

Annual Review 2015/16

Leading the way

A year of great achievement

Our vision

To be the **best performing**

distribution network operator in the UK by 2018

We will achieve this by demonstrating industry leadership in the three areas below:

An employer
of choice

- > The safest – with an exemplary safety record
- > A place where people love to come to work

A respected
corporate
citizen

- > The most reliable networks
- > The most satisfied customers
- > The most innovative
- > Deliver on our commitments

Sustainably
cost-efficient

- > Be the lowest cost electricity distributor
- > Deliver profitable growth in our unregulated business

Our values

The **DNA** of our business

Our values communicate the behaviour we expect of our staff and our contractors. They form the basis of the way we do business.

Integrity

We will do what we say we will do and build trust and confidence by being honest to ourselves, our colleagues, our partners and our customers.

Continuous improvement

We are committed to learning, development, innovation and achievement.

Diversity and inclusiveness

We recognise and encourage the value which difference and constructive challenge can bring.



Respect

We treat our colleagues and our customers the way in which we would want to be treated.

Responsibility

We always act in an ethical, safe and socially/environmentally aware manner.

Unity

We are stronger together and this comes from a shared vision, a common purpose, and supportive and collaborative working.

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Basil Scarsella, Chief Executive



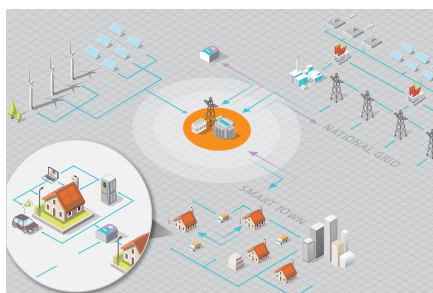
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Visit our Annual Review website:
<http://annualreview2016.ukpowernetworks.co.uk/>

Chief Executive's introduction



The year from April 2015 to March 2016 was one of great achievement for UK Power Networks. It was by far our best year since we started as an independent business in 2010. We are clear about our priorities – safety, customer service, and costs – and I am delighted to report that our efforts on these fronts continue to gain momentum and this year we were rewarded by our best performance yet.

> We have achieved industry-leading safety performance with just five occasions in the year where our people needed time off due to injury (called Lost Time Incidents). This resulted in a frequency rate, which is incidents per 100,000 hours worked, of 0.03 – one of the lowest in the industry

> Our customer satisfaction rating stands at 85%, the best score we have ever attained

> Our reliability performance has improved to a best ever average of 30 customer minutes lost per year compared with 34 last year, 46 the year before, and 64 in 2010/11

> The average annual cost of distribution services for a domestic customer at £75.60 means we continue to be the lowest cost distribution network operator

> We have retained our standing in the Sunday Times Top 25 Best Big Companies to Work For, the only distribution network operator to achieve this recognition

I attribute our success largely to the relationships we have developed with our stakeholders. We go out of our way to get to know and understand the people we serve and the communities in which they live and work. We work hard to earn their confidence and we appreciate the trust they put in us. They trust us not just to keep the lights on, but also to be respectful of matters such as their personal data. We take that responsibility very seriously. We listen to what they tell us is important to them, and we act on it. You can read in detail in this report about how we develop close relationships with our customers and the groups that represent them and, most importantly, the effect that has had on how we run our business. We take particular care of our vulnerable customers and are getting better and better at understanding and anticipating their needs.

It is our employees who deliver this service. I recognise and appreciate the vital role they play in achieving our vision to be the best performing distribution network operator. We value our people and do our best to support and inspire them, so I was particularly pleased that UK Power Networks was ranked among the Sunday Times Top 25 Best Big Companies to Work For. We were in excellent company and the only distribution network operator to achieve this recognition. It was another proud moment when Utility Week magazine awarded us the accolade of Utility of the Year for the second time in four years.

As well as looking back at the year, this report looks forward to the exciting shape of things to come in the world of electricity networks. We aim to be one of the most innovative companies in our sector as we transition to a low carbon economy, and I am happy to share with you in this report our vision for the future of electricity networks in the UK.

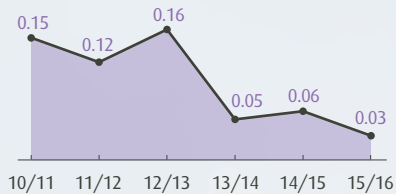
A handwritten signature in white ink, appearing to read 'Basil Scarsella', written over a blue background that shows a power line tower against a clear sky.

Basil Scarsella

Our journey

We are proud of our achievements since 2010 and the progress we have made in our performance.

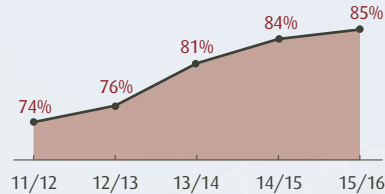
Leading safety performance – Lost Time Incident Frequency Rate¹



80%

Improvement since 2010/11

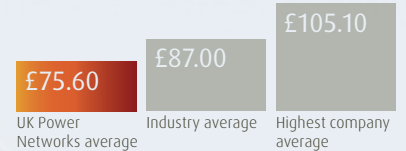
Achieved our best ever customer satisfaction score²



15%

Improvement since 2011/12

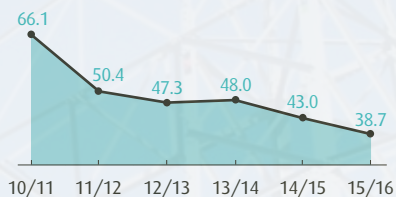
Lowest annual domestic charges in the industry³



13%

Lower annual domestic charges than the industry average

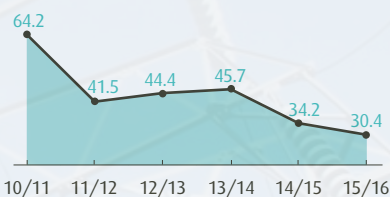
Reduction in the frequency of power cuts⁴



42%

Improvement since 2010/11

Reduction in the duration of power cuts⁵



53%

Improvement since 2010/11

Gold Investors in People Award



2015 European Utility Industry awards – Industry Innovation



Sunday Times Top 25 Best Big Companies to Work For



2012 and 2015 Utility of the Year



1. The Lost Time Incident Frequency Rate is the number of incidents where employees needed at least one day off due to injury per 100,000 hours worked

2. Figures are an average of the three licence areas. Figures for 2010/11 are not available as Ofgem began measuring customer satisfaction in this format in 2011/12

3. Figures are from 2015/16 data for domestic unrestricted customers based on annual consumption of 3100 kWh

4. Figures are the number of customers interrupted per 100 customers on our network. Figures are a weighted average of the three licence areas and exclude exceptional events

5. Figures are the average length of time customers are without power, for power cuts lasting three minutes or longer. Figures are a weighted average of the three licence areas and exclude exceptional events

Our operations

Delivering electricity to

18 million people

UK Power Networks owns, operates and manages three of the 14 regulated electricity distribution networks in Great Britain. Our networks deliver electricity to 18 million people (8.2 million homes and businesses); 28% of the United Kingdom's population.

We are a pure network operator. We do not generate or buy electricity, nor do we sell it to customers.

Our **three regulated networks** are:

- > Eastern Power Networks Plc, serving North London and East Anglia
- > London Power Networks Plc, serving Inner London
- > South Eastern Power Networks Plc, serving South London, Kent, East Sussex and parts of West Sussex

Our responsibility is to **'keep the lights on'** for the customers connected to our network. We:

- > Maintain the safety and reliability of our electricity networks
- > Efficiently connect new customers to our electricity networks, including power generators
- > Restore supply as quickly as possible to customers who experience an interruption
- > Innovate to continually improve efficiency and the service we provide to our customers
- > Facilitate a low-carbon environment by investing in assets, processes and initiatives that enable low carbon technology to be connected to our network
- > Extend and upgrade the network to meet our customers' future needs

UK Power Networks Services

Through our unregulated business, UK Power Networks Services, we deliver and manage high voltage electrical and multi-utility networks for owners of major infrastructure. Our portfolio for this part of our business includes a range of high profile clients from both the public and private sector including London's four main airports, High Speed 1, Network Rail, London Underground, Docklands Light Railway and Canary Wharf.

[Read more on pages 36-37](#)

Where we operate

The area we serve covers more than 29,250 square kilometres from Cromer in the east to Brighton on the south coast.

London

London Power Networks

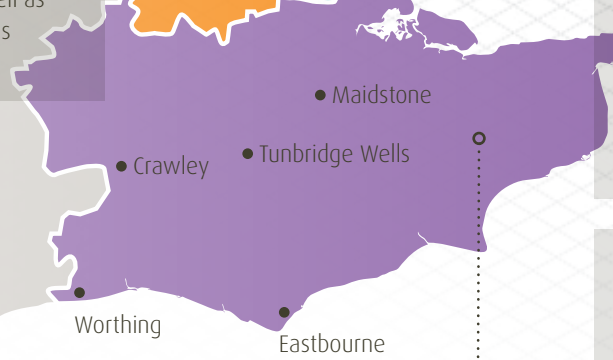
We look after the electricity network for Inner London, with responsibility for delivering power to iconic buildings and businesses as well as high profile international events throughout the year.



East

Eastern Power Networks

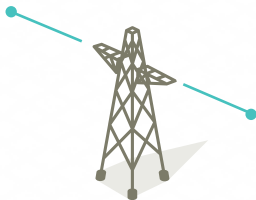
We deliver power to North London and East Anglia, encompassing a diverse range of urban and rural areas as well as a huge coastline.



South East

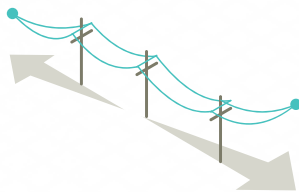
South Eastern Power Networks

We serve South London, Kent, East Sussex and parts of West Sussex, covering a rich variety of customers and locations.



