WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Western Power Distribution Stakeholder Workshop:

Summary of all workshops

Contents

1. Introduction

Western Power Distribution (WPD) submitted its draft Business Plan in 2013 as part of Ofgem's most recent price control, RIIO-ED1. The plan was produced following considerable engagement with stakeholders and was 'fast-tracked' by the regulator in 2014.

WPD is committed to continued engagement with its stakeholders on the delivery of the Business Plan and other key strategic decisions.

In January 2016, WPD hosted six workshops in locations across its network area in order to get feedback from stakeholders. This report details outcomes from the six workshops that took place in Plymouth, Bristol, Newport, Birmingham, Derby and Lincoln.

Westbourne (WB) was appointed, as a specialist stakeholder engagement consultancy, to independently facilitate the stakeholder workshops on behalf of WPD and neutrally report back on the outputs.

Each of the workshops began with presentations by senior WPD representatives followed by roundtable discussions and electronic voting on set topics. The roundtable workshops were facilitated by trained WB facilitators and stakeholders' comments were captured by WB scribes.

Where possible, verbatim quotes have been noted by the WB scribes. However, comments were not attributed to individuals in order to ensure that all stakeholders could speak as candidly as possible. In some cases, individual tables did not answer all questions. Where this is the case, the table has not been included in that section of the report.

This report is a recording of the outputs from the stakeholder workshop. A copy of the presentation given by WPD can be found here[1].

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[1] http://www.westernpower.co.uk/docs/About-us/Stakeholder-information/January-2016-Workshops/Jan-2016-stakeholder-workshops-presentation.aspx

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2. Overview of the workshop

There were three discussion sessions within the overall workshops that provided an opportunity for stakeholders to review the Business Plan and provide WPD with feedback. The discussion sessions were as follows:

- **Workshop 1: Re-cap of WPD's long-term priorities.** The first workshop involved an update on WPD's long-term priorities in the last year and an interactive session where the groups ranked each of the nine priorities as high, medium or low.
- **Workshop 2: WPD's Business Plan and current performance.** The second workshop involved an outline of WPD's performance in the work plan and an interactive discussion on WPD's approach to reporting back to stakeholders.
- **Workshop 3: Long term – starting to address these priorities.** The third workshop involved a more detailed look into two specific long-term priorities: *"Smart networks"* and *"Affordability".* This included an in-depth discussion on WPD's approach to "smart networks" and an interactive session on WPD's planned actions and ideas from other DNOs to address "affordability".
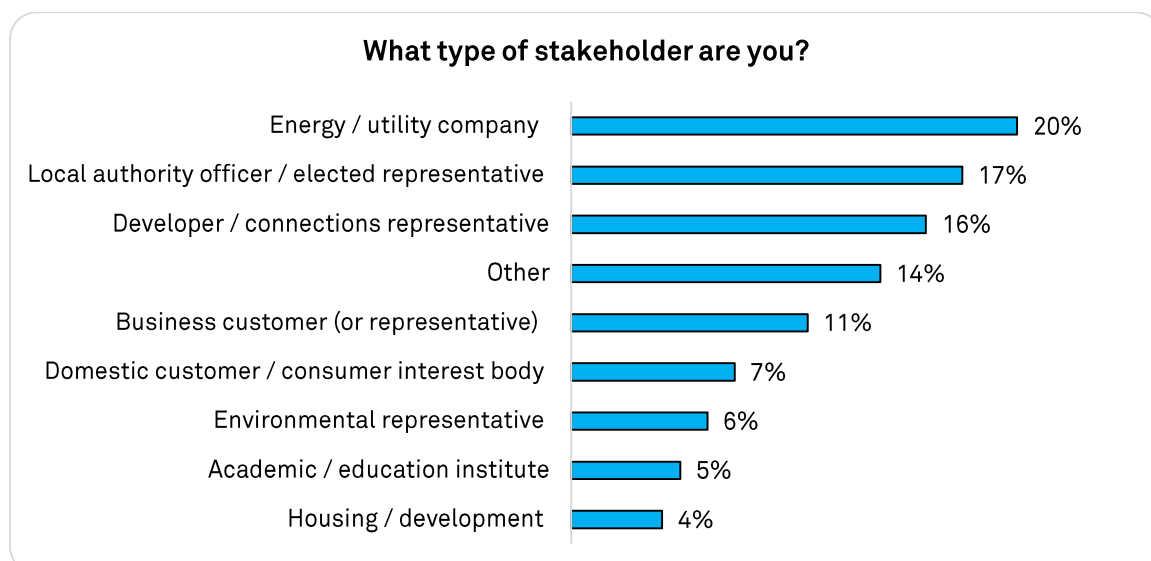
Separate surgeries also took place on the Connections Improvement Plan, social obligations and the role of a distribution system operator ("smart networks").

Attendees

A total of 259 stakeholders attended the workshops. There were a range of representatives from different backgrounds, including the domestic, business, local authority, developer/connections, environmental, energy/utility, regulatory/government, academic/education, housing/development, and voluntary, law and technology sectors.

Stakeholders were asked to identify themselves as one of the listed stakeholder types or select 'other' if none of the options matched. The results can be found below:

What type of stakeholder are you?

What type of stakeholder are you?

Stakeholder type	Percentage
Energy / utility company	20%
Local authority officer / elected representative	17%
Developer / connections representative	16%
Other	14%
Business customer (or representative)	11%
Domestic customer / consumer interest body	7%
Environmental representative	6%
Academic / education institute	5%
Housing / development	4%

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Alongside those attending in a personal or domestic customer capacity, the organisations represented were:

