skye-Harris cable now repaired, and operational changes, we can close the gap to meet our target in SHEPD by the end of RIIO-ED1. These operational changes and initiatives include:

- Our continued use of automation equipment allowing us to restore faults more quickly. In SHEPD, we saw an increase of 48% for 2020/21 in the number of customers positively impacted by automation, with 151 successful operations resulting in restoration to 115,533 customers. Over the same period, there were 547 successful operations of automation equipment in SEPD resulting in the restoration of 396,312 customers.
- A new project initiative, Project Impact, is helping to increase focus on areas of improvement, drive efficiencies and improve the service we provide to our customers. With almost 3,000 instances of third party damage to our network during 2020/21, through this project we are working with external parties such as the Farmers Union, the public and developers to provide information about our network and Dial Before You Dig services, to help reduce third party damage and the associated interruptions to supply.
- The use of Smart Hammers for the identification of electricity pole defects (see page 7 for more information) and Distributed Acoustic Sensing in submarine cables (see page 5 for more information). These allow us to proactively identify more potential issues and address them before they materialise as faults.

**POWER CUT?
CALL 105**



Winter Storm in SHEPD supported by Braemar Mountain rescue teams

Credit: Braemar Mountain Rescue

Status against plan:



RELIABILITY



COMMITMENT 2

We will reduce the small number of customers who suffer more than three unplanned supply interruptions per year by 30%.

Customers who suffer at least three unplanned interruptions during a 12 month period are recognised as Worst Served Customers by Ofgem.

As shown in the table below, compared to the start of RIIO-ED1, 2020/21 saw a 66% reduction in Worst Served Customers in SHEPD and 76% in SEPD – well ahead of our 30% commitment.

However, we recognise that in SHEPD, while still considerably ahead of our commitment, performance has fallen back, marginally, compared to last year. As explained in commitment 1, this has been due to the significant impact of a single fault on the Skye-Harris cable. We are confident that with the investments we are making, the number of Worst Served Customers will continue to fall over the remainder of RIIO-ED1.

Worst served customers

Year	SHEPD		SEPD	
	Number of WSC	% Reduction compared to 2015/16	Number of WSC	% Reduction compared to 2015/16
2015/16	26,899	–	8,910	–
2016/17	19,429	28%	2,990	66%
2017/18	9,555	64%	2,194	75%
2018/19	9,551	64%	4,267	52%
2019/20	8,358	69%	2,151	76%
2020/21	9,012	66%	2,158	76%



Status against plan:





SOCIAL OBLIGATIONS

Supporting our Customers in Vulnerable Situations

Across both our licence areas, we have a deeply embedded culture of doing the right thing for all our customers. The last year has changed how customers use and depend on electricity. To meet these needs, we have evolved and adapted to ensure we support all our customers.

Our strategic approach to consumer vulnerability, and working with partners to support customers in vulnerable situations, allows us to help more people than ever benefit from the service we provide.

We have expanded the number of households on our Priority Services Register (PSR) to 770,844. Enhancements to our Customer Mapping Tool enables us to better identify and close gaps in underrepresented PSR categories, including

mental health and hearing categories. Almost 1,000 employees received refreshed Mental Health training, ensuring they are better equipped to support customers, with a 25% increase in PSR registrations on mental health criteria. We embedded our BSL Video Relay Service across our platforms for deaf and hard of hearing customers, with a 5.5% increase in PSR registrations. We improved our strategic approach to how we promote PSR, building on geo-location and targeted web advertising, focussing our campaign on areas with larger PSR gaps, areas with customers most likely to be at risk from COVID-19 and areas around healthcare facilities. To support the national effort to fight COVID-19, we created an additional PSR code within our system to ensure we maintained continuity of power supplies at strategic sites such as vaccination centres, temporary health facilities and testing laboratories. You can see more about the Priority Services Register at ssen.co.uk/PSR.

Our Resilient Communities fund, which we have operated since 2015 to provide support to non-profit groups and charities in our electricity distribution network areas, was re-purposed in response to the pandemic. Expanding eligibility criteria to include local community groups set up to support people, we awarded over £320,000 to 174 organisations across our two licence areas.

Working with our partners, and creating new partnerships, remains an important part of our business, driving collaboration to deliver real value for our customers. We took a leading role, collaborating with NHS Scotland, Scottish Power Energy Networks (SPEN) and Scottish Water, to launch PSR Scotland to simplify PSR registrations. Our continued focus on fuel poverty support, and partnerships with Citizens Advice Scotland and The Footprint Trust, have resulted in 63% more households helped through outreach programmes compared to 2019/20.

KEY HIGHLIGHTS



PSR Scotland launched to simplify PSR registrations



BSI achieved for 6th year
British Standard for Inclusive Service Provision awarded for the 6th consecutive year



Partnerships
73% year on year increase in data sharing referrals



Tackling fuel poverty
305% increase in the last year for energy efficiency referrals with **63.2%** more households helped with fuel poverty than last year

Extended partnerships with Citizens Advice Scotland (Energy Advisor Programme) and embedded our Citizens Advice Hampshire and NHS Home and Well Partnership



Over 6,000 welfare calls made to vulnerable customers and support groups and success at the Utilities Week Awards, winning the "Keeping us Connected" category



9.29/10 PSR satisfaction
Customer Satisfaction Score



Almost 1,000 colleagues received refreshed Mental Health training ensuring they are better equipped to support customers



SOCIAL OBLIGATIONS

COMMITMENT 3

We will ensure our Priority Services Register customers have the appropriate support for their needs during supply interruptions.