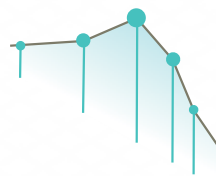
Energy distributed

79,577 GWh



Total length of overhead (46,133 km) and underground (140,878 km) network

187,011 km



Peak demand

14,878 MW



Number of people served

18 million

Our people

Attracting and retaining talented people

Our people are central to our business and the best way for us to deliver excellent service is to ensure that we engage, motivate, train and take care of our employees. Ever since we became an independent company in 2010, we have worked hard to ensure that UK Power Networks is an employer that the best people want to join and where they stay to build their careers.

The scale of our success in this area is demonstrated by two objective measures. First, we are delighted about our repeated appearance in the Sunday Times Top 25 Best Big Companies to Work For, especially as we are the only distribution network operator to appear on the list. Our Gold Award from Investors in People is also a source of particular pride. To quote the assessor's report, 'Gold recognition is an excellent achievement for any organisation; it is particularly impressive given the level of change and relative newness of UK Power Networks as an organisation.'

Talent highlights

We strive to recognise and develop our people through various events and programmes:

- > Our annual '**Living our values**' awards are designed to recognise employee achievements within the business that demonstrate our vision and values
- > The **Supported Studies Programme** provides financial assistance to employees and enables them to undertake further education. 174 employees received funding last year
- > Our **New Leaders Programme** is aimed at new managers and leaders within the business. The programme helps to provide them with support and development opportunities to excel in their new role
- > Our **Future Leaders Programme** is aimed at developing potential leaders and creating opportunities for them to grow and learn. This year, five of our future leaders visited Canada on a business fact-finding mission to learn and share ideas with other global utilities



Sammy-Jo Evans

One of our apprentices took the **Rising Star Award** at this year's Utility Week Stars Awards. Sammy-Jo is top of her class, and she has recently been assigned to more challenging work earlier than usual to stretch her capabilities.



Cricket Match: Directors vs. Employees

Employees took part in the annual UK Power Networks cricket match against the executive management team. This was an excellent opportunity for employees and directors to get together in a fun and informal setting.

Safety

We want everyone who works for UK Power Networks to come home from work safe and sound. We are continually scrutinising the safety aspects of how we work, and it is not only when things go wrong that we pay attention. We also examine just as closely every occasion when things have nearly gone wrong. In other words, we take every opportunity we can to learn and continuously improve our processes to safeguard our employees and the public.

Training and development

We are committed to learning and development and that goes for every level in the organisation, from an apprentice cable jointer to the senior management team. We want to make sure that our people are equipped to do the best job they can. We train our technicians so that they are skilled and up to date. And our development programme has a clear focus on building the quality of leadership in UK Power Networks; our leaders are required to be focused, accountable and visible.

Engagement

We are strong believers in the power of communication to help our employees understand the overall objectives of the organisation and the part they play in achieving them. This is a two-way process and everyone is encouraged to air their views on the best way forward. We have many and varied ways of sharing ideas and plans such as video presentations by the CEO, newsletters and magazines as well as face-to-face meetings and employee forums.

Diversity and inclusiveness

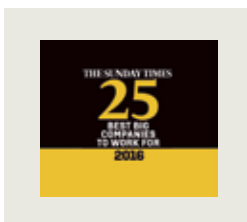
UK Power Networks fosters an increasingly open and transparent environment in which to work. This helps everyone who works here to understand and contribute to achieving our shared goals. And we are striving to be a diverse and inclusive employer, not least because we want to be able to benefit from the full range of talent available to us. Our programmes for recruiting and developing talent are designed to ensure that we are reaching, identifying and nurturing an ever-more diverse range of people.



Training and Development Centre

When she was Secretary of State for Energy and Climate Change, Amber Rudd visited our training centre in Sundridge, Kent to discuss how we train and develop our apprentices. Ms. Rudd observed apprentices receiving training in a variety of craft skills including jointing, fitting, and overhead lines, and she also participated in practical activities including an inspection of an overhead line and a descent in a mobile work platform.

Awards



UK Power Networks again featured in the Top 25 Best Big Companies to Work For – the only distribution network operator to do so.



This award recognises high-performing, high-achieving organisations that put people at the heart of their success.



We are proud that our colleague Lynne McDonald was named Engineer of the Year, an award for the brightest and best female achievers in the industry.



In 2015 UK Power Networks received three Utility Week awards, including Utility of the Year. We were recognised for the improvements we made across the business.



We received the Industry Innovation Award for implementing an innovative technology which plays a vital role in developing a sustainable environment.

The future energy landscape

A de-centralised model

A more **flexible and agile**
energy system

The traditional model for electricity generation is set to change. In the future, everyone will have the potential to be both a producer and a consumer. Wind turbines, solar panels, electric vehicles and other low carbon technology will be within the reach of consumers.

Houses will be fully connected and enabled for smart appliances, smart meters, storage and control. Advances in electricity storage also mean that batteries can be connected to the network and charge during the day and the stored electricity can be used in the evening. This allows households to avoid paying peak demand electricity prices. We may also see the increase of peer-to-peer electricity trading, which means generators and consumers can trade directly with each other.

We expect soon to see the decline of the linear, top-down relationship between generators, network operators and customers and the rise of a de-centralised, multi-faceted community of power. Through our innovation programme we are taking an active role in developing new approaches to managing capacity and flows within the network. New intelligent storage facilities, smart management of demand side response and other smart grid technologies are high on our innovation agenda. In cooperation with a range of partners we are working to enable low carbon generators to enter the energy market. As energy exchanges become more localised, distribution network operators like us are likely to evolve into distribution system operators to ensure the system is properly coordinated to deliver secure and affordable electricity supply.

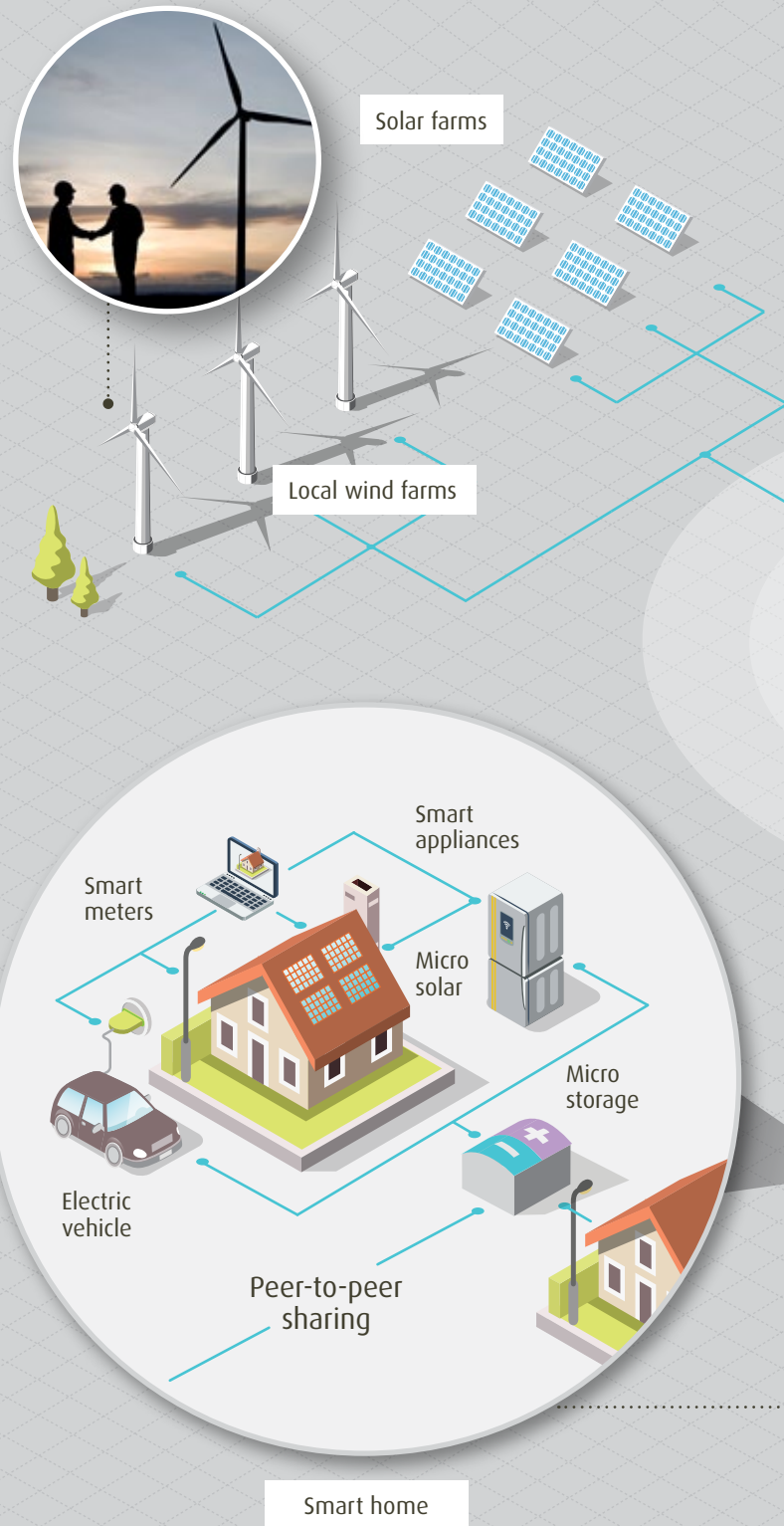
Connected technology and microgeneration

Many homes will be equipped with smart appliances such as smart heating and lighting systems. They can be connected to smart electric meters and save energy by shifting electricity usage to off-peak hours. Some homes will also have microgeneration and micro storage.

The combination of domestic storage with self-generation allows customers to store surplus power, and then use it at peak times in order to reduce bills. We are also seeing growth in electric vehicles, which will lead to increased peak demand on the network. Finally, peer-to-peer trading, which allows consumers to trade with each other and share energy at a local level, will play a bigger role in the industry.

Distributed generation

Distributed generation is smaller scale generation technology that connects to the distribution network, closer to the consumers of electricity. The deployment of this type of technology, such as wind and solar, is increasing at an unprecedented pace.