- 361 Energy
- ABB
- Acrastyle Limited
- Adas
- ADAS UK
- AES
- Alstom Grid
- Amberside Energy Ltd
- Amey
- AMT Sybex
- Anesco
- Anglian Water
- Ashburton Parish Council
- Ashfield District Council
- Associated British Ports
- Aston Professional Engineering Centre
- Babcock International
- Balfour Beatty
- Barnstaple Chamber of Commerce
- Beckingham-cum-Saundby Parish Council
- Birmingham Community Healthcare NHS Trust
- Boston Borough Council
- Bristol City Council
- British Red Cross
- British Solar Renewables Limited
- Campaign for the Protection of Rural Wales
- Cannock Chase AONB
- Cannock Chase District Council
- Cenin Renewables Ltd
- Centre for Sustainable Energy
- CGI
- Charnwood Borough Council
- Cirencester Town Council
- Citizens Advice
- City & County of Swansea Council
- Colwich (Stafford) Parish Council
- Combe Hay Parish near Bath
- Community Housing Cymru
- Cornwall Business Partnership (Devon & Cornwall Business Development Council)
- Cornwall Chamber of Commerce and Industry
- Council of the Isles of Scilly
- Country Land and Business Association (CLA)
- Coventry & Solihull Waste Disposal Co
- Coventry Citizens Advice Bureau
- Coventry Consumer Network (CCN)
- CPRE Devon
- Deerhurst Parish Council
- Derbyshire County Council
- Devon County Council
- DNV GL - Energy
- Dorset Association of Parish & Town Councils
- Dorset County Council
- E.ON Energy Solutions
- E.ON UK plc
- EA Technology
- Earthmill Ltd
- Eaton
- Eco2Solar
- EDF Energy PLC
- Electricity North West
- Encraft
- ENER-G
- Energy and Utilities
- Energy Saving Trust
- Energy Technologies Institute
- Engage Consulting
- ENWL
- Exeter City Council
- Family/Optima Community Association
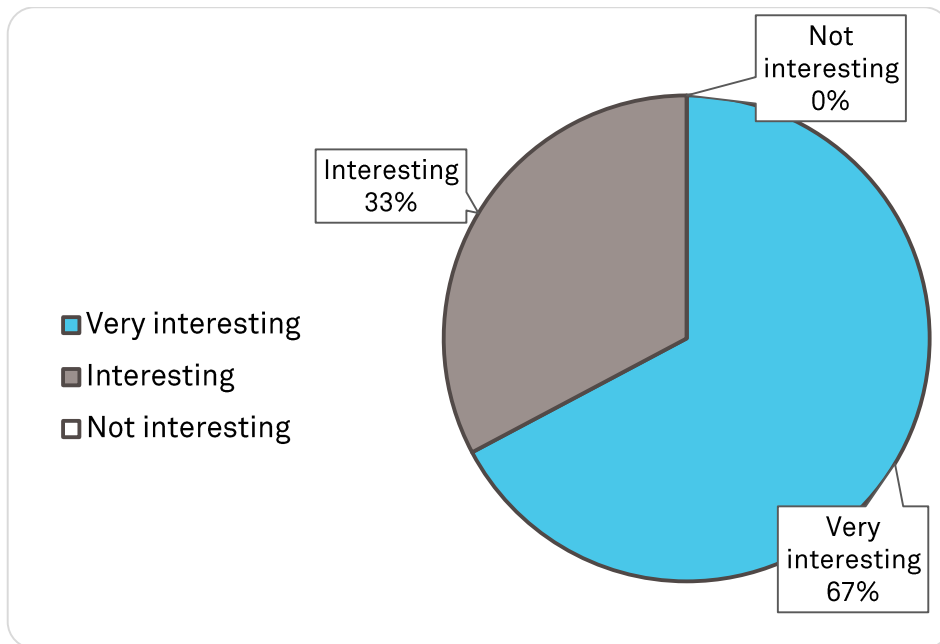
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- Federation of Small Businesses - Birmingham
- Federation of Small Businesses - West Devon
- First Gen International
- Fortis Living
- Frazer-Nash Consultancy
- GDF Suez
- Geldards Llp
- Good Energy
- Green Energy Networks Ltd
- Green Frog Connect
- Harlaxton
- Haven Power
- Heart of South West LEP
- Hermes Energy Services
- IBM
- Inazin
- Institute Of Engineering & Technology
- Jacobs
- JRC
- JRC Ltd
- JSM
- Keele University
- Kempsey Parish Council
- Kier
- Kingstone and Thruxton Parish Council
- Lanteglos by Fowey Parish Council
- Lark Energy
- Leicester City Council
- Lightsource Renewable Energy
- Lincolnshire County Council
- Lloyds Register
- Low Carbon
- Lucy Electric
- Major Energy Users Council
- MarketReach
- Martifer Solar Uk
- Mendip Hills AONB
- Met Office

- Minchinhampton Parish Council
- Monmouthshire County Council
- Morrison UC
- National Energy Action
- National Energy Foundation
- National Grid
- National Grid
- National Trust
- NEA
- Newland Parish Council
- NFU
- Nortech Management Ltd
- North Devon Coast AONB
- North Kesteven District Council
- North Somerset Council
- Northern Power Grid
- Nottingham Trent University
- Nottingham Trent University
- Nottinghamshire County Council
- npower
- ONG Automation
- OSIsoft Ltd
- Plymouth City Council
- Plymouth Manufacturers Group
- Primrose Solar
- Public Power Solutions
- Red Cross (Devon and Cornwall)
- Regen SW
- Renewable Developments Wales
- Renewable Power Systems
- Renewable UK
- RES Group
- Royal Voluntary Service
- RWE
- RWE npower
- S&C Electric Company
- S&C Electric Europe
- Schneider Electric
- SE Wales Energy Agency
- Selston Parish Council
- Siemens plc
- SMS
- Solarcentury

- South Gloucestershire Council
- South Hill parish Council
- South Leverton Parish Council
- South Staffordshire Council
- South West Water
- SP Energy Networks
- SSE
- Stephens Scown
- Sterling Power
- Sustainable Direction
- Tamar Valley Area of Outstanding Natural Beauty
- Tatton Estate Management Utilities
- The Co-Operative
- TNEI
- Torfaen County Borough
- TRESoc
- TUSC
- Uk Power Reserve
- University of Bath
- University of Birmingham
- University of Exeter
- University of Lincoln
- Vale of Glamorgan Council
- Valleys To Coast Housing
- Wales & West Utilities Ltd
- Warwick University
- Waterloo Housing
- Wattstor
- West Mercia Housing Group
- West of England LEP
- Westbury-on-Severn Parish Council.
- Western Power Distribution
- whitchurch parish
- Wye Valley AONB
- Yarlington Homes
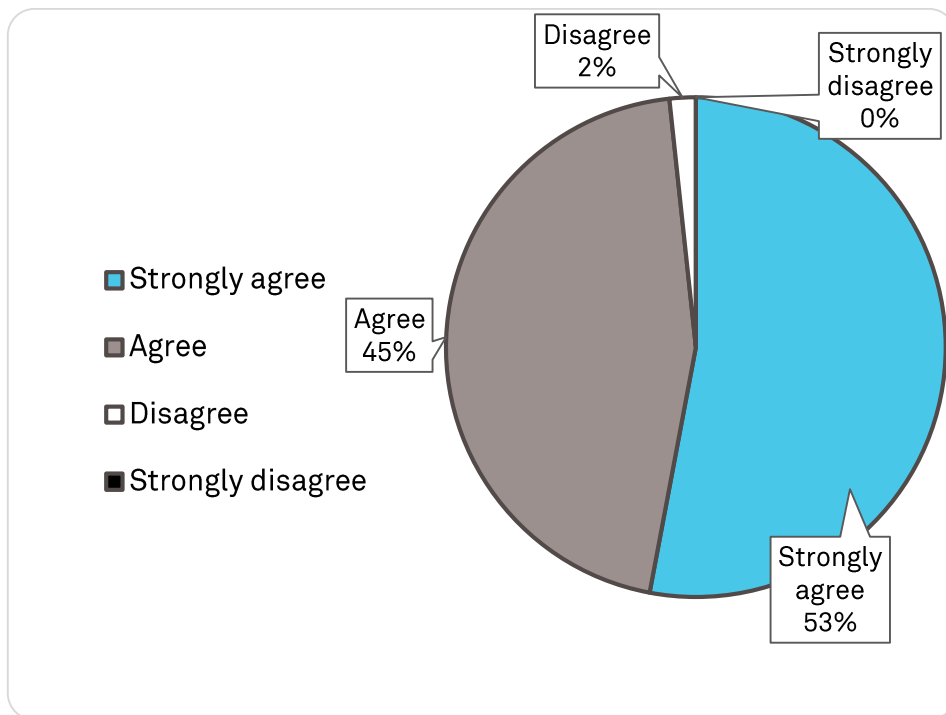
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3. Written feedback

Of the attendees who attended the workshops, 238 completed and returned feedback forms. Stakeholders were asked a set of seven questions. The responses can be found below:

Q1. Overall, how did you find the workshop?