Our Priority Service Register team continue to provide support to our customer contact centres and regions during faults and planned power cuts. In April 2020, we set up a team to outbound call customers who were most at risk from COVID-19. During this project, over 6,000 welfare calls were made to customers who were identified, though our PSR data and Customer Mapping Tool, as socially isolated or living alone.

A COVID-19 support matrix, showing what support was available in each area was created to help our teams signpost our customers to the help available to them.

Our Customer Contact Centres continue to provide proactive text messages to PSR customers when we are expecting bad weather. We adapted our central welfare team to enable them to provide support to our customers and customer-facing teams whilst working from home.

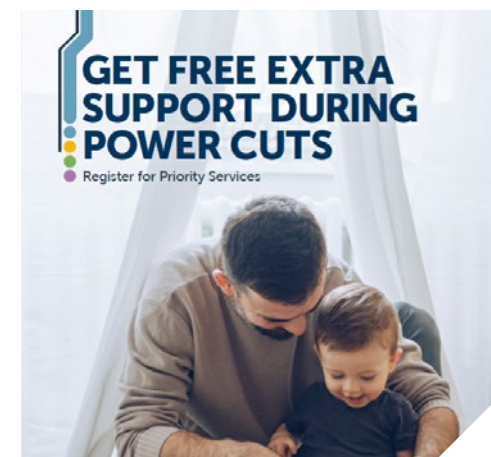
Using our partner groups, we have been able to make improvements to our services. Working with NHS Scotland and collaborating with SPEN and Scottish Water, PSR Scotland was launched to promote the PSR and the single non-emergency number – 105. This first-of-its-kind initiative helps customers all over Scotland benefit from additional support during a loss of water or power.

During 2020/21, COVID-19 restrictions resulted in significant changes in customer behaviour, with more customers using digital channels to contact us during a power cut. To reflect this shift, we utilised a range of digital options, such as Spotify and YouTube, as well as our own social media channels to provide customers with advice on how to prepare for winter.

To ensure no customer was left behind, we also carried out a targeted door drop to 122,000 households providing information about how to prepare for winter, how to sign up to the PSR, and a fuse box sticker highlighting the 105 number for use in the event of a power cut. Our campaign materials resulted in an 82% increase in direct PSR registrations between September and November 2020.

Working with our resilience partners, as part of local Strategic and Tactical Co-ordination Groups, we were able to provide regular updates of what works were ongoing across our licence areas and what provisions we had in place to support our customers. Through regular reviewing and updating to our COVID-19 guidance, we provided regular briefings to our field engineers and Customer and Community Advisors (CCAs) to ensure we were keeping our customers and teams safe. We also provided tailored briefings on COVID-19 safety to our Customer Contact Centres. Following feedback from our partners, we increased our PSR categories to include COVID-19 sites, such as vaccination hubs, testing centres and temporary mortuaries. Adding this additional category helped our teams when responding to power cuts and planning works to minimise the impact on sensitive sites.

Priority services – we offer extra help for those who need it (ssen.co.uk/PriorityServices/).



Status against plan:





SOCIAL OBLIGATIONS

COMMITMENT 4

We will develop new strategies to support customers with communication difficulties in all customer-facing information and processes.

Supporting customers with communication difficulties remains a key priority for SSEN. As communication channels and methods evolve, we continue to focus on how this impacts our customers who may be less able to evolve with them. We apply a simple principle to everything we do: "No customer gets left behind".

Throughout RIIO-ED1, we've continued to develop our communication methods to be inclusive and accessible, embedding best practice throughout the entire organisation on how best to communicate in a fair and inclusive way.

To date, we have adopted the following practices as standard:

- All video content on our website and our social media channels includes subtitles
- Our website is equipped with accessibility toolbar ReciteMe which allows customers to adapt all our website content in ways to suit their requirements such as: translation into over 100 languages with 33 read aloud, change in font type and size, change colours and magnify content, read content aloud or save as an MP3 to listen later
- Videos included on our website to explain specific content to make it easier to understand
- EasyRead – PSR information is now available on our website and in print, helping people with low literacy, dementia, learning disabilities and people who don't read English easily

- We have adopted a Messenger Web Chat for customers who are deaf, hard of hearing or unable to use telephone-based services
- Expanded translation services as well as XL Braille for Braille users.

To help raise awareness of our Priority Services Register (PSR) campaign, we use the following channels to reach customers with communication difficulties:

- key local radio stations
- local and regional newspapers
- targeted door drop leaflets
- Spotify, YouTube, Google, Facebook and Instagram
- we have a wide network of partnerships to help us reach customers who are hard for us to contact directly, such as charities, faith leaders, and discharge units in NHS hospitals.