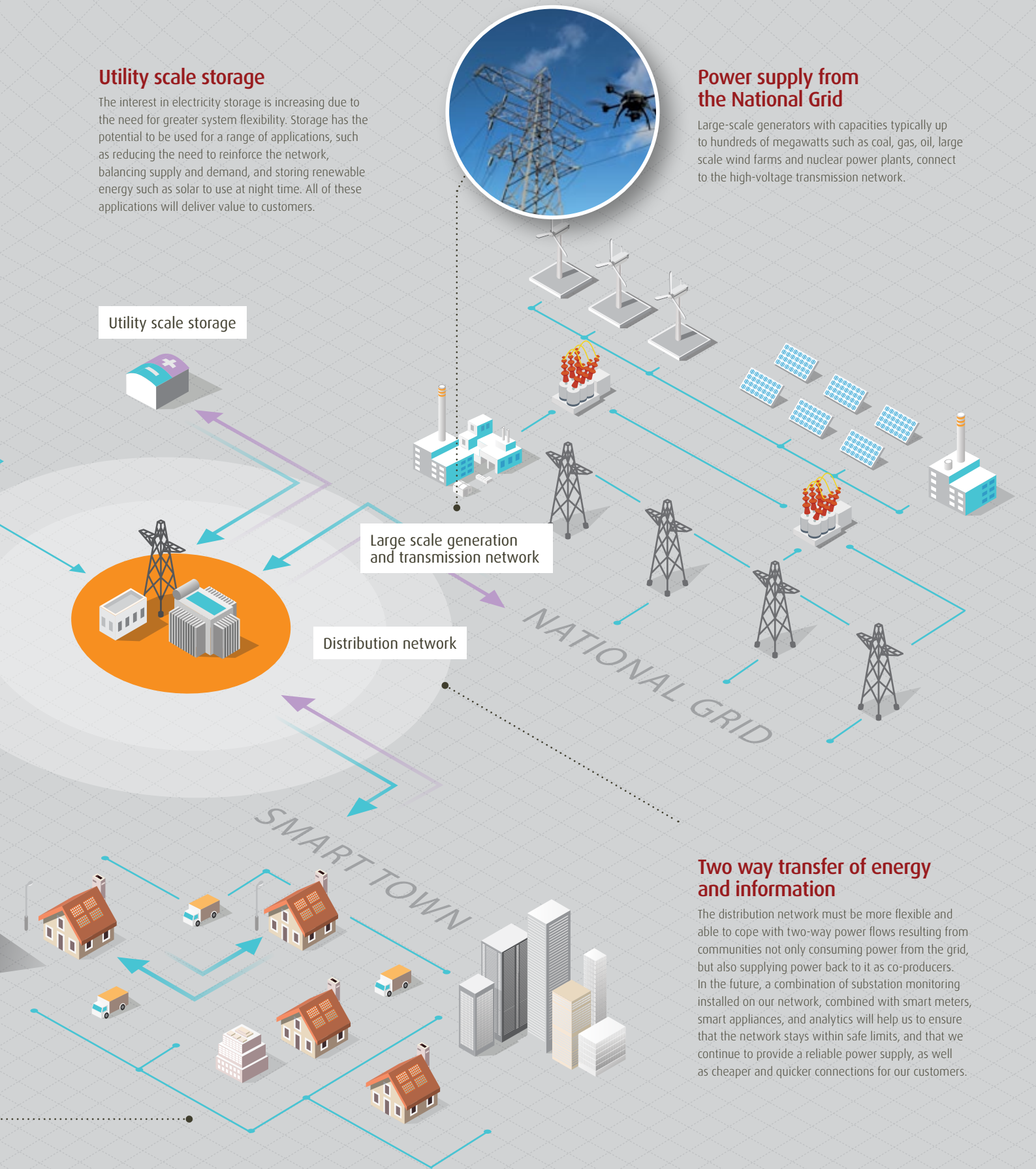


Utility scale storage

The interest in electricity storage is increasing due to the need for greater system flexibility. Storage has the potential to be used for a range of applications, such as reducing the need to reinforce the network, balancing supply and demand, and storing renewable energy such as solar to use at night time. All of these applications will deliver value to customers.

Power supply from the National Grid

Large-scale generators with capacities typically up to hundreds of megawatts such as coal, gas, oil, large scale wind farms and nuclear power plants, connect to the high-voltage transmission network.



Two way transfer of energy and information

The distribution network must be more flexible and able to cope with two-way power flows resulting from communities not only consuming power from the grid, but also supplying power back to it as co-producers. In the future, a combination of substation monitoring installed on our network, combined with smart meters, smart appliances, and analytics will help us to ensure that the network stays within safe limits, and that we continue to provide a reliable power supply, as well as cheaper and quicker connections for our customers.

Keeping the spotlight on safety

We work in an industry that can be dangerous, so we have an established and rigorous safety culture to lessen the risk of harm both to our people and the general public. This year we have halved the number of times employees needed at least a full day off work due to injury, continuing the downward trend we have seen in recent years. But complacency is the enemy of safety so we take every opportunity to learn from near misses as well as actual incidents.

 Read more on [pages 26-27](#)

Mark Davies
Edif ERA

“ In our experience we have found the UK Power Networks approach to health and safety management to be an effective blend of clear direction, good communication and collaboration. This was recently exemplified in setting up a new subcontract with Edif ERA to undertake specialist earthing testing and inspections at UK Power Networks substations.

UK Power Networks took the time to meet us on site to understand the work being undertaken and the associated risks. In a nutshell, a common sense approach was adopted which has resulted in a robust and practical safety management system. ”



Stay Safe programme

Everyone in the organisation goes through our Stay Safe programme, which focuses on the behavioural elements that underlie a person's approach to safety. Using a mix of tools, techniques and insights, it helps us all to recognise our states of mind, our attitudes, the beliefs we hold,

and the habits we aren't even aware of. These all have a huge – and sometimes subconscious – effect on our behaviour. With a combination of robust processes, good habits and an open culture, we aim to be one of the safest network operators in the industry.

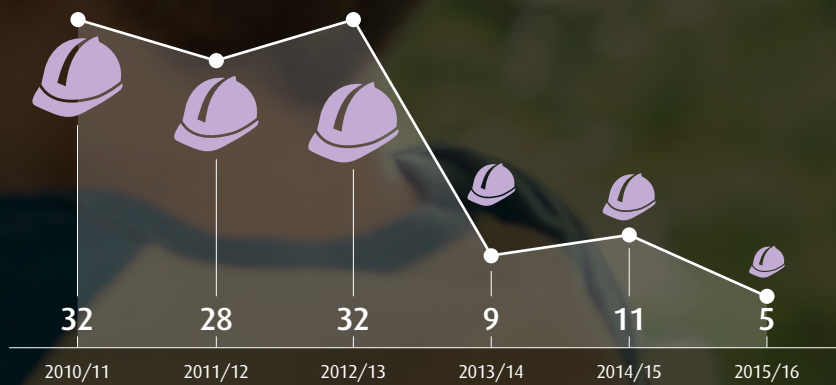
80%

Improvement in the frequency rate of Lost Time Incidents since 2010. This is the number of incidents needing at least a full day off work, per 100,000 hours worked

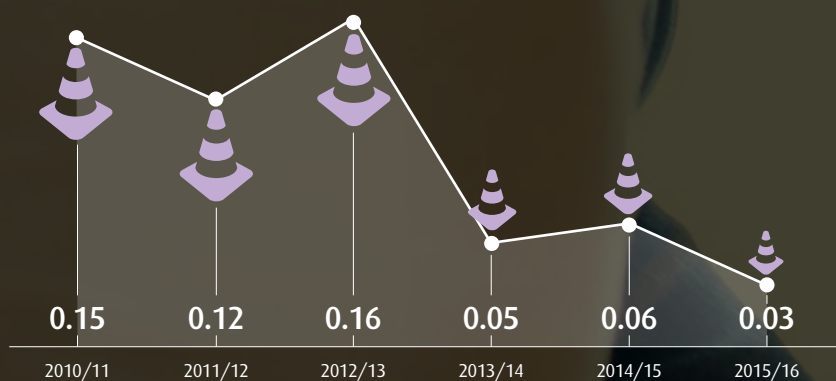
5

The number of incidents where employees and contractors needed at least a full day off work due to injuries in 2015/16

Number of Lost Time Incidents (contractors and employees)



Lost Time Incident Frequency Rate (contractors and employees)



2 Network reliability

Keeping the lights on

Our customers expect us to keep the lights on. There will sometimes be interruptions to the power supply but we are reducing the number of times the power is cut, the number of people who are affected and the length of time power cuts last. We make sure that our IT systems and processes help us restore electricity supply quickly and safely. We want to be at the forefront of innovations that will provide even more secure power supplies in the future.

 Read more on [pages 31-32](#)

Nimax Theatres
Executive Director

“ A reliable power supply is absolutely essential for the success of West End theatres. In the event of a power cut we need to be able to recover our operations as quickly as possible to avoid losing shows and audiences and protect London theatres’ first class reputation around the world.

UK Power Networks has worked with Nimax to understand our business priorities, look at ways of improving resilience and ensure good communication links both on the ground and at management level so that in the event of a power cut we can respond as quickly and effectively as possible to avoid disruption.

”

**NIMAX**
THEATRES

Best in class technology

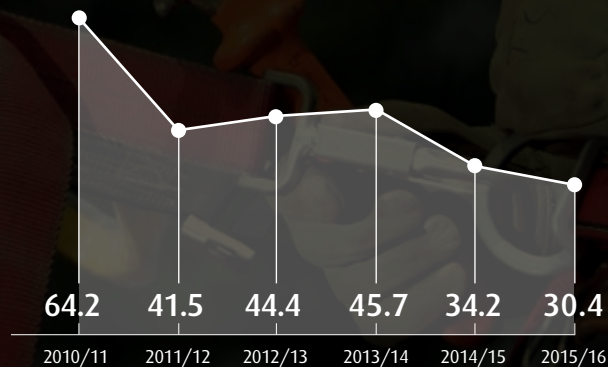
We are proud to be the first electricity distribution company to use the latest generation of self-healing power systems on our network. This technology, called Automatic Power Restoration System, is another way to reduce the impact of power cuts on our customers. When something goes wrong on the network, it automatically identifies and isolates the fault and reroutes the power. In many cases the power can be restored remotely, with no one needed to attend the site. This means that, even with major faults, the number of people affected is much lower and we can focus our attention on them and restore their power much quicker.