Q2. Did you feel that you had the opportunity to make your points and ask questions?

Legend:
- Strongly agree
- Agree
- Disagree
- Strongly disagree

Disagree 2%
Strongly disagree 0%
Agree 45%
Strongly agree 53%

Q3. Did we cover the right topics for you on the day?

Legend:
- Strongly agree
- Agree
- Disagree
- Strongly disagree

Disagree 2%
Strongly disagree 0%
Strongly agree 27%
Agree 71%

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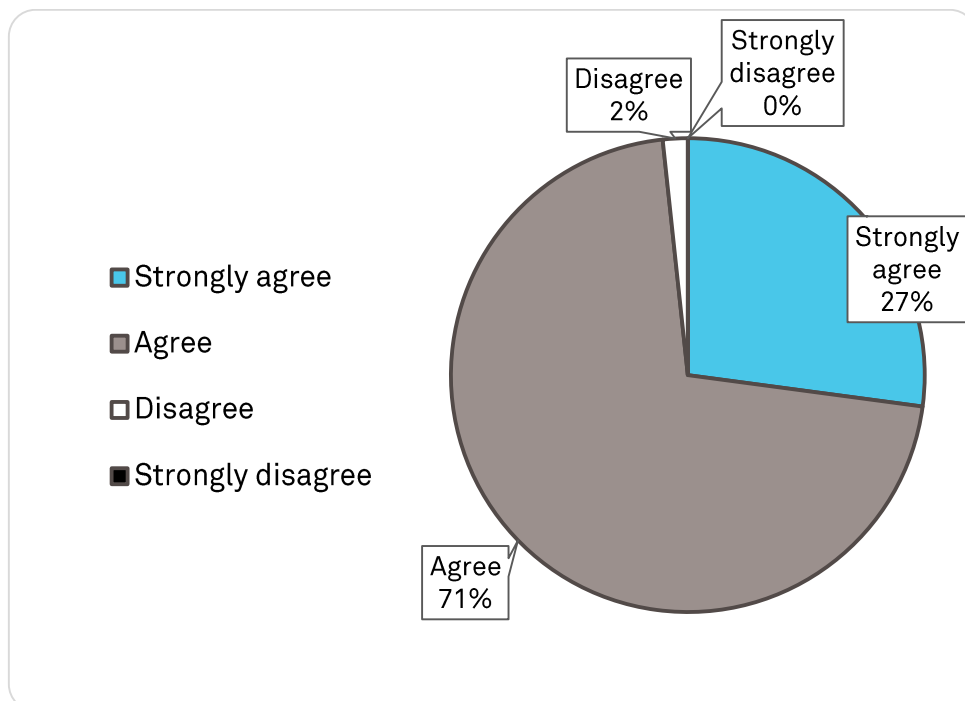
Q4. What did you think of the way the workshop had been facilitated?

Legend:
- Very good
- Good
- Fair
- Not so good

Fair 2%
Not so good 0%
Good 20%
Very good 78%
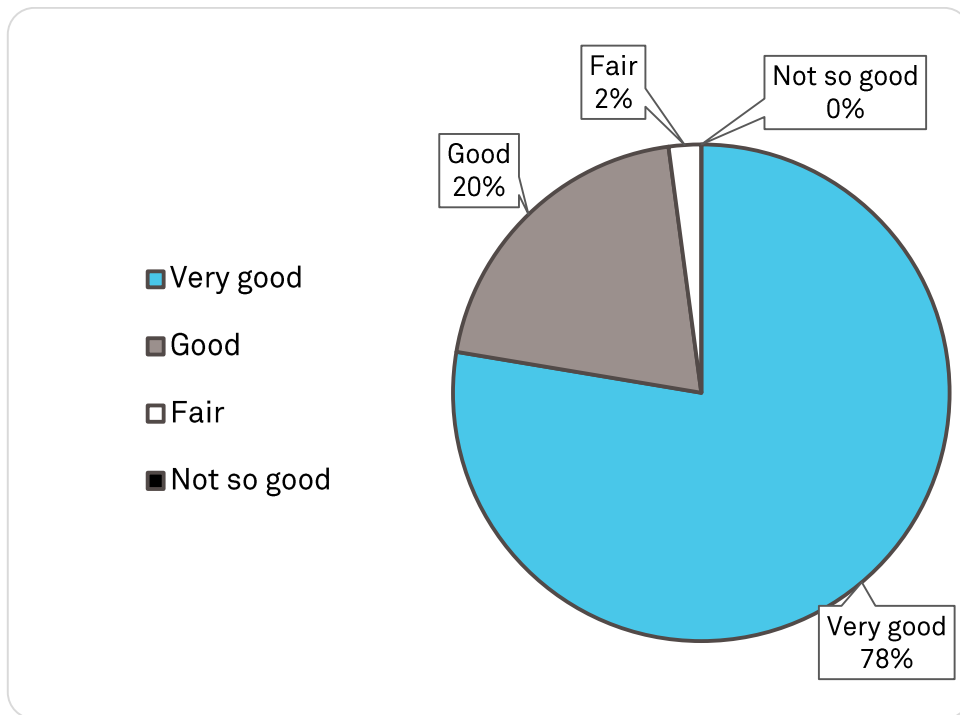
Q5. What did you think of the venue?

Legend:
- Very good
- Good
- Fair
- Not so good

Fair 4%
Not so good 0%
Good 36%
Very good 60%

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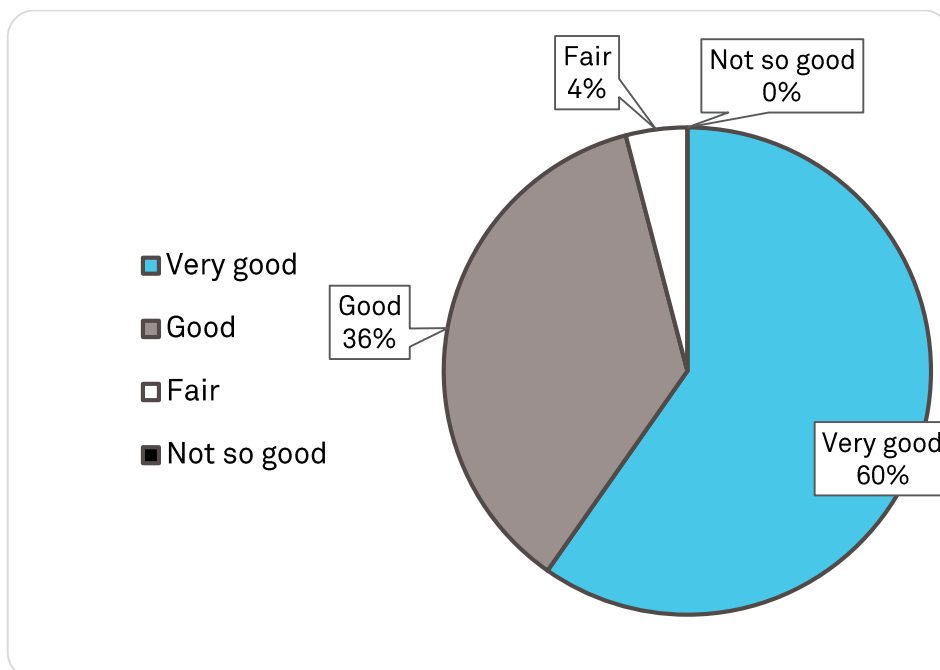
Q6. Would you be interested in attending future workshops on this subject?