Inclusive and accessible communication

In 2020/21, we launched a business wide communication review, focused on ensuring our customer information is simple, jargon-free and written in plain English. We re-established our partnership with the Plain English Campaign since then have begun achieving the Crystal Mark Accreditation, awarded by the Plain English organisation, in recognition of the clear and simple communication within the Planned Supply Interruption letters and fault information which we send to customers. Throughout 2021/22, we will continue to put our customer-facing information through the accreditation.

HIGHLIGHTS IN 2020/21



Most accessible DNO website for 4 years running



Key information available in over 100 languages including 35 text to speech voices



AA Accessibility Standard Achieved for our website



Plain English Campaign Member



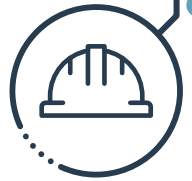
8 different methods of contact, including WhatsApp, Webchat and British Sign Language video service

Status against plan:





SAFETY



In 2020/21 we introduced a new measure of "Safe Days". The concept of "Safe Days" is designed to help us all stay focused on taking care of ourselves, each other and the environment. We have used this new measure in revised monthly Safety, Health and Environment (SHE) performance reports, and across our local communication channels to help us stay on track. Simply put, a "Safe Day" is where an SSEN employee or contract partner doesn't have a minor, serious or major incident such as a road traffic collision, environmental incident or a reportable, lost time (1-7 days), or medical treatment incident.

In 2020/21, we achieved 326 Safe Days. At the end of 2020/21, our combined (employees and contract partners) Total Recordable Incident Rate (TRIR) for SEPD and SHEPD was 0.14%. This is a significant reduction on the 2019/20 rate of 0.27%, which is partly attributable to our operational working practices adopted during the COVID-19 pandemic.

We also introduced a new initiative for our staff in 2020/21 around mental wellbeing, in partnership with Thrive. This is designed to focus on mental health awareness and make sure that all our employees take time to look out for, and support, each other, particularly through the COVID-19 pandemic when working from home means that people can feel more isolated.



KEY HIGHLIGHTS

Total Recordable Injury Rate (TRIR)

0.31%	0.25%	0.17%	0.22%	0.27%	0.14%
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21

A 48% reduction compared to 2019/20 and our lowest rate since the beginning of RIIO-ED1

Incidents (TRIR)

28	21	14	17	19	12
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21

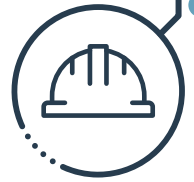
our lowest number of annual incidents to date in RIIO-ED1



50% reduction

in MTIs (Medical Treatment Incidents) compared to 2019/20, down from 12 to 6

SAFETY



COMMITMENT 5

Our behaviour-based Safety Family concept will be deployed across our business and contracting workforce.

Influencing Behaviours programme

Our behaviour-based Safety Family concept was successfully deployed across our business in the form of our Influencing Behaviours programme.

The Influencing Behaviours programme looked at our approach and attitude to safety, encouraging our staff to have a safety conscious mindset and enhance their soft skills. Following its success, we recognised the critical role that our supervisory employees play in setting and maintaining the standards of safety required to ensure our teams get home safely. So, we have taken it a step further and developed our Empowering Supervisors programme.

The aim of this expansion is to ensure those with a supervisory role have the necessary skills, tools and support to effectively influence and manage safety within their teams, and support individuals in making safe decisions to prevent incidents. This includes an understanding of the psychology of why people behave in certain ways, and how supervisors 'set the scene' to demonstrate high standards. The rigour applied over previous years to embed 'Influencing Behaviours' along with 'Empowering Supervisors' has paid dividends this year, where we've seen the impact of the COVID-19 pandemic on our workforce and customers. The strong mindset created through both programmes allowed us to focus on the personal safety of our staff and customers during this challenging period. The training ensured we could adapt our delivery methods relatively easily with workforce buy in and safely deliver customer needs. New employees are on-boarded and encompassed in the programme to ensure all our employees receive training on the importance of good safety behaviours.

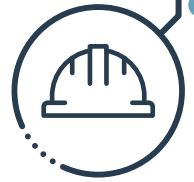


Award winning Influencing Behaviours Programme
Building on success we continue our 3-year rolling programme

Status against plan:



SAFETY



COMMITMENT 6

Having the best safety record in the industry won't make us complacent. We will keep looking for new ways to keep you safe around our equipment.

We are committed to safe and sustainable working practices, in compliance with health and safety standards, that protects our employees, environment, contract partners and customers alike.

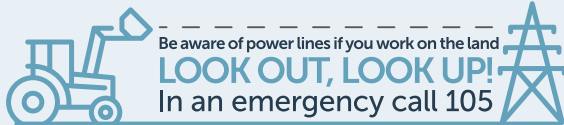
COVID-19 introduced new challenges for us but we made some changes to keep our staff and customers safe. As mentioned under Commitment 5, the rollout of our Influencing Behaviours programme and subsequent Empowering Supervisors programme meant that when COVID-19 hit, we were already in a strong position. We clearly understood what we needed to put in place to ensure our community remained safe and healthy.

While a number of our face-to-face events to promote safety in the community were cancelled, we adapted to engage in a virtual way, utilising more digital channels so we could continue educating our communities about the potential dangers of electricity.

We also supported the ENA's 'Think before you dig' campaign, working with local builders' merchants to raise awareness about carrying out excavations in private property at key times of the year, and we launched a social media campaign 'Look Out, Cables About!' with one of our local farmers. We also updated the Safety section on the SSEN website, meaning you can access key information with just 3 clicks.