Customer minutes lost in 2015/16

30.4 CML

Customer minutes lost (CML) are the average length of time customers are without power, for power cuts lasting three minutes or longer.

On average, a customer connected to our network will be off supply for just over half an hour per year. This is a 53% improvement on 2010/11, when the average duration was 64 minutes.



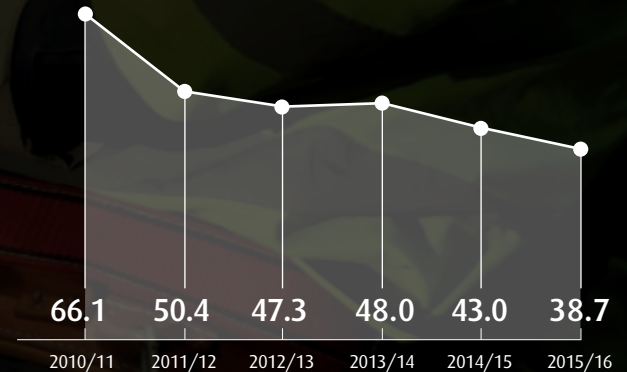
Figures are a weighted average of the three licence areas and exclude exceptional events

Customer interruptions in 2015/16

38.7 CI

Customer interruptions (CI) are the number of customers interrupted per 100 customers on our network.

This means that customers in 2010/11 were interrupted on average once every 18 months. Our performance improvement has resulted in customers now seeing an interruption on average less than once every two and a half years.




Figures are a weighted average of the three licence areas and exclude exceptional events

3 Customer satisfaction

Keeping customers satisfied

We take every opportunity we can to listen to what our customers want, and we act on what they tell us. In particular, we pay attention to what our vulnerable customers want and need. We are proactive in the way we keep customers updated and we use multiple channels such as web and video chat. We are delighted that our customer satisfaction measure this year is our highest ever at 85%. We know there is even more that we can do, and that is one of our priorities for the coming year.

 Read more on [pages 28-29](#)

Feedback from a customer

Abigail's mother was worried. Abigail has diabetes and had a fridge full of insulin when there was a power cut at her home. As soon as Abigail's mother told us we arranged for her to be added to the Priority Services Register (PSR). The PSR is a list of vulnerable customers who receive priority treatment during power cuts. We made sure that Abigail and her mother knew what was happening and when they could expect power to be restored. We also sent her a Medipack to keep her insulin safe.

“

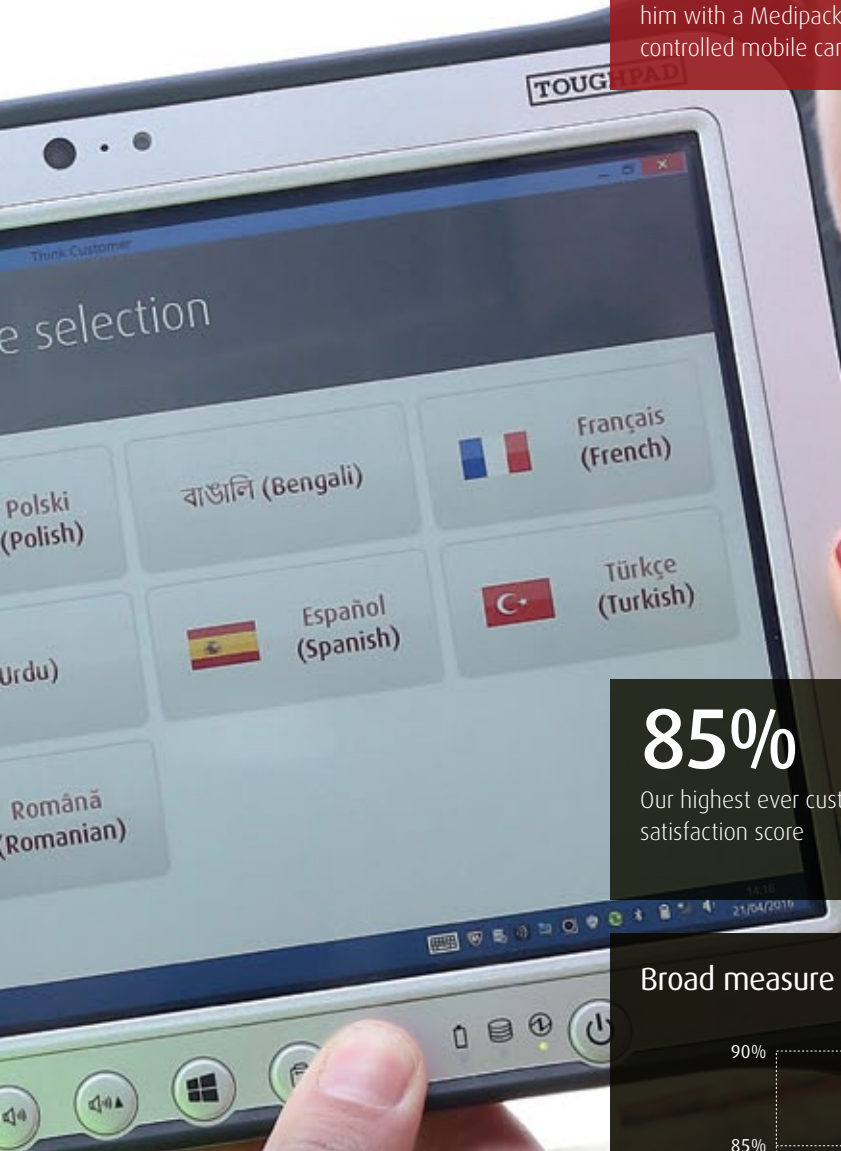
Thank you for putting Abigail on the priority list, she was very grateful to receive the Medipack. She had been very ill since the weekend due to low body temperature and a virus. To be on the priority list in future would help enormously, thank you again for your help, it is most appreciated.

”

Supporting vulnerable customers

A customer called us in February to report a power cut. In the course of the call he told us that he had recently been discharged from hospital and was feeling cold. On hearing that, we sent our engineers right away and, as the fault was complex and would take some hours to repair, we connected the customer's home to a generator while the power was off. We also provided him with a Medipack, a temperature controlled mobile carrier that is

designed specifically to store refrigerated medicines in the absence of electricity. We arrange these for customers who have highlighted a specific need in preparation for planned outages or as a response to a concern raised about the resilience of the electricity supply to the property. We also added the customer to the Priority Services Register while he recuperated. His son called later in the week to thank us for the care we had taken with his father.



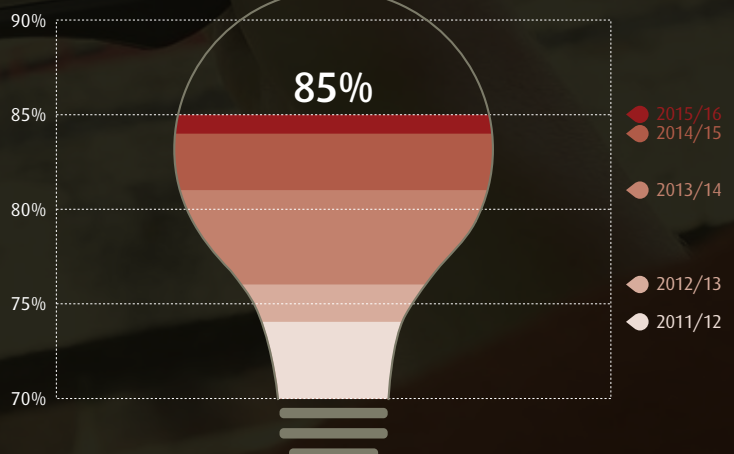
85%

Our highest ever customer satisfaction score

5,000

We have invested over 5,000 hours of customer service training in the year


Broad measure of customer satisfaction



The regulator Ofgem asks our customers to score our service out of 10. Ofgem began this measurement in 2011.

Keeping costs down

With more than 10% of English households in fuel poverty and our customers telling us that reducing their bills is important to them, we want to provide value for money. Our domestic charges are on average the lowest in the industry. We achieve this through a combination of technological advances, improvements to our processes, a relentless focus on efficiency, and the nature of our network. In association with a number of Community Energy Companies, we run public workshops on how to reduce fuel bills. We rolled out a referral programme and booklet called 'You and Your Home' that we produced in partnership with Citizens Advice to help those facing difficulties in paying their bills.

 Read more on [pages 30-31](#)

Edison Alliance: working together

As well as looking for savings for individuals, we are also pursuing other strategic ways to save costs. We established the Edison Alliance in 2015 to work with infrastructure contractors to improve the efficiency of all our processes. Our partners in this are:

- Amec Foster Wheeler
- Clancy Docwra
- Morrison Utility Services
- McNicholas

All our construction projects are now operated through the Alliance. This allows us to share and embed best practice in collaboration with our Alliance partners to continue to improve efficiency. We have a single, robust way of working across the delivery of all our major construction projects.



Annual domestic charge for using our networks (2015/16)

Domestic unrestricted customers based on average annual consumption of 3100 kWh

£105.10



Highest company average

£87.00



Industry average

£75.60



UK Power Networks average

£6.30

Our domestic customers pay us an average monthly fee of only £6.30 (£0.21 per day) for a reliable electricity supply

Jonathan Walley
Managing Director,
Infrastructure



At McNicholas we believe the Alliance will create a step change in the way that works are delivered.

We have already seen the benefits of early contractor involvement in the development and planning of projects and the direct relationship with UK Power Networks.

With the ability to take a programme management approach with forward visibility of the work we can together deliver the targeted improvements in Customer Service, Safety, Sustainability and Network Reliability within this funding period set by Ofgem.