No
0%

Yes

No

Yes
100%
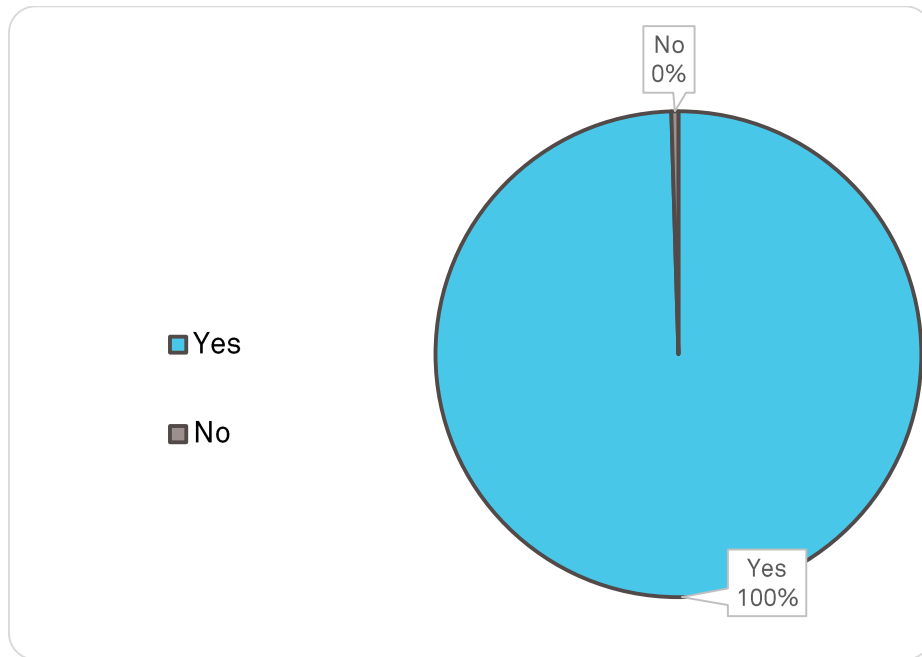
" Good open opportunity to discuss with excellent support from WPD attendees. "

" My table was well facilitated. "

" Lots of interesting discussion that could lead to more intensive workshops. "

" Very impressed with WPD and these workshop. "

" Voting a little rushed with too little time to digest choices. "

" You did a very good job of keeping the topics specific yet broad enough for everyone to understand and participate. "

" Good to be able to put your point of view across. "

" Well structured – liked the spiral bound presentation, facilitator boards and voting. "

" There could be greater inclusion of new connections in the morning session. "

" Using a 3rd party facilitator makes the WPD workshops superior to other DNOs. "

" Thanks for a very informative, well-run day with topics that appealed to a broad range of people. "

" Having the ability to question the speakers directly would be better. "

" Encourage more residential customers to attend. "

" Too much emphasis on affordability and vulnerability – whilst a license condition, it is not a core business activity for WPD. "

" Loved the electric voting system! "

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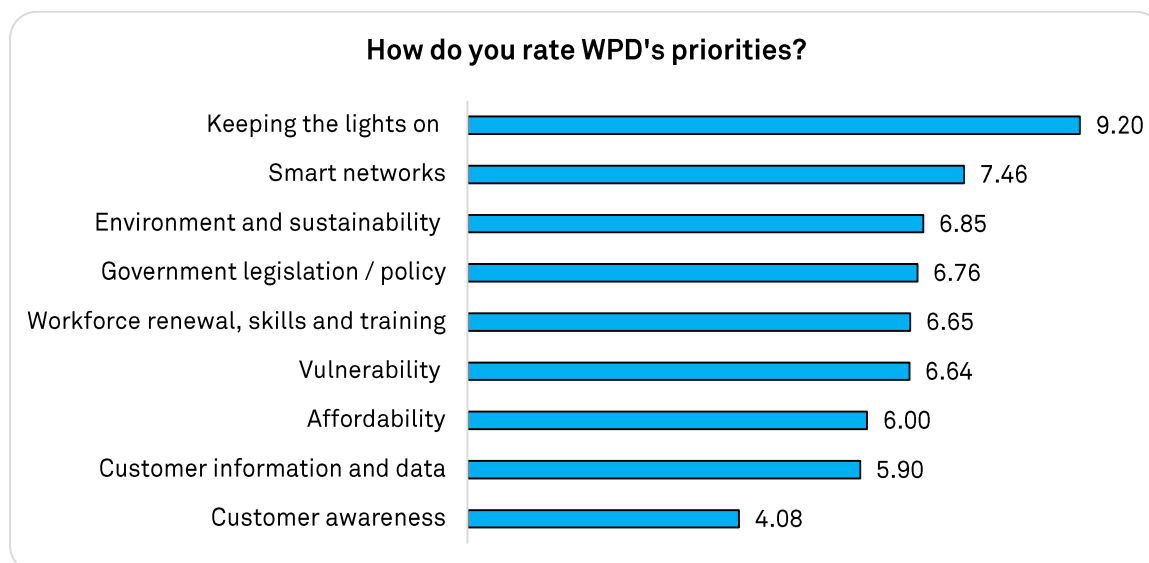Engagement

4. Summary of feedback

Workshop 1. Re-cap of WPD's long-term priorities

The first workshop focussed on WPD's long term priorities.

- The vast majority of stakeholders, across all six workshops, cited the future of the energy industry as a key concern and reason for their attendance. There was a particular focus on improving the connections process, as well as queries around energy storage. Grid capacity was a commonly noted concern amongst stakeholders, with smart networks and innovative technology identified as key solutions to these problems.
- Across all six workshops "keeping the lights on" and "smart networks" were consistently ranked the highest and second highest, respectively, in importance amongst priorities. "Customer awareness" and "customer information and data" were generally ranked least important and second least important among the priorities.
- "Environment and sustainability", a priority added following stakeholder feedback at last year's workshops, scored highly at most workshops and was voted the third highest priority in Plymouth and Lincoln.
- "Vulnerability" which was separated from "affordability" after discussions at last year's workshops was also rated highly. It was voted the third highest priority at the Newport and Birmingham workshops.
- Stakeholders felt that WPD needed to improve its engagement and communications with local business groups and the Government in order to better spot corporate social responsibility opportunities and ensure policy-makers understand the benefits of smart grids and prevent legislation becoming a barrier to innovation.

Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote using their electronic keypads.

How do you rate WPD's priorities?

Priority	Rating
Keeping the lights on	9.20
Smart networks	7.46
Environment and sustainability	6.85
Government legislation / policy	6.76
Workforce renewal, skills and training	6.65
Vulnerability	6.64
Affordability	6.00
Customer information and data	5.90
Customer awareness	4.08

For a detailed breakdown, refer to page the Appendix 7.1.

Workshop 2. WPD's business plan & current performance

The second workshop involved a discussion on the reporting of WPD's Business Plan and current performance. The regulator, Ofgem, has asked all DNOs to report annually on the delivery of their business plans. However, they have asked companies to engage with their stakeholders around the format that this reporting would take.

This workshop included a number of handouts in order to give stakeholders an indication of the types of format that WPD were considering.

- Across all six workshops stakeholders showed strong support for the 'three levels' model of reporting on performance.
  - A number of stakeholders suggested that the reports should include comparisons to other DNOs to get a broader picture of how WPD is doing.
  - There was also discussion around distributing the reports, with numerous stakeholders across the six workshops suggesting the report should be online, with an option to request a paper copy.
- The shorter, 20 page summary document, was well received and stakeholders felt that it set out the information clearly and made good use of graphs and images. It was also commonly noted that the document was a good starting point for finding out further information on WPD.
- There were however, suggestions on how to improve the document, which included:
  - Adding a more detailed explanation behind key points.
  - Using hyperlinks to connect the short document to the more detailed report.

- o Contextualising the information and data in the report through comparison with other DNOs.
- o Adding a glossary and contents page.
- o Creating both a printer friendly and easy read version of the report so it is accessible to all.
- The longer document drew a mixed reaction from stakeholders across the six workshops. The broad opinion of stakeholders was that the report was necessary and appropriate for a specific audience looking for that level of detail, but was less engaging and more difficult to navigate.
- Stakeholders made several suggestions of ways to improve the report, including increased signposting, structuring the content to keep the key facts and figures near to the front of the report and adding a glossary.

Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote on which topics they most wanted to see included, using their electronic keypads.

WPD's summary (20 page) report: What are your top 2 topics for inclusion?		
Topic area	Topic	% of attendees
Safety	Accident frequency rates	65%
	Public safety education	53%
Reliability	Power cut frequency and duration	83%
	Percentage of customers restored within 1 hour	38%
Environment	Facilitating increased volumes of Low Carbon Technologies (e.g. solar PV)	76%
	Reducing technical network losses	40%
Connections	Time taken to provide quotations and completed connections	62%
	Customer satisfaction with the connections process	46%
Customer satisfaction	Customer satisfaction results	60%
	= Consultations and engagement with stakeholders = Improved communication with customers (e.g. social media, online, accuracy of info etc) = Complaints	41%
Social obligations	Improved the support for customers during power cuts	58%
	Data analysis to identify vulnerable customers and to better target services	52%

For a detailed breakdown of the individual voting, refer to the appendix section 7.2.

Workshop 3. Spotlight on two WPD strategic priorities

The third workshop involved a detailed look at two specific WPD priorities:
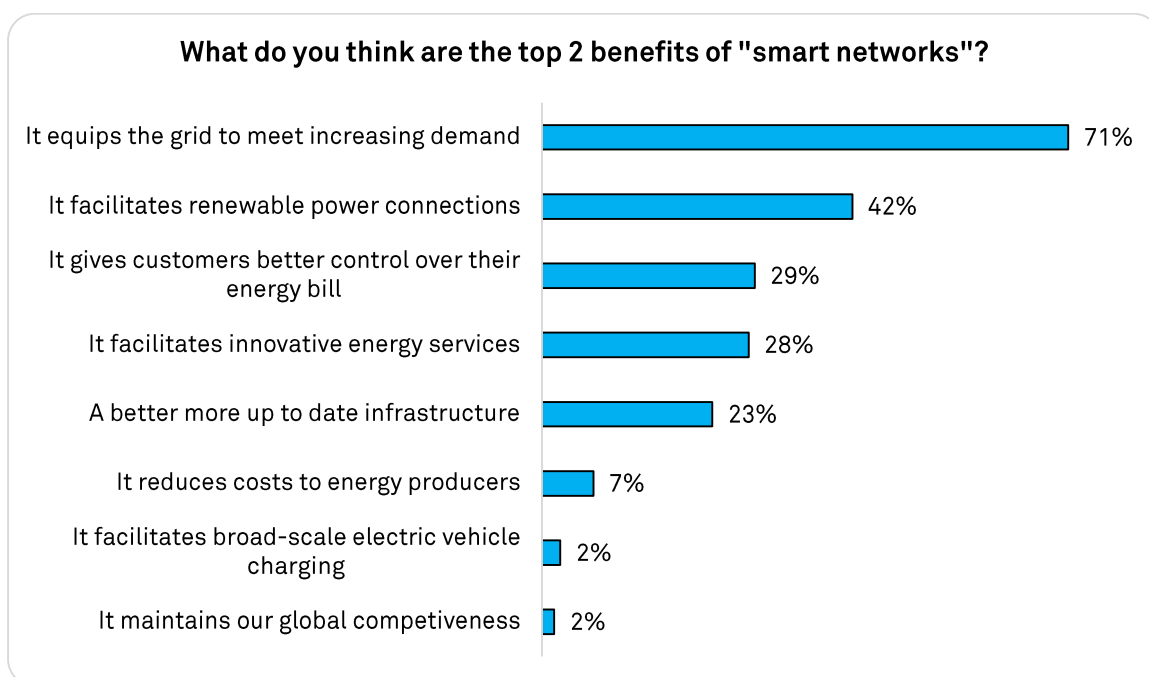- "Smart Networks"
- "Affordability"

Smart Networks

This workshop involved a discussion on understanding what a smart network is and what its advantages are. Stakeholders were asked to comment on the key issues WPD have identified in transitioning to be a smart network and WPD's five strategy areas. There was also an opportunity for stakeholders to suggest how WPD should best engage on this issue in the future.

- Across the six workshops the majority of stakeholders had some form of understanding as to what a smart network was.
- There was however, a mixed level of knowledge, which directly corresponded to the stakeholder's industry. Stakeholders from outside of the energy/utility industry tended to have a more limited understanding.
- Stakeholders broadly agreed that both WPD employees and the video explained smart networks clearly.
- The list of challenges that WPD identified they would face when transitioning to be a smart network was well received, with the majority of stakeholders identifying each of the areas as important.
- There were several additional challenges repeatedly identified by stakeholders at the workshops including:
  - Customer engagement and education to raise awareness of smart networks and incite behavioural change
  - Technological change and innovation
  - Commercial and market issues
  - Long-term energy storage
- WPD's five strategic areas were considered comprehensive by stakeholders across all six venues.
- Market integration and customer propositions were commonly considered to be most crucial. IT systems were also flagged as important due to particular concerns raised around data sharing, privacy and hacking. There were strong calls for cross industry collaboration, particularly with other DNOs and stakeholders felt that innovation around equipment and new technology was particularly important.
- There was consensus amongst stakeholders that more engagement on the subject of smart networks was necessary. This ranged from engagement with other DNOs and developers to customers and the Government. A key point raised in the majority of workshops was tailoring the engagement to individual groups in order to increase understanding.