KEY HIGHLIGHTS

'Look Out, Look Up!' Campaign



301,704 people reached through our Social Media channels



16,228 likes, shares and clicks accumulated over Facebook and Twitter



2,910 minutes spent viewing content relating to the campaign on Twitter

'Watch out, Cables About!' Campaign

Delivered to c.6,000 garden centres and trade outlets



Status against plan:



Complete



Ahead of Target



On Target



Below Target



ENVIRONMENT



Reducing Our Impact on the Environment

Recognising the impact that our activities can have on both the immediate and wider environment, we are committed to becoming a greener business with a view to reducing the negative impact we have on our surrounding environment.

We're proud to lead by example by being the first Distribution Network Operator to have our 1.5°C science-based greenhouse gas emissions reduction targets accredited by the SBTi.

Our business carbon footprint (BCF) is mostly comprised of electrical losses through transporting electricity across our network, emissions from our vehicle fleet and use of back-up generation to maintain security of supply on the Scottish Islands. To help deliver on our ambitious targets, we are seeking to electrify our vehicle fleet, move to more sustainable, low carbon generation options on the Islands, and increase the use of battery powered tools instead of petrol tools for our tree vegetation management activities.



ENVIRONMENTAL CASE STUDY



Glen Muick Visual Amenity

An undergrounding application was submitted by the Head Ranger of the Balmoral Estate who requested high impact overhead lines be undergrounded close to a popular tourist destination. A visual amenity assessment was carried out in November 2019 and the project was undertaken in 2020/21.

The lines in question were located at Spittal of Glen Muick within the boundaries of the Cairngorms National Park. The assessment concluded that

just over a kilometre of overhead line and two pole mounted transformers were located in high visual impacted areas with high foot traffic year round. A project was created to underground these spans using the allowance set by Ofgem to mitigate visual impact.

The Head Ranger and other stakeholders were continually coordinated throughout the project lifecycle to ensure SSEN were maximising the benefit of the undergrounding initiative to improve this scenic area for the public.

The final project spend was £45k compared to an original estimate of £121k, an efficiency of £48k. Project

highlights include removing 1.14km of high visual impact HV overhead line, 8x HV poles and relocating two pole mounted transformers out of view from the footpath. A bespoke cable duct attached to a bridge crossing was painted in the same shade of green to blend in with the bridge and other infrastructure around the Balmoral Estate.

This is just one of several Visual Amenity schemes delivered by SEPD and SHEPD within National Parks, National Scenic Areas and A.O.N.Bs during the RII0-ED1 price control. To nominate a scheme and to find out more visit ssen.co.uk/undergrounding/



ENVIRONMENT

COMMITMENT 7

We will work more sustainably to reduce our Business Carbon Footprint and the impact of our assets on the environment.

To date, each year in RIIO-ED1, we have been below our Business Carbon Footprint (BCF) target – as shown in the chart below. In 2020/21, we again saw a reduction in our SEPD region and in most BCF categories in SHEPD.

However, due to four subsea cable faults in our SHEPD area (including the Skye-Harris cable mentioned in commitment 1), we have had to rely on back-up diesel generation to maintain security of supply for a number of months. This has caused a substantive increase in our BCF.

Our SHEPD region includes many islands which are supplied by a single transmission and/or distribution subsea cable. In the event of a fault to those cables, our planning standards rely on diesel power stations to maintain security of supply for our customers. This is a cost effective way to keep the lights on for our customers but it is environmentally damaging. For RIIO-ED2 we are proposing more environmentally friendly solutions to reduce the reliance on diesel power stations, including where we can seek flexibility solutions from customers.

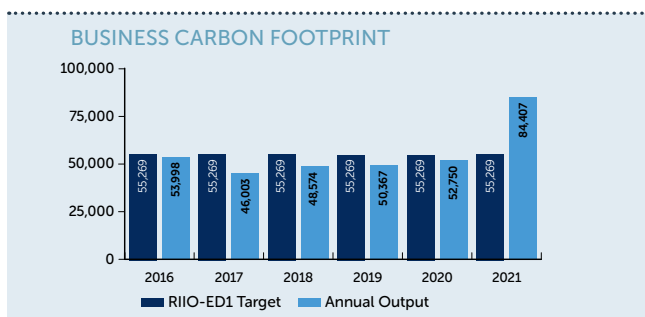
In other BCF areas, we continue to make good progress in reducing our emissions. One of our focuses throughout

RIIO-ED1 is to reduce the average mileage of our business cars. In 2012/13 our average mileage was 7,118 miles per vehicle, and this has reduced annually to an average mileage level of 3,333 miles in 2020/21, as a result of the COVID-19 pandemic, which equates to a 53% reduction.

Additionally, the number of flights taken by staff in 2020/21 greatly reduced due to the pandemic. The changes adopted during the pandemic, such as increased utilisation of virtual meeting platforms, will form part of our business as usual practices to help minimise flights through to the end of the RIIO-ED1 period.

Having made repairs or replacements to a number of subsea cables, we are confident that going forward we will continue to see reductions in BCF in the remaining years of RIIO-ED1 and that we remain on target to deliver this commitment.