Keeping close to our communities

We are firmly rooted in the areas we serve and strive to be a valued and respected member of the community. Our relationships with parish councils have been extremely helpful in encouraging vulnerable customers to join our Priority Services Register. Local Citizens Advice groups are valuable partners as we reach out to local communities. As a distribution network operator we help protect the environment through constant innovation and support the transition to a low carbon economy. We aim to reduce our own impact on the environment and we are steadily reducing our Business Carbon Footprint. We also track our waste management and are diverting at least 70% of the waste we produce away from landfill.

 Read more on [page 33](#)



Engaging with communities on safety

Our safety, health and education team arranges activities and attends public events to communicate our safety messages, especially to young people and key target groups such as agricultural workers.

A typical example is a Crucial Crew event we attended in Norfolk where we spoke with over 170 school children aged 10-12 about electricity safety and energy efficiency through a series of ten-minute group sessions.

5,000

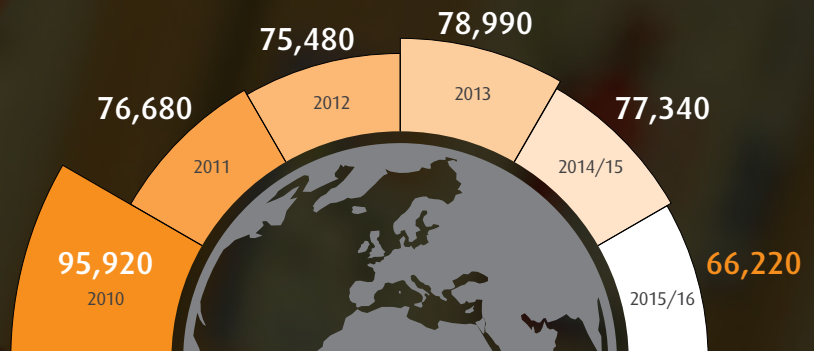
Over 5,000 employee volunteering hours in the year

-31%

31% reduction in our business carbon footprint since 2010/11

Business Carbon Footprint (tCO₂e)

Figures exclude losses




Councillor Steve Gallant
Suffolk Coastal District Council

“ I have been very impressed with the work that UK Power Networks has been trying to do for vulnerable customers and in particular with respect to fuel poverty. I’m hoping that there is a great deal of synergy between us and UK Power Networks working in partnership to see how we can both help the people that need the most help in our community. ”



Keeping stakeholders involved

We engage with all stakeholders connected with our business. Our work with local schools and charities is vital to our ability to provide excellent service to our customers. We also want to know and understand our corporate and strategic stakeholders. These include government bodies and major infrastructure organisations and much of our work here is around preparation for the low carbon economy. We are proactive in seeking and understanding our customers; we work with them to co-design solutions, we personalise those solutions and treat people as individuals, and we don't just listen, we act on what they tell us.

 Read more on [pages 33-34](#)



Supporting the transition

We are leading the way in London and throughout our operating region to support organisations with the move to electric vehicles. We have made contact with some major organisations outside the utility industry such as Transport for London, Hertz, Stagecoach, Metroline, ARRIVA and UPS.

We wanted to see how we could help them during their transition to electric vehicles by sharing our expert knowledge. We ran a series of workshops that attendees told us they found useful and interesting and which gave them confidence to progress their plans for electric vehicles.

No. 2

We ranked second in the industry for our stakeholder engagement performance in 2015/16, as evaluated by the regulator Ofgem. This is a 29% improvement from our performance the previous year

39,000

The number of stakeholders we engaged with in the year

Transport for London

“ UK Power Networks has been very supportive in helping us plan our transition to low carbon emission transport. By organising a session with our bus operators, they have started to bridge the gap between new customers and the information they will need on their future electric requirements. ”



Keeping ahead of the game

We want to lead the field in innovation but it's not innovation for its own sake. For us to invest in any new idea it has to result in our service being better, cheaper, easier, greener or safer. Once we have researched and tested a new idea, we bring it into the business and run with it. Recent developments include power networks that repair themselves and apps that help our field staff communicate with non-English speakers. Innovation is our lifeblood.

 Read more on [page 35](#)

15

Customers can find information and communicate with us through 15 different channels at any time

448,000

Proactive messages sent to customers about power cuts

Innovative communication

We were the first electricity distribution company to launch web chat for customers. We also tested the video chat concept with our customers and it proved popular, so we launched our own. Since then, 4,800 customers have used these methods to communicate with us, with an 88% satisfaction rating.

We know that customers want to know what is happening in their area during a power cut. So, in an innovation unique among utilities, we displayed tweets from customers on our online power cut map. We were effectively answering their questions before they asked them.



How we use Twitter

Our customers enjoy communicating with us through Twitter. That's why we've held more live question and answer sessions this year, along with a 12-hour live Tweetathon. We sent 99 live updates from 8am to 8pm about all aspects of the business.

Keeping low carbon in focus

At UK Power Networks we are leading the way towards the low carbon future. Renewable energy installations, such as wind and solar farms, are on the rise and we are well positioned to shape and respond to these developments. We are leading innovation in electricity storage technology with our state-of-the-art Smarter Network Storage facility. We are also closely involved in preparations for the likely increase in the use of electric vehicles and the completion of the smart meter roll out by 2020.

 Read more on [page 34](#)

Flexible distributed generation

Flexible distributed generation is a cutting-edge service that connects power sources such as wind or solar (otherwise known as distributed

generation) to constrained areas of the network. It delivers cheaper and faster connections, and enables previously unviable schemes to become feasible.

3.7 GW

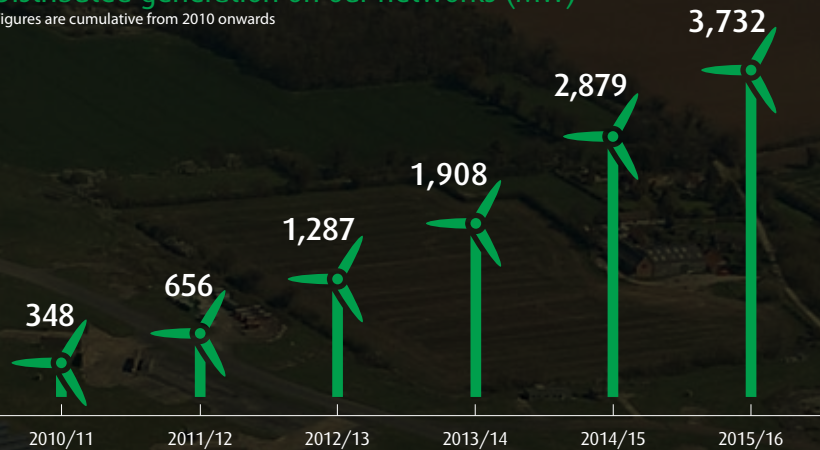
Distributed generation capacity connected to our network

£62m

We have reduced distributed generation connection quotes by over £62m in 2015/16

Distributed generation on our networks (MW)

Figures are cumulative from 2010 onwards



Lightsource



Lightsource would like to thank UK Power Networks for their support and hard work in connecting all of our sites, from March to December 2015, on their target connection dates. Together we connected eight solar farms in the region, totalling 38MWp. This is an outstanding achievement and we very much look forward to working together in 2016.



A closer look at UK Power Networks

The year from April 2015 to March 2016 was a period of tremendous achievement for UK Power Networks. Customer satisfaction reached an all-time high. Reliability, as measured by the frequency and duration of power cuts, was our best ever. Safety measures, too, showed that we are continuing to accelerate improvements in this vital area.

We have achieved this success by keeping a laser-like focus on the following areas: safety, customer service and costs. We pride ourselves on leading innovation in our sector, and all the technology and new ways of working that we develop are designed to make the experience of our customers better, cheaper, greener, faster or easier, or to help us take better care of the safety and well-being of our employees and the general public. And sometimes they do more than one of these.

We are diligent about our role as a respected corporate citizen. We are working hard to earn our place at the heart of the society and the business community that we serve. That commitment includes the individuals and businesses that we support, the environment where we live and work, and the people who work for us, and their families.

Summary of our performance

Improvement since 2010/11



Lost time incidents improved by **80%**



Customer interruptions improved by **42%**



Customer minutes lost improved by **53%**



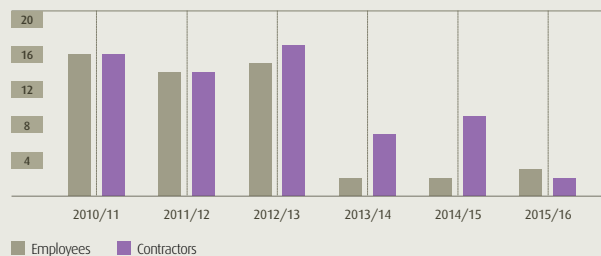
Customer satisfaction increased by **15%***

* Since 2011/12

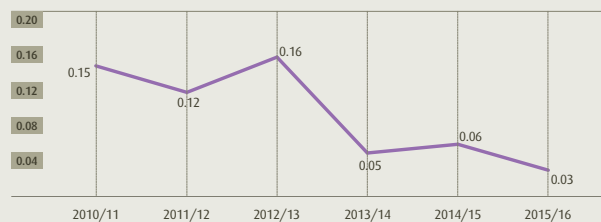
Safety

Electricity can be dangerous. The safety of our people and the general public is paramount; ensuring they stay safe overrides all other considerations. We know from experience that a well-planned, careful business tends also to be both efficient and safe. It is our aim to have no one hurt as a result of any contact with our network. But accidents do sometimes happen and we are striving to reduce those occasions. The graphs below show that we are succeeding.

Number of Lost Time Incidents (contractors and employees)



Lost Time Incident Frequency Rate (contractors and employees)



The Lost Time Incident Frequency Rate is the number of incidents where employees needed at least one day off due to injury per 100,000 hours worked

Our whole culture is designed to minimise harm. Everyone in the organisation is involved in our safety programme called 'Stay Safe' that we introduced in 2013. We know that no one behaves in a deliberately unsafe way, but it is human nature to lose concentration from time to time. What stops that leading to catastrophe is a combination of robust processes, good habits and a culture that allows anyone to bring a potential problem to the attention of others.