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Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote using their electronic keypads. The results of all workshops are shown below:

What do you think are the top 2 benefits of "smart networks"?

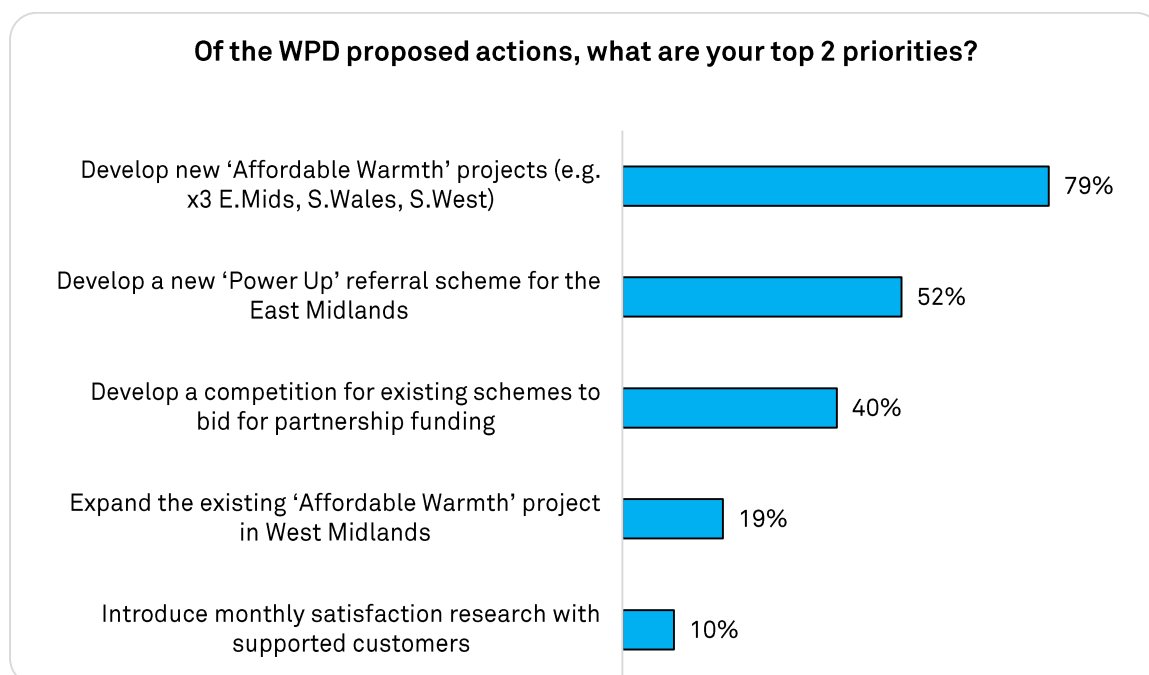| Benefit	Percentage
It equips the grid to meet increasing demand	71%
It facilitates renewable power connections	42%
It gives customers better control over their energy bill	29%
It facilitates innovative energy services	28%
A better more up to date infrastructure	23%
It reduces costs to energy producers	7%
It facilitates broad-scale electric vehicle charging	2%
It maintains our global competiveness	2%

Affordability

This workshop involved a discussion on WPD's approach to issues of affordability. Stakeholders were asked to give feedback on WPD's projects so far and provide suggestions on its proposed next steps and ideas from other DNOs.

- There was mixed opinion amongst stakeholders on WPD's approach to affordability.
- The majority of stakeholders felt it was good that WPD were addressing these issues, but they may risk overstepping their remit as a DNO.
- Stakeholders generally agreed that addressing affordability was the responsibility of energy suppliers. Voluntary organisation representatives however, tended to feel WPD should be doing more in this area.
- The most popular of WPD's planned actions was to develop new 'Affordable Warmth' projects, followed by develop a new 'Power Up' referral scheme for the East Midlands. Monthly satisfaction research was the least popular option, followed by expanding the existing 'Affordable Warmth' project in the West Midlands.
- The most popular idea from other DNOs was the partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers followed by energy efficiency surgeries and community projects. The least

popular action amongst stakeholders was fuel poverty outreach projects via food banks, followed by energy efficiency funds.

Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote for their top two priorities. The results of all workshops are shown below:

Of the WPD proposed actions, what are your top 2 priorities?

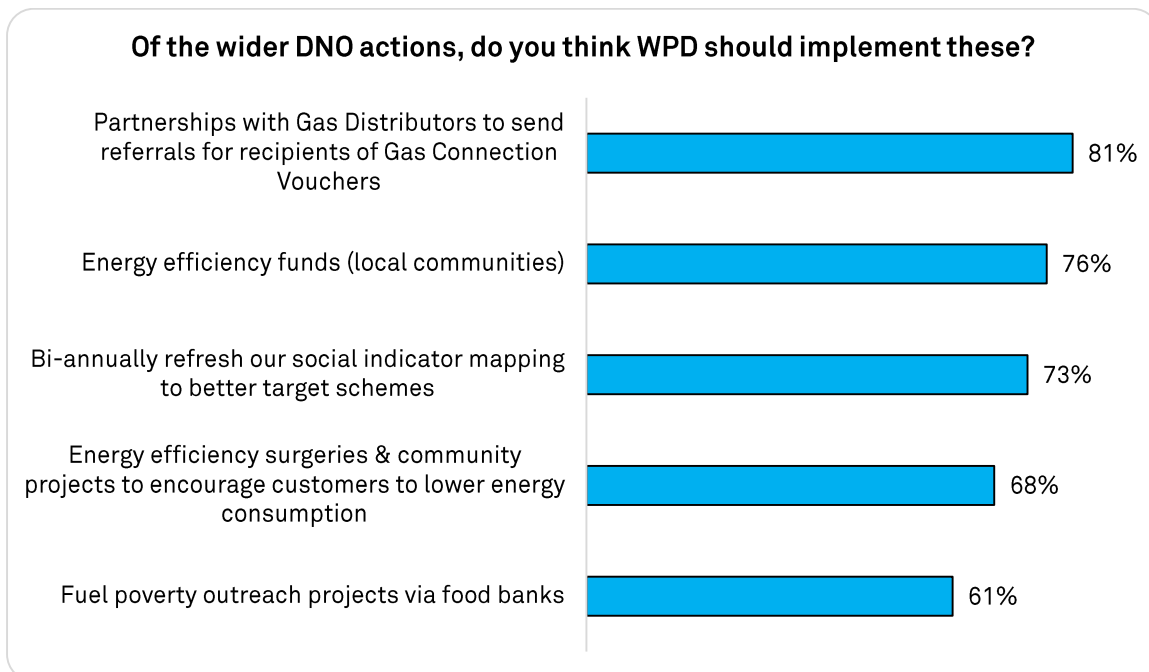| Action	Percentage
Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)	79%
Develop a new 'Power Up' referral scheme for the East Midlands	52%
Develop a competition for existing schemes to bid for partnership funding	40%
Expand the existing 'Affordable Warmth' project in West Midlands	19%
Introduce monthly satisfaction research with supported customers	10%