Further information on this commitment and the CO₂e reduction is available in our annual SSEN Environment Report at ssen.co.uk/DistributionPriceControlReview.



KEY HIGHLIGHTS



Total Business Carbon Footprint
(excluding losses)
SHEPD: 59,584 (tCO₂e)
SEPD: 24,823 (tCO₂e)



SHEPD 37% Reduction
SEPD 29% Reduction

In oil required to top up Fluid Filled Cables (relative to 2019/20)



27.23km
of overhead lines undergrouned and energised in Areas of Outstanding Natural Beauty, National Parks and National Scenic Areas (in RIIO-ED1 to date)

Nominate a scheme:
ssen.co.uk/undergrounding



23 environmental incidents (minor & above)
a 30% reduction compared with 2019/20

Status against plan:





ENVIRONMENT

COMMITMENT 8

We will use new sources of data to create better models that allow us to analyse and track electricity losses and target loss reduction.

Our Network Protection team is in place to address potential instances of electricity theft and unregistered supplies across our two licence areas. This is what we call 'Non-Technical Losses'.

In 2020/21, the Network Protection team used data sources to carry out proactive investigations into electricity theft despite the impacts presented by COVID-19. Given the nature of the work carried out by our operatives in this area, it was even more important to ensure their safety, and the safety of our customers, by reducing the level of interaction as much as possible. This resulted in us focussing attendance at cases where there was a danger to life and by ensuring that our operatives followed strict COVID-19 guidelines whilst attending sites.

Despite the increased constraints of COVID-19, 11,487 investigations were carried out, of which 4,627 were confirmed cases of electricity theft. The amount of tip offs we received over 2020/21 was lower than previous years, however, we were encouraged to see that our campaign #NOTWORTHHERISK, undertaken in 2019/20, was still having a positive impact with external customers referencing the campaign slogan when providing us with potential cases.

We continue to focus efforts in this area to reduce theft and ensure a safe and reliable network for our customers.

Our distribution networks are also affected by Technical Losses. This is energy which is lost through transporting electricity through our network, the majority to heat. We have considered a wide range of capital, operational and innovative measures to reduce losses using our cost benefit analysis model and implemented those with a strong benefit case.

In our SHEPD region, we used data to help reduce our technical losses by 12% compared to last year. In our SEPD region, we delivered a 25% improvement versus 2019/20. These reductions were achieved through upgrading cable sizes, network voltages and installing lower loss transformers.

If you want to know more about our Losses Strategy, please visit ssen.co.uk/lossesstrategy.



Status against plan:





CONNECTIONS



Connecting Customers to Our Network

In 2020/21, we had to adapt to new ways of working due to the challenges that arose during the COVID-19 pandemic. Despite this, we have maintained strong performance against Ofgem targets and outputs, including Connections Customer Satisfaction (part of the Broad Measure of Customer Service incentive) and Time to Quote.

We have seen a slight increase in our Connections Customer Satisfaction score this year from 8.9 in 2019/20 to 8.93 for 2020/21, and a 55% outperformance for Time to Quote. Unfortunately, the reallocation of resources required by our response to COVID-19 did have an impact on our Time to

Connect performance in SEPD. As explained in more detail under Commitment 9, the pandemic meant that we had to reallocate staff away from connections jobs to high priority works needed to maintain security of supply. This had an impact in our SEPD region where we have a higher volume of connections. The reallocation of jobs caused a backlog of work which took time to clear and led to temporary delays in connection.

We continue to work with our stakeholders to deliver a high-quality connections process which can help facilitate net zero. This includes:

- Launching a strategic partnership with SPEN, Transport Scotland and the Scottish Government to help co-ordinate and plan the EV rollout. The Partnership oversees the delivery of a series of initiatives to roll out the network infrastructure necessary to support electrification of transport in Scotland.
- Working with Transport Scotland, the Scottish Government and local councils on the project of electrification of the A9 in Scotland, the main route to the Highlands, which will be the country's longest EV-ready road.
- Extensive stakeholder engagement with our customers to identify and then implement 27 new commitments under our Incentive on Customer Engagement (ICE) plan. These included:
 - the automation of the electric vehicle and heat pump connect and notify process;
 - recording information-based webinars; and
 - taking steps towards net zero with enhanced customer service and processes in relation to our DSO transition.

This activity resulted in a positive decision from Ofgem confirming that we have met the minimum criteria of the ICE incentive in 2020/21.

For more information on our connections, visit ssen.co.uk/Connections.

KEY HIGHLIGHTS



47,176 calls

answered in our connections contact centres (a drop of 35% compared to 2019/20 due to COVID-19 and increased web applications)



217 stakeholder engagement events

including webinars, forums, workshops and panels

Customer Satisfaction*

8.22	8.31	8.35	8.69	8.90	8.93
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21

*Connections Customer Satisfaction. Scored out of 10.



726,537 website hits

Total Connections page views

CONNECTIONS



COMMITMENT 9

We will reduce the average number of working days to provide a connections offer and a connection after acceptance by 10%.