One in eight of our employees have volunteered to be safety coaches and that is helping to embed this open, honest approach to safety. We hold regular forums in which our craft workers such as cable jointers and linesmen discuss the reality of working in the field. We explore what gets in the way of employees always following the correct procedure in their day-to-day work. They told us that some procedures were cumbersome and just not practical. With their input, we were able to improve them so that they were practical, workable and safe. In other cases we realised that standards were not being met because people did not fully understand the implications of not following the correct process.

Case study

Speaking up to protect others

Creating an open safety culture is fundamental to improving safety performance. Earlier this year, one of our jointing teams experienced a very serious “near miss” incident, when a live high voltage cable was opened in error. Fortunately, nobody was hurt. They could have covered up the mistake – but they didn’t. In fact, they wanted to share their experience about what had led up to the incident and how it could be avoided in the future. We are proud that the great work that we have invested in our Stay Safe safety culture programme has led to this point: an open and honest culture where employees are encouraged and confident to speak up, raise their concerns, and learn from each other in order to continuously improve our performance.



In these cases we undertook an extensive programme of communication and training to ensure that everyone affected understood exactly why it is essential for work to be carried out in the specified way.

Public safety and education

As well as keeping our employees safe and well, we want to make sure that no member of the public comes to harm as a result of our work or equipment. We also want to be a valued member of the communities where we operate, so we are heavily involved with safety education relating to electricity for children, young people and the general public.

Working with schools is a great way for us to get involved locally with our communities. We regularly run information events at schools in our area. This year we reached over 700 young people through school visits and we have developed a fun and informative website for a range of age groups. This website features games and quizzes that get the safety message across in a memorable way. And it is not just for youngsters. Our public safety events last year reached over 2,000 people across all our regions.



We reached 791 pupils through our Crucial Crew event, discussing electricity safety and energy efficiency.

We know that no one behaves in a deliberately unsafe way, but it is human nature to lose concentration from time to time. What stops that leading to catastrophe is a combination of robust processes, good habits and a culture that allows anyone to bring a potential problem to the attention of others.

280,000

Young people, third parties and members of the public reached through our public safety events and programmes in 2015/16

A closer look at UK Power Networks continued

Customer satisfaction

As long as everyone is safe and well, customer satisfaction is our driving force. The needs and preferences of customers are at the centre of our business and we have seen measures of customer satisfaction rise since we have adopted this position. Our score of 85% customer satisfaction this year is our best score ever and, among our vulnerable customers, we scored 87%, which is another record for us.

We operate where our customers live and work, so most of our interaction with them happens at a local level. That means we have people out and about in the community, getting to know those we serve.



Our customer care team engaging with customers in Hastings, East Sussex.

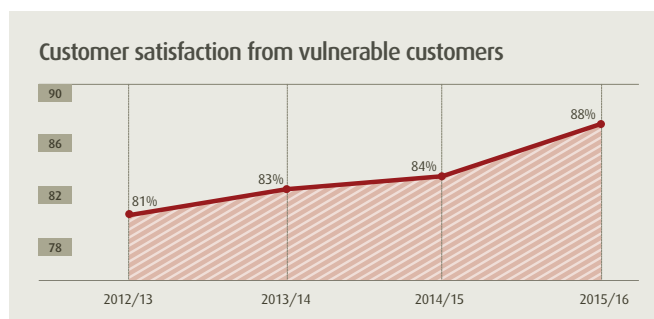
The strength of our service really only comes to light when there is a problem. Much of our customer satisfaction derives from times when there has been a power cut or some other problem. That's when we need to take steps to minimise the inconvenience or, in some cases, avert a potential crisis for our vulnerable customers such as finding a power source for medical equipment during a power cut.

Our customers told us that what they want most of all during a power cut is information. They want to know in advance about planned power cuts and we do that through the channel they have told us they prefer. Once there is a power cut, they want to know how long it is going to last, what caused it and which areas are affected. We have developed a whole range of ways to keep our customers informed. Some of these are breaking new ground for our industry and we are happily sharing them with our peers. As well as phoning, texting or emailing, customers can use video chat or web chat through our website, and we have developed an online interactive power cut map to show which areas are affected. We have also ramped up our proactive communications about power cuts so customers don't have to contact us to find out what is happening. We will call or text them, depending on their preference. We made 680,000 proactive calls to customers from January to December 2015. This is more than twice the number we made last year.

When we hear ideas from our customers, or come up with them ourselves, we always test them out with a pilot group to make sure they work. In fact we often work with our stakeholders to co-design products and services that are useful for customers. Our 'You and Your Home' campaign that helped households identify ways to reduce their bills is an example of a co-designed service. And we worked with customers through local forums to redesign quote letters for new connections after they told us that the existing one was too long and difficult to understand. It is now much shorter and the options are clearer. We are grateful for the work and commitment our customer groups provide in helping us to improve our service.

Supporting vulnerable customers

The impact of power cuts on vulnerable people can, in a number of ways, be far greater than it is for the general population. People with long-term medical conditions, for example, may be highly dependent on electric-powered medical equipment; someone with Alzheimer's disease may become highly distressed or confused by a lack of power. We work hard to understand the needs of vulnerable customers. We work with a number of charities such as the Alzheimer's Society, Age UK and the Royal Association for Deaf people to learn what they want from us. Working closely with the charities, as well as several parish councils, we publicised the Priority Services Register (PSR). This is a list of vulnerable customers who receive priority treatment during power cuts and advance warning and information if we know about cuts before they happen. With the help of the community groups, we let people know how they could go on the register and what the benefits to them are. Anyone who feels that they have special requirements can elect to go on the PSR and some people may be on it temporarily, such as those recovering from surgery, or families with a new baby. We introduced the concept of temporary vulnerability as a direct result of feedback from our customers who said they wanted to be treated as individuals, rather than be categorised. The work we do is having a real impact, as shown by the satisfaction score among our customers on the PSR.



680,000

We made 680,000 proactive calls to customers this year. This is more than twice the number we made last year

Case study

Customer and community support team

We have a dedicated team that goes out and about in our community support van during power cuts. They provide hot food, blankets and information for those on the PSR. Our team in the call centre make sure they get in touch with everyone on the register to tell them what is happening, what help we will be providing for them and when to expect it.



Case study

Putting ourselves in the shoes of our vulnerable customers

People dealing with conditions such as arthritis and impaired vision told us that they wanted us to have a better understanding of what it was like to be in their shoes. We acted on that request. With the help of Age UK, we developed a training programme, attended by most senior people in the company, as well as those who deal directly with customers. The sensory training allowed us to experience for ourselves how difficult it was, for example, to use a trip switch with stiff fingers or to read a meter or one of our leaflets with poor eyesight. Everyone who has taken part in this training will remember vividly how it felt. This has brought a new level of empathy to our call centre staff and helps all of us when we are in contact with people who contend with such challenges in their day-to-day lives. It has also led us to redesign many of our leaflets and forms.

Our employee, trying to use trip switches whilst wearing a glove that restricts movement to replicate arthritis.



A closer look at UK Power Networks continued

Cutting our costs is the most direct way we have of bringing down our customers' bills. Whenever we do make savings, whether it is through technological breakthroughs, improvements to our processes, or in other ways, this results in lower bills for customers.

£6.30

Our charges mean that the average domestic customer pays us only £6.30 per month (£0.21 per day) for a reliable power supply as part of their electricity bill.

Value for money

Our customers often tell us that they want their bills to be lower. We recognise how important this is, and we are always looking for ways to cut costs. Cutting our costs is the most direct way we have of bringing down our customers' bills. Whenever we do make savings, whether it is through technological breakthroughs, improvements to our processes, or in other ways, this results in lower bills for customers.

According to the Department of Energy and Climate Change, over one in ten English households are in fuel poverty (Annual Fuel Poverty Statistics Report, 2015). As a responsible corporate citizen we take seriously our responsibility to do as much as we can to help these families. We do our best to make sure they have access to our expertise and help them to reduce their fuel bills as much as possible. Working with local charities and organisations such as housing associations, we have developed a number of programmes designed to alleviate the difficulties people face. Fuel poverty has three main drivers: low income, energy costs and energy efficiency. We held a series of energy efficiency workshops to help people who are worried about paying their electricity bills.

As well as tips and advice on how to use energy efficiently and switch tariffs, the workshops pointed people towards initiatives such as the Warm Home Discount to help them save money. We also work with housing association staff to spread the word about how to cut electricity bills.

To build on this work and to give customers ever-greater value for money, we formed a partnership with Citizens Advice. We spoke face-to-face with over a hundred customers and, based on what they told us, we launched 'You and Your Home'. This service provides free and impartial advice on how to reduce energy bills, improve efficiency, find the best energy tariff, manage fuel debt and check benefits entitlement.



'You and Your Home' is part of our wider community energy programme. Community energy companies are well placed to sign up local people to our Priority Services Register in both urban and rural areas. They play a powerful role in local communities, talking on doorsteps and in customers' living rooms about their energy needs. Crucially, they are seen as trusted intermediaries and sources of advice on energy matters.

As well as helping customers individually, we are also pursuing other strategic ways to reduce costs. We have established an alliance with four infrastructure contractors with whom we share and embed good ideas to improve efficiency of all our processes. Called the Edison Alliance, we and our partners aim to achieve fundamental improvements in the performance of our major construction projects. Working in collaboration, we believe we can provide better value service, continuously improve efficiency and at the same time improve our understanding of the cost of ownership of our assets.