During table discussions stakeholders suggested additional actions for WPD. These are detailed below:

- Working with existing groups such as social care providers
- Expand schemes to Devon and Cornwall
- Targeting a national approach to statistics, support and data
- Target gas areas
- Working in collaboration with health services – particularly around discharge and social care
- Identify reliable partners to reduce risk
- Engage with local government and utility companies
- Finding community/energy networks to tackle fuel poverty
- Audit of partners
- Partner best practice
- Development fund for new ideas
- Training for staff on fuel poverty and vulnerability linking with engagement with communities on smart networks
- A schools programme
- Help for small businesses

- Referrals to other vulnerable groups
- Working with suppliers and landlords to drive energy efficiency
- Supporting customers to use 'cheaper' energy (e.g. at night)
- WPD supporting the new PSR and updating the regime as it develops.
- More communications to customers
- Government legislation/policy
- Work with housing associations
- Work with suppliers to identify fuel poor not paying bills
- Develop an app
- Ensure effective organisations undertake the delivery of a project

In the second vote in this workshop, stakeholders were asked to vote individually on which of the DNO actions WPD should implement. The results are displayed below:

Of the wider DNO actions, do you think WPD should implement these?

Action	Percentage
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	81%
Energy efficiency funds (local communities)	76%
Bi-annually refresh our social indicator mapping to better target schemes	73%
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption	68%
Fuel poverty outreach projects via food banks	61%

During table discussions stakeholders suggested additional ideas from other DNOs. These are detailed below:

- Further outreach attempts
- Heat pumps instead of gas vouchers
- Monitor current affairs – targeted approach
- Sponsoring conferences
- Customer awareness of affordability schemes
- Involve venture capital in new projects
- More education

5. Surgeries on specific topics

Following the workshops, WPD held three afternoon surgeries on specific topics with stakeholders able to sign up to their preferred session throughout the day. The surgeries included a presentation from a WPD technical expert, followed by an open Q&A session. The sessions lasted approximately one hour.

7.1 Connections Improvement Plan

Summary: This surgery included a presentation on WPD's Incentive on Connections Engagement (ICE) plan: what the ICE plan is, a summary of WPD's ICE workplan and the priorities for 2016. A link to the presentation given on the day can be found here[2].

Key points stakeholders raised across the six workshops were:

- The difficulty applicants experienced in the statement of works (SoW) process. This included National Grid not following the process and WPD not reporting back to the applicant. One stakeholder remarked that it was not obvious that a statement of works is needed.
- A common theme involved the creation of an online portal to submit connections applications through. It was hoped that this could then provide status updates and information about applications.
- Stakeholders were keen to ensure the website was updated regularly and provided easy access to up-to-date network availability and maps.
- Confusion around accepted applications was noted as a concern amongst stakeholders. They felt that it was not clear what has been accepted and what had not. Acceptance performance was flagged as a top priority.
- There was mixed opinion around the connections team. Some stakeholders felt that they were not helpful or responsive, whereas others felt WPD had a professional approach to new connections. It was noted that there needs to be more consistency in how WPD deals with new connections.
- DG forecasting and capacity queue management were both identified as priorities.
- Difficulties in applicants 'clogging up' the system and causing delays to connections was noted as an issue.

7.2 Social Obligations (vulnerability & fuel poverty)

Summary: Following the morning session on "affordability", this surgery looked at social obligations as a whole including both "affordability" and "vulnerability". The presentation started with a recap of WPD's social obligations strategy, summarised the key developments in 2015 and provided an overview of how WPD is scoring on social obligations against other DNOs. However, the focus of the presentation and the discussion

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[2] http://www.westernpower.co.uk/docs/About-us/Stakeholder-information/January-2016-Workshops/Stakeholder-Workshop-January-2016-Connections-Impr.aspx

was around the priorities WPD has identified for 2016. There were four identified priorities for 2016:

- Expand and scale-up successful fuel poverty schemes towards 'business as usual'
- PSR referral networks
- Establish area-wide 'Affordable Warmth' services that expand existing pilots
- Train all front-line staff on vulnerability and support services WPD can provide

Stakeholders were also asked to rank a series of objectives for each priority. Stakeholders were given forms to vote on what level of priority they thought each objective should be (high = 3 points, low = 1 point), as well as whether WPD should do more, the same or less on the objective in future (more = 3 points, less = 1 point).

A link to the presentation given on the day can be found here[3]. The summary of the discussion and the voting has been divided by each priority below.

General Feedback

The key point raised by stakeholders was:-

- How customer savings were worked out; whether these are estimated or 'actual' and what the time period would cover.

Expand and scale- up successful fuel poverty schemes towards 'business as usual'