Time to Quote (TTQ)

In 2020/21, both SHEPD and SEPD outperformed against the commitment target issuing quotations for Single Connections and 2-4 Connections. In both licence areas, an improvement of 57% was seen for Single Connections. In SHEPD, for 2-4 Connections, an improvement of 67% was delivered, and in SEPD this figure was 56%. This continued improvement has been driven by daily reporting

which has helped the business to identify where immediate action is required.

Time to Connect (TTC)

In SHEPD, for delivering Single Connections and 2-4 Connections we have met our target of a 10% reduction. The table below illustrates that for Single connections the reduction in TTC was 44% and for 2-4 Connections, it was 53%. In SEPD, we have not met our commitment this year. For single connections we were 6% higher than our 12/13 performance and 15% higher for 2-4 Connections.

As highlighted in our key highlights section, performance in the SEPD area was impacted by COVID-19, particularly

in Q1, with focus shifting to high priority works and services only, in line with Ofgem's guidance. This created a backlog of work which took time to process. The impact was felt more in SEPD because we receive a far greater volume of smaller connection applications in this region.

Both SEPD and SHEPD are continuing to benefit from process improvements and initiatives put in place to improve both project management and communication with customers throughout the connection process. This has helped improve coordination of works and increase the number of connections completed on time. This gives us confidence that we should be on track to continue to deliver on the commitment going forward.

Time to Quote and Time to Connect

		AVERAGE NUMBER OF WORKING DAYS								
		12/13 performance	Improved performance commitment (10% reduction)	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21	20/21 % reduction against 12/13
SHEPD										
Single Connection	Time to Quote	8.78	7.90	2.50	3.55	4.22	2.86	3.26	3.79	-57%
	Time to Connect	35.08	31.57	31.5	29.98	27.84	22.10	17.13	19.51	-44%
2-4 Connections	Time to Quote	13.7	12.33	5.10	7.22	9.02	5.34	4.13	4.46	-67%
	Time to Connect	52.71	47.44	40.02	40.44	28.76	27.8	21.11	24.68	-53%
SEPD										
Single Connection	Time to Quote	8.19	7.37	2.66	2.69	3.41	3.11	3.01	3.56	-57%
	Time to Connect	39.5	35.55	33.18	44.29	45.71	31.84	29.29	41.99	6%
2-4 Connections	Time to Quote	12.37	11.13	6.94	7.23	9.28	8.65	4.53	5.47	-56%
	Time to Connect	47.19	42.47	45.04	63.68	64.01	40.29	34.87	54.35	15%

Status against plan:



CONNECTIONS



COMMITMENT 10

We will facilitate an open and competitive market by improving the connections information that is publicly available.

We continue to focus on facilitating an open and competitive market through engaging with Independent Distribution Network Operators (IDNOs) and Independent Connection Providers (ICPs) to understand the information they need to compete effectively in the connections markets.

As a result of this engagement, we provided the following new information:

- A new document on our website which permits the calculation of the earth fault current for secondary distribution substations at 11kV and 6.6kV. This will allow ICPs and IDNOs to have the same access to information as our design teams, to assist in their design of connections; and
- We created a dedicated ICP/IDNO contact and escalation guide which covers both licence areas (SHEPD and SEPD). This guide provides ICP and IDNO stakeholders with relevant points of contact and escalation routes, making it easier to get in touch with us when they have queries. The guide is now available on our webpage and is being reviewed and updated periodically.
- We have also updated several pages on our website in order to provide more information about our DSO transition.

A list of further improvements can be found on our [Incentive on Connections Engagement webpage](#).



Status against plan:





CUSTOMER SATISFACTION

Improving Customer Service

The needs, expectations and service standards of our customers continue to evolve and we are committed to evolving with them. Our customers and stakeholders are at the heart of everything we do, and we continue to demonstrate that we're dedicated to developing our business based on their feedback.

Despite a challenging year, we have continued to outperform the Ofgem set RIIO-ED1 Customer Satisfaction Targets (as set out within the Broad Measure of Customer

Service Incentive), achieving a 88.2% overall satisfaction score compared to 84.5% at the start of RIIO-ED1.

Our Customer Promises

A common piece of feedback from our stakeholders was that we didn't have a central set of principles to anchor our customer service strategy to. It was strongly encouraged by several stakeholder groups, including our Stakeholder Advisory Panel, that a set of customer promises should be introduced, providing a clear strategic

direction of where we focus our efforts on improving customer service. Through co-creation we developed the promises below. These promises are now used to structure everything we do within our customer service strategy and, when introducing new service offerings, the question is always asked "does this meet our customer promises?". The promises have been fully endorsed by both external and internal stakeholders and are now fully embedded into our business.