Network reliability

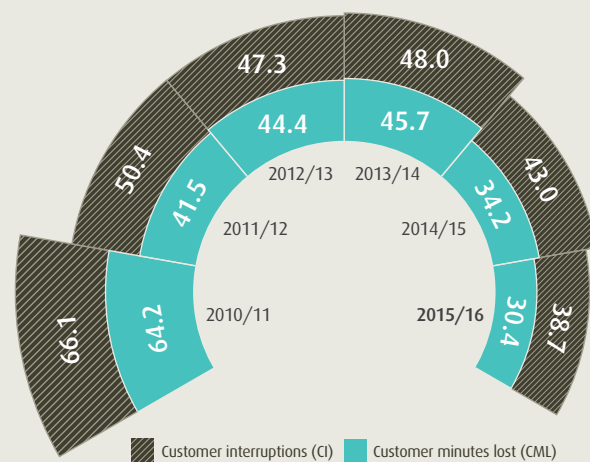
Our customers are, by and large, unaware of the service that UK Power Networks provides. That is how it should be. Most of our work takes place behind the scenes, keeping the lights on and the wheels turning. That is why our teams focus hard on keeping the number of power cuts to a minimum and, when they do happen, making sure they are as short as possible. We recognise the inconvenience of power cuts to our customers and the enormous reliance on electricity most people have these days. So both the number and the duration of power cuts are the main measures by which we track our reliability.

We have made these improvements on the one hand by investing in new technology and on the other hand by changing our internal culture. Thanks to a recent programme of training and communication, everyone in UK Power Networks understands the importance of great customer service. People know that they are accountable and take responsibility for putting things right. We have a range of measures and reports tracking reliability. That means our managers have a performance dashboard that keeps them up to date with problems and the progress we are making to resolve them. They can see what is happening in real time and problems are automatically escalated after a certain time. We set ourselves stretching targets to improve our reliability performance and the graph below shows that we are succeeding.

Energywise

Our innovation project, Energywise, is a partnership with ten organisations exploring how residential customers struggling with fuel bills can manage their energy usage better. This includes trialling energy-efficient devices such as eco kettles and LED lighting, along with time-of-use tariffs. The project is currently working with over 300 social housing tenants in the London Borough of Tower Hamlets. To date, we have delivered eight workshops with five housing associations and a further 14 housing providers said they were interested in running sessions in the future.

Customer interruptions



Customers in 2010/11 saw an interruption on average once every 18 months. Our performance improvement means that this year, customers saw an interruption on average less than once every two and a half years.

A closer look at UK Power Networks

continued

Most of our work takes place behind the scenes, keeping the lights on and the wheels turning. That's why our teams focus hard on keeping the number of power cuts to a minimum and, when they do happen, making sure they are as short as possible.

We are making substantial investments in technology that plays a large role in improving reliability. Our ground-breaking 'self-healing' power systems on our networks are a world first. Thanks to them, faults can be isolated and power rerouted and restored without a person having to attend the fault.

Case study Storm Katie

In the normal course of events, customers are unaware of the service we provide. It is when events take an unusual turn that we show our true mettle. During and in the aftermath of Storm Katie in March 2016 UK Power Networks pulled out all the stops for its customers. We showed that in a crisis, even more than usual, UK Power Networks employees worked together brilliantly as a team. Their commitment to providing the best service they could in incredibly difficult conditions showed how truly embedded great customer service is for us.



Part of the fabric of our communities

We feel privileged to provide the service we do to the domestic and corporate communities in which we operate. We want to be fully immersed in those communities and to be welcome in them. So we do our best to listen carefully to what those communities tell us they need and want. We don't just listen. We act on suggestions from our stakeholders whenever we can. It's all part of being a respected corporate citizen and that is at the heart of our vision for UK Power Networks.

Local communities

We go out of our way to get to know the communities in which we work. In particular, we have developed strong links with parish councils in our more rural regions and these have led to some fruitful relationships that have helped us improve our service, particularly to vulnerable customers. Parish councils are known and trusted by the people they represent, so by getting to know them we are able to establish a channel through which people can learn about UK Power Networks and what we can do for them. Nine parish councils worked with us to let local people know about the Priority Services Register and what benefits there might be for them in signing up to it. We also join forces with the Red Cross throughout the region to establish what vulnerable people want and need in the event of a power cut. We work in partnership with the Red Cross locally to deliver emergency boxes for those who need them. These boxes contain useful items such as a torch, contact details and phones that work during power cuts.

Corporate stakeholders

We also engage with stakeholders at a corporate level across the region. Much of that engagement is around low carbon readiness and initiatives that we lead to enable businesses to enter the low carbon technology industry.

The government is a key stakeholder for UK Power Networks and government policy is driving unprecedented growth in renewable energy installations such as wind and solar farms. Electricity storage is another hot topic, closely linked to the increased use of electric vehicles and the completion of smart meter roll out by 2020. UK Power Networks is a key player at the forefront of shaping and driving these exciting developments.

Sustainability and the environment

As a responsible business, we play our part in reducing emissions and looking after the environment. As well as the technological innovations that we are developing as a distribution network operator, we also do our best to protect the environment where we work. Our sustainability projects aim to make UK Power Networks as fuel efficient and sustainable as we can be by reducing our Business Carbon Footprint (BCF). We are steadily increasing the efficiency of our buildings, through careful fuel use and the introduction of LED lighting. And we are closely monitoring the emissions and fuel consumption of our vehicle fleet. We are meeting our target of a 2% reduction in our BCF year on year. We also track how we manage waste and we are meeting our target of diverting at least 70% of our waste from landfill.

A good employer

Our role as an employer, at our head office and across the region, is central to our corporate citizenship. We are proud to feature in the Sunday Times Top 25 Best Big Companies to Work For and to hold the coveted Gold award from Investors in People. And when it comes to taking care of our environment, we empower and encourage our employees to get involved. Through our Employee Volunteering scheme, our employees can use two workdays a year to support a charity of their choice. Last year over 5,000 hours were spent working for charity and many of our employees got involved with our partnership with the Wildlife Trust.

Case study

Employee volunteering: Wildlife Trust

UK Power Networks has had a partnership since 2011 with the nine Wildlife Trusts in our region. Recently, we have helped the Sussex Wildlife Trust construct a new wildlife garden. We donated £10,000 to help fund the garden and we also spent time helping them to build it. To date, two work groups from UK Power Networks have each spent a day working on the garden.



A closer look at UK Power Networks continued

Low carbon readiness

Government policy has led to an unprecedented growth in renewable energy installations, such as wind and solar farms. Electricity storage technology is advancing and is expected to play a major role in the next few years. A potential increase in the use of electric vehicles is also foreseen along with the completion of the smart meter roll out by 2020.

3.7 GW

We have 3.7 GW of distributed generation connected to our network

UK Power Networks is leading the way to respond to and shape these changes, and the Low Carbon Readiness project aims to ensure that we are organised and ready to deliver low carbon services in the next few years. The move towards a low carbon economy will inevitably present UK Power Networks and our customers with challenges. For example, the significant increase in the deployment of renewable generation can lead to increased connection costs for generation customers because of the need for network reinforcement.

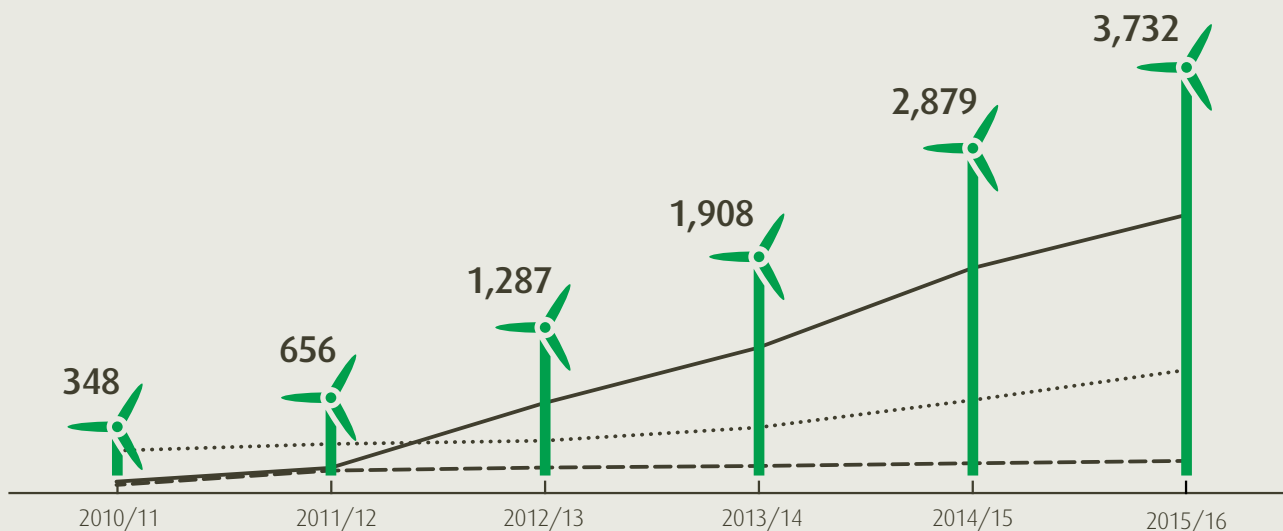
One of our responses to this is to deploy, as business-as-usual, a recent innovation project: Flexible Plug and Play. This cutting edge service connects distributed generation (DG), such as wind or solar power, to constrained areas of the electricity distribution network. It delivers greater commercial flexibility in accommodating cheaper and faster DG connections, as well as enabling previously unviable DG schemes become feasible.

We have led the engagement with Transport for London to discuss their needs for the projected uptake of electric vehicles and electrification of public buses in London. Through delivering our Low Carbon Networks Fund energy storage project, we now have the best experience in the UK in this technology and have become storage experts. As a response to the increased interest in storage, we hosted a workshop with over 25 developers on the subject and have facilitated more than 30 visits to our battery storage site in Leighton Buzzard, to share what we know.

Distributed generation on our networks (MW)

Figures are cumulative from 2010 onwards

— East - - London South East



Innovation

Innovation is a key element of our vision for UK Power Networks. It is a standing agenda item for the executive management team and we take pride in our industry-leading position for innovation. We are not interested in innovation for its own sake, however. Any idea that we develop must result in something that is better, easier, greener, cheaper or safer.