KEY HIGHLIGHTS



IoCS Accreditation

(Institute of Customer Service)
Customer Contact Centres awarded IoCS ServiceMark Accreditation



89.4% Achieved

UK Customer Satisfaction Index
77.7% UK average **73.8%** Utilities sector average



Most accessible DNO website (Sitemorse)



9.49

overall digital customer service CSAT score (1st place DNO)

Broad Measure of Customer Service Score

SHEPD Supply Interruptions	SEPD Supply Interruptions	SSEN (overall) Supply Interruptions
9.25/10	8.56/10	8.91/10
Connections	Connections	Connections
9.31/10	8.54/10	8.93/10
General Enquiries	General Enquiries	General Enquiries
9.13/10	8.67/10	8.90/10

391k digital contacts
(122% increase on 2019/20)

1.3 million visits
to our website (40% increase on 2019/20)

Customer Complaints

95% complaints resolved within 31 days **ZERO** complaints upheld by the Energy Ombudsman since the start of RIIO-ED1 **82%** complaints resolved within 1 working day

646,413 calls into the Customer Contact Centres (excluding General Enquiries and Connections Customer Contact Centre)

Customer Service Promises



We will act responsibly, being aware of the wider society we serve



We will stop at nothing to keep our customers and employees safe



We will be relentless in finding new innovative ways to improve our services



We will treat customers as individuals, shaping our services to meet their needs



We will be there for our customers when they need us



We will continue to build a greener world for our customers



CUSTOMER SATISFACTION

COMMITMENT 11

We will maintain ongoing dialogues with all customers who request regular updates on what we are doing.

We're committed to regularly engaging with our customers and acting on what our customers tell us. We apply considerable effort into maintaining relationships with our customers and use their insights and feedback to shape our business plans, whilst continuously updating them on what we're doing with their feedback.

The 2020/21 year has proved the importance of building strong online communities which has enabled us to continue a high standard of communication with customers, despite restrictions from the coronavirus pandemic. We provided the following avenues for customer to request more regular updates on what we are doing:

- We've evolved digital capabilities and online presence to make it easy for our customers to engage with us, and for us to provide regular updates to our customers.

- We are using our social media as a platform for conversations with customers and last year had 444,741 conversations across our social network channels. Our social media follower base currently sits at 49,915, and in 2020/21 we were able to reach 8,115,111 through social media posts.
- We have been more closely engaged with our local communities, through our work to actively help them deliver their energy plans. We've made use of these online communities to maintain dialogue and provide updates on what we're doing as a business, how our future plans are progressing, investment and reinforcement activities in local communities and provide reassurance we're still working around the clock to support them.
- In addition, our Stakeholder Engagement Methodology is fully embedded across our business and applies to our customer service improvements too. We prioritise enhanced engagement and maintain two-way dialogue with our customers to drive improvements and ensure that our customers are kept up to date with what we are doing. Keeping the conversation flowing throughout the pandemic.

Touch Point Surveys

Real-time feedback with real-time action

In 2019/20, we launched Touch Point Surveys as part of our 'Voice of the Customer' programme. The survey was implemented to help us gain real-time feedback from our customers on their journey with us throughout most core services. We've since expanded this programme to include all the core services our customers may experience; from a new connection or alteration to their service, to a power outage or general enquiry.

The programme has been successful, providing us with over 20,000 individual pieces of feedback throughout 2020/21. Through the programme, we've also been able to intercept journeys with over 1,000 customers who told us their experience was off track. Thanks to this information we've been able to resolve issues resulting in a more positive experience for the rest of our customers' journeys.

With so much real-time insight from customers, we're now able to quickly react to situations that may arise and resolve problems almost immediately.

Customers have appreciated the rapid intervention throughout their experience and welcome being able to provide honest feedback throughout their journey with us, knowing we'll act on it.

Status against target:





CUSTOMER SATISFACTION

COMMITMENT 12

We will seek customer views on service, connections, reinforcement and reliability, working with communities around safety and awareness across our network.

We believe it's important that our customers and stakeholders drive our business plans for the future. Through a robust engagement model, we continue to engage with customers to seek their views on how we operate as a business.

To date, we have used the following channels to seek customers' views on service, connections, reliability and safety:

- subject-specific workshops with focused discussion
- online events such as forums and webinars
- virtual conferences using innovative engagement platforms providing 'face-to-face experience'
- virtual breakout rooms
- face-to-face, online and telephone surveys, including touchpoint surveys carried out at various stages of the customer journey
- bilateral meetings
- social media
- expert panel sessions
- local events

2020-21 was a difficult year due to COVID-19 pandemic, and when our ability to engage in person was very limited. Despite the challenges, we have quickly adapted to the new circumstances and carried out most of our engagement digitally, which allowed us to get in touch with over 31,000 customers and stakeholders who helped us shape our plans to improve the way we serve our customers.

You can find out more on our Connections Engagement at <https://www.ssen.co.uk/ICE/>.



Status against target:





LOOKING FORWARD

Supporting the Transition to a Low Carbon Economy

In the last year, we have refocused our organisation to set ourselves up to power communities to thrive today and create a net zero tomorrow. That means us playing our part in achieving the Government's net zero targets, but doing so in a way that keeps bills down for customers and ensures that no one is left behind.

We are using the remaining months of the current price control to both continue to deliver against our business plan commitments and set the organisation up for delivering in the next period, RIIO-ED2, which will run from April 2023 to March 2028. That is going to require our business to both grow and significantly improve performance in several areas, for example, improving efficiency and digitalisation. We have been developing our business plan for RIIO-ED2, including through extensive engagement with our stakeholders over the last several years. We submitted a draft business plan to Ofgem in July 2021 and will be submitting our final plan on 1st December 2021.

Our RIIO-ED2 business plan builds on the foundations we have set in RIIO-ED1 and is designed to facilitate net zero by providing the network capacity needed to decarbonise transport and heat. It requires a ramp up in the scale of our operations, not just in terms of asset investment but also the use of non-asset solutions such as flexibility. It will also require more strategic planning of the network in conjunction with Local Authorities (to help deliver local area energy plans) and with the Electricity System Operator (ESO) to ensure joined up planning across Transmission and Distribution networks. Further, we will need to operate our networks within the context of a flexible energy system. This will require closer to real-time operation, with more use of customer flexibility as a tool to manage the network and an understanding of where this flexibility is most valuable (across the energy system as a whole).

Our work in RIIO-ED1 is giving us the blueprint for what we need to deliver. For example, we are the lead partner in Project LEO (Local Energy Oxfordshire), a £40+ million multi-stakeholder project creating a model for a local energy system of the future that can be replicated elsewhere. The project supports the UK's journey to achieving net zero goals through a move to smarter energy networks that take a whole system view and an equitable approach to meeting a local community's growing need for power, heat, and transport.

Alongside LEO is SSEN's Ofgem-NIC (Network Innovation Competition) funded TRANSITION project which is designing and implementing in a trial environment, the proof-of-concept tools and platforms, flexibility markets and the system architecture required to support the evolution to the delivery of key Distribution System Operations (DSOs).

We are using the remainder of the RIIO-ED1 period to continue to incubate innovation and then scale it up fast.

We are reviewing our processes, resources and policies to check they are robust to the scale of what we need to deliver.

This up-scaling is the focus of our programme to mobilise for RIIO-ED2, so that we are ready to start delivering on our ambitious RIIO-ED2 business plan, from 1 April 2023.

More information can be found at the following locations:

- ssen.co.uk/SmarterElectricity/
- project-leo.co.uk/
- ssen-transition.com/
- energynetworks.org/creating-tomorrows-networks/open-networks
- ssenfuture.co.uk/











APPENDIX

SSEN has provided details within this report of its core 12 commitments. There are, however, a total of 110 commitments made by our company for our Price Control period. These are tracked throughout the year and details of each commitment's progress-to-plan is available in our separate report by following the link on the right hand side of this page.

A full index of our 110 commitments can be found here: ssen.co.uk/DistributionPriceControlReview/

Category	Total Commitments	Below Target	On Target	Ahead of Target	Complete	Overall Status Against Plan
 RELIABILITY	27	4	17	3	3	★★☆☆
 SOCIAL OBLIGATIONS	23	0	11	3	9	★★★★☆
 SAFETY	12	1	8	1	2	★★☆☆
 ENVIRONMENT	11	3	5	1	2	★★☆☆
 CONNECTIONS	15	1	10	0	4	★★☆☆
 CUSTOMER SATISFACTION	22	0	10	3	9	★★★★☆
Total	110	9	61	11	29	★★☆☆



GLOSSARY



BIDOYNG

A specialist piece of equipment that connects to the Low Voltage network at a local substation and will automatically replace fuses once before a manual fuse replacement is required and can assist in locating faults.

BROAD MEASURE OF CUSTOMER SATISFACTION (BMCS)

A customer satisfaction survey designed to drive improvements in the quality of the overall customer experience by capturing and measuring customers' experiences of contact with their DNO across the range of services and activities the DNOs provide.

BUSINESS CARBON FOOTPRINT (BCF)

Total amount of greenhouse gas emission caused directly and indirectly by a business or activity.

CUSTOMER INTERRUPTIONS (CI)

The number of customers interrupted (CI) per year. This is the number of customers whose supplies have been interrupted per 100 customers per year over all incidents, where an interruption of supply lasts for three minutes or longer, excluding re-interruptions to the supply of customers previously interrupted during the same incident.

CUSTOMER MINUTES LOST (CML)

The duration of interruptions to supply per year. This is the average customer minutes lost (CML) per customer per year, where an interruption of supply to customer(s) lasts for three minutes or longer.

ENERGY NETWORKS ASSOCIATION (ENA)

The industry body funded by UK gas and electricity transmission and distribution licence holders.

FLUID FILLED CABLE (FFC)

Pressurised fluid filled underground cables – the fluid acts as an electrical insulator.

HIGH VOLTAGE (HV)

Voltages over 1kV up to, but not including, 22kV.

LOSSES

The difference between units entering and units exiting the DNO network through different connection points.

LOW VOLTAGE (LV)

This refers to voltages up to, but not including, 1kV.

PRICE CONTROL

The control developed by the regulator to set targets and allowed revenues for network companies.

PRIORITY SERVICES REGISTER (PSR)

A register of all customers in an electricity distribution area that are of pensionable age, disabled, chronically sick, require special communication needs, depend on electricity for medical reasons, or have children under 5, or require certain information and advice in alternate formats and languages.

REVENUE PROTECTION

The prevention, detection and recovery of losses caused by interference with electricity supplies (Non-Technical).

TOTAL RECORDABLE INJURY RATE (TRIR)

A calculation that takes into account the number of recordable incidents per number of hours works.

TRANSFORMERS

An electrical device that transfers electricity between two or more circuits.

UNRESTRICTED DOMESTIC TARIFF

The Unrestricted Domestic Tariff Charge is the proportion of the electricity bill customers paid to us for using the electricity network. This is billed via the customers' suppliers.

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