For example, we have a project that aims to determine how energy storage could be used as an alternative to conventional network reinforcement. It will also evaluate the additional income that can be gained to maximise value and make storage a more cost-effective alternative than it is at the moment.

Not all of the innovations that we develop are high tech engineering solutions. Sometimes we develop ideas that meet human needs where we find them. For example, a large proportion of our customers have a first language other than English and this can cause difficulties when we need to attend customers' homes to repair a fault. To address this, we use a smartphone app that our employees take with them on home visits. This app has a number of common relevant phrases built into it and it enables the engineer to communicate with the customer via the translator in real time, so that the visit can achieve its purpose.

We are not just interested in innovation for its own sake. Any idea that we develop must result in something that is better, easier, greener, cheaper or safer.

26,000 homes

The UK Power Networks 'Big Battery' has enough storage capacity to power over 26,000 homes for one hour during average electricity demand times

Case study

The 'Big Battery'

In 2015 we built and now operate the first and, to date, the largest energy storage facility in Great Britain. The Smarter Network Storage (SNS) project features a 6MW/10MWh storage solution comprising approximately 50,000 lithium-ion batteries, located in Leighton Buzzard, Bedfordshire. This technology has enabled UK Power Networks to manage electricity demand at peak times without building excess capacity. By charging during the day, the 'Big Battery' stores electricity that can then be dispatched in the evening when residential customers in the town of Leighton Buzzard need it.

Explaining how the 'Big Battery' control software works to
Jeremy Pocklington, Director General of Markets and Infrastructure
Group at the former Department of Energy and Climate Change.



UK Power Networks Services

As well as our regulated business, which ensures that the infrastructure bringing power to homes, businesses and vital public services runs as it should, UK Power Networks also provides services on a commercial basis for owners of major national infrastructure.

This unregulated part of our business, UK Power Networks Services, develops, delivers and manages safe, sustainable and profitable high voltage electrical and multi-utility networks for nationally significant clients.

30-90 years

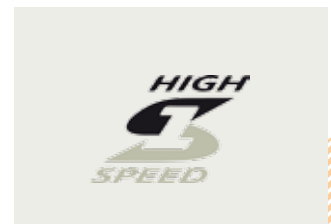
Range of length of our long-term contracts

Proven track record

Our portfolio includes a range of high profile organisations from both the public and private sectors including London's four main airports, High Speed 1, Network Rail, London Underground, Docklands Light Railway and Canary Wharf.

We meet our clients' operational needs by delivering their critical projects and by maintaining their assets on time and on budget. We work closely with our clients to develop and deliver their complex integrated energy strategies.

Key clients



£136.3m

Total UK Power Networks Services turnover for the period 1 April 2015 to 31 March 2016

Our business growth targets

We have ambitious targets for growth at UK Power Networks Services. We will take a proactive role in managing relationships with existing customers, providing them with first class service, and this will deliver organic growth. At the same time we are developing new opportunities, specifically within the target rail, airports, defence, commercial networks and new and emerging markets. We plan to explore new areas for growth, such as out-of-area networks and connections, energy storage, and demand side response. We will also investigate the potential of Offshore Transmission Owners, in other words owning and operating the offshore cables to connect offshore wind farms to onshore transmission.



Our growth strategy

Our approach to growth is to seek new opportunities and capitalise on new technologies to build on and expand our core business.



Our financial performance

The tables below summarise the key financial information for our three regulated networks.

East

Eastern Power Networks Plc serving North London and East Anglia

£m	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Turnover	425.1	480.4	542.4	551.4	608.7	572.4
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	239.5	295.1	350.1	356.9	411.6	381.8
Capital expenditure	255.6	245.3	238.1	307.1	288.1	200.6
Net debt	1,284.1	1,424.5	1,403.0	1,438.1	1,588.5	1,600.7
Regulated Asset Value (RAV)	1,966.3	2,084.8	2,196.2	2,332.2	2,413.5	2,462.6
Net debt to RAV	65.0%	68.0%	63.9%	61.7%	65.8%	65.0%

London

London Power Networks Plc serving Inner London

£m	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Turnover	362.0	394.2	446.1	481.5	497.0	434.6
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	224.8	264.6	305.9	349.9	356.2	290.3
Capital expenditure	139.2	141.6	173.1	192.2	186.6	150.6
Net debt	908.7	1,012.2	943.9	970.0	989.1	964.8
Regulated Asset Value (RAV)	1,330.0	1,367.5	1,420.5	1,468.3	1,484.7	1,531.4
Net debt to RAV	68.0%	74.0%	66.4%	66.1%	66.6%	63.0%

South East

South Eastern Power Networks Plc serving South London, Kent, East Sussex and parts of West Sussex

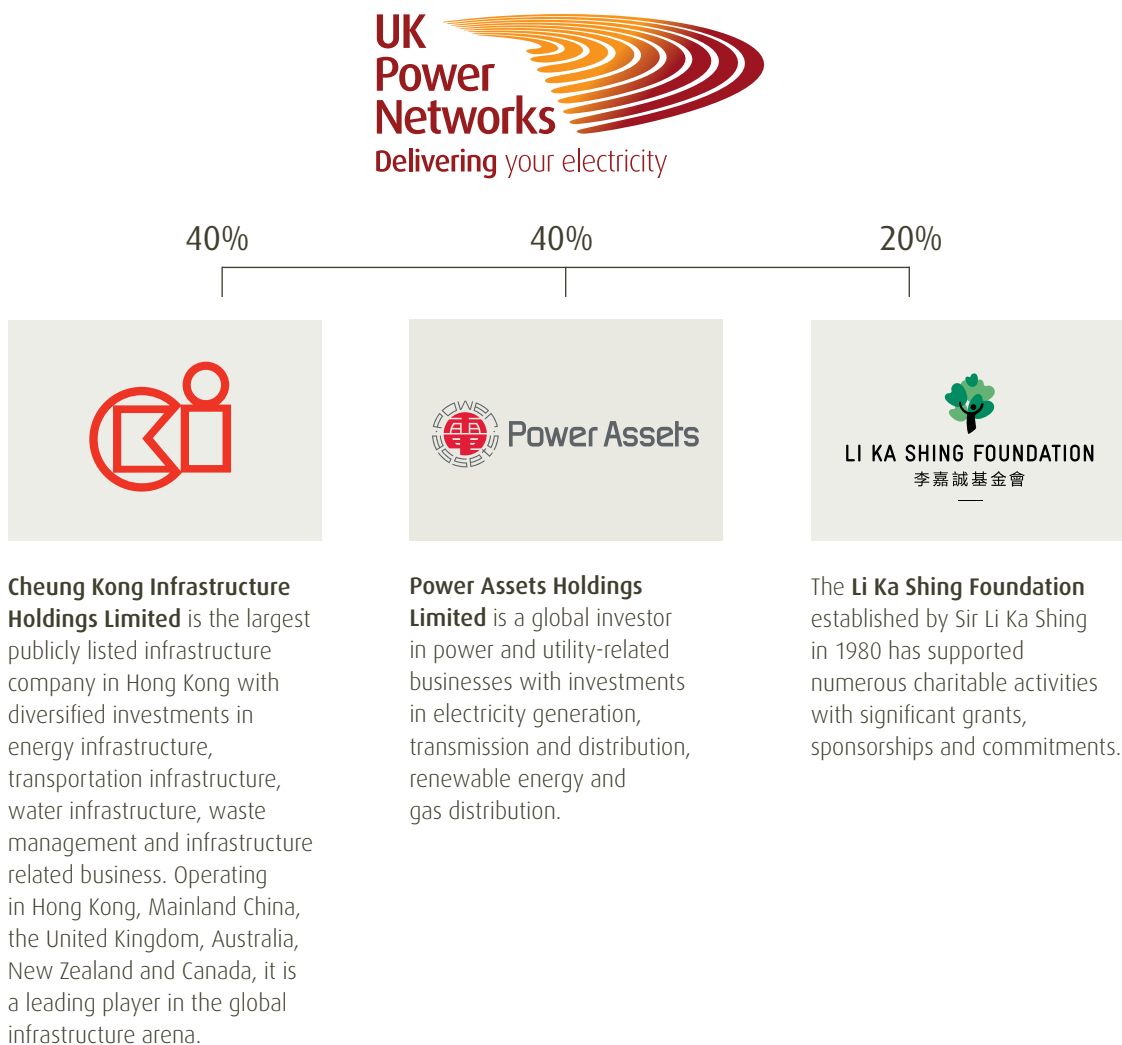
£m	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Turnover	269.9	306.6	356.5	394.8	404.8	368.4
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	173.3	200.4	250.4	288.0	298.6	258.7
Capital expenditure	180.9	173.9	167.3	189.6	154.6	127.1
Net debt	832.2	911.5	942.8	956.0	1,023.6	979.8
Regulated Asset Value (RAV)	1,220.5	1,313.4	1,398.5	1,484.5	1,514.1	1,555.3
Net debt to RAV	68.0%	69.0%	67.4%	64.4%	67.6%	63.0%

Our ownership

UK Power Networks is part
of the **Cheung Kong Group (CKG)**

Operating in more than 50 countries, CKG has a proven track record in managing high-quality utility companies for the long term. It successfully operates electricity and gas distribution businesses serving communities in Hong Kong, Great Britain, Australia and New Zealand.

Our shareholding structure:



Key contacts

General enquiries

0800 029 4285

Emergencies or power cuts (24 hours a day)

New 3-digit number: **105**

or 0800 31 63 105

Please note this number is free
to call from mobile phones

Text message updates during a power cut

To keep updated if you have a power cut in your
area text **'Power'** followed by your postcode,
e.g. Power IP3 6QX to 80876

Connection services

0845 234 0040

Our unregulated business

services@ukpowernetworks.co.uk

Media enquiries

0330 159 1712



A full list of our contact details can be found at:
www.ukpowernetworks.co.uk



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www.ukpowernetworks.co.uk

UK Power Networks Holdings Limited is the holding company
of the companies in the UK Power Networks group of companies.