The key point raised by stakeholders was:-

- The importance of including to include 'health and wellbeing' interventions as one of the capabilities required by referral projects.
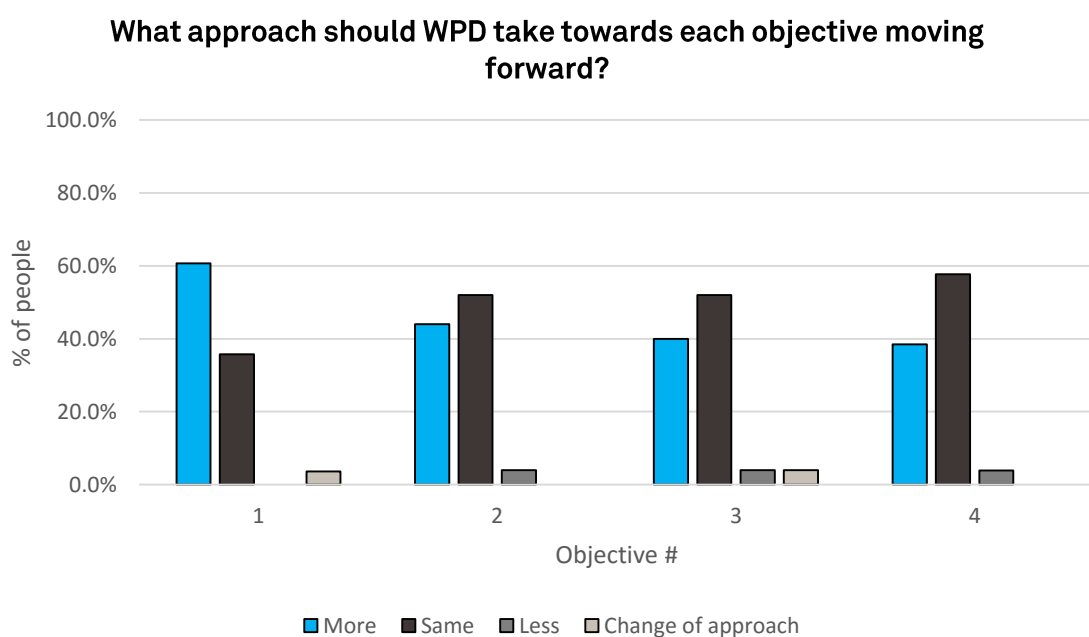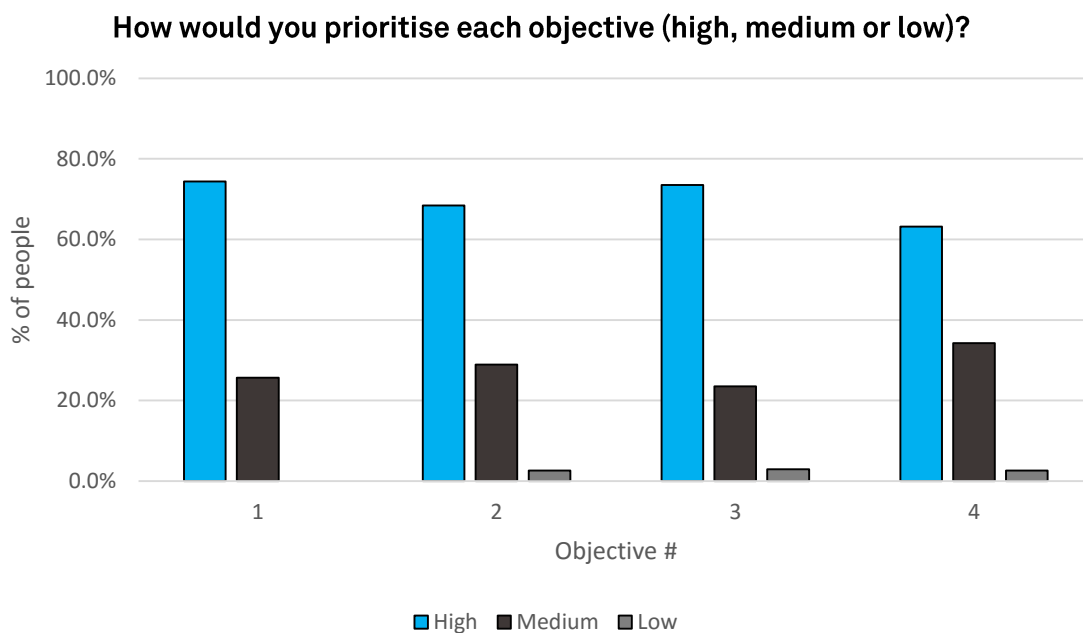
Voting form

The table below summarises the voting results for the objectives for fuel poverty referral schemes. The average scores are set out below and the highest averages are in bold.

Objective #	Objective	Priority average	Future actions average
1	Expand referral project capabilities to include interventions relating to 'Health & Wellbeing'	2.75	**2.58**
2	Renew and expand existing 'Power Up' fuel poverty schemes (with Citizens Advice, Energy Savings Trust & Centre for Sustainable Energy)	2.70	2.41
3	Set up a 4th 'Power Up' fuel poverty scheme in East Midlands (ensure one per licence)	**2.76**	2.36
4	Trial 'Affordable Warmth' fuel poverty projects with local authorities and other existing schemes (incl. receiving referrals onto WPD's PSR)	2.65	2.35

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[3] http://www.westernpower.co.uk/docs/About-us/Stakeholder-information/January-2016-Workshops/Stakeholder-Workshop-January-2016-Social-obligatio.aspx

Detailed scores can be seen in the graphs below:

How would you prioritise each objective (high, medium or low)?

What approach should WPD take towards each objective moving forward?

<u>PSR referral networks</u>

Key points stakeholders raised were:-

- A bigger role for groups like housing associations (due to their direct engagement with tenants), the NHS and emergency services.
- WPD should send a one pager to agencies who want to know how to refer people to the PSR.
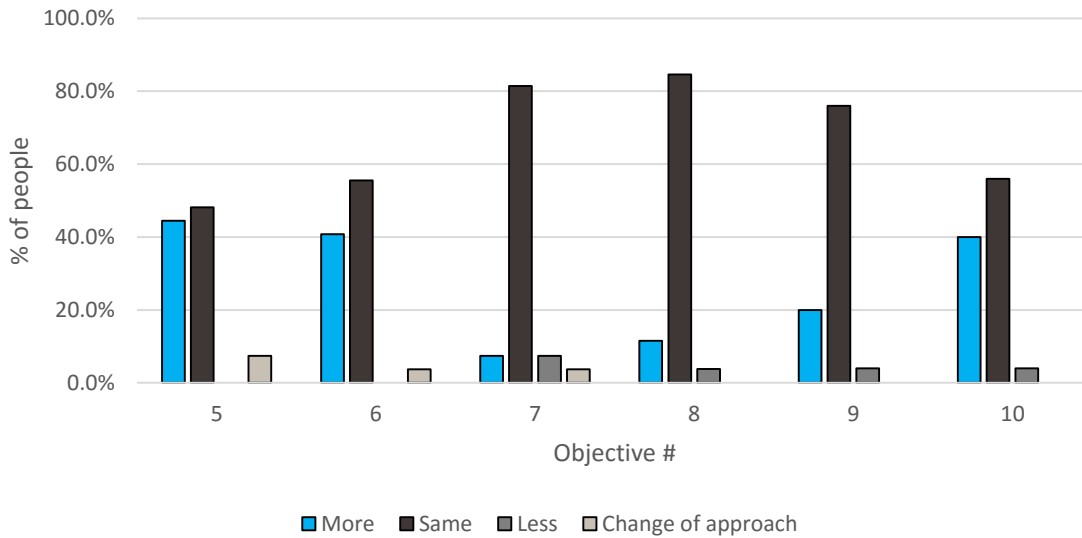
Voting forms

The table below summarises the voting results for the objectives for PSR referral networks. The average scores are set out below and the highest averages are in bold.

Objective #	Objective	Priority average	Future actions average
5	Create PSR referral partnerships where partners sign-up customers to the PSR directly via their front-line services (initially 1 per licence area, per partner (4 in total))	2.78	**2.51**
6	Develop links between key relevant services − e.g. Fire Service home fire safety checks	**2.81**	2.38
7	Count and report the number of customers we have informed consent from to share data	2.26	1.94
8	Expand WPD's PSR data cleansing teams to ensure contact with c.500,000 PSR customers annually	2.50	2.06
9	Lead industry changes to PSR (e.g. common needs codes, 2-way data flows between suppliers & DNOs)	2.48	2.12
10	Initiate PSR data sharing trials with other industry members (e.g. suppliers, gas networks, water)	2.60	2.37

Detailed scores can be seen in the graphs below:-

How would you prioritise each objective (high, medium or low)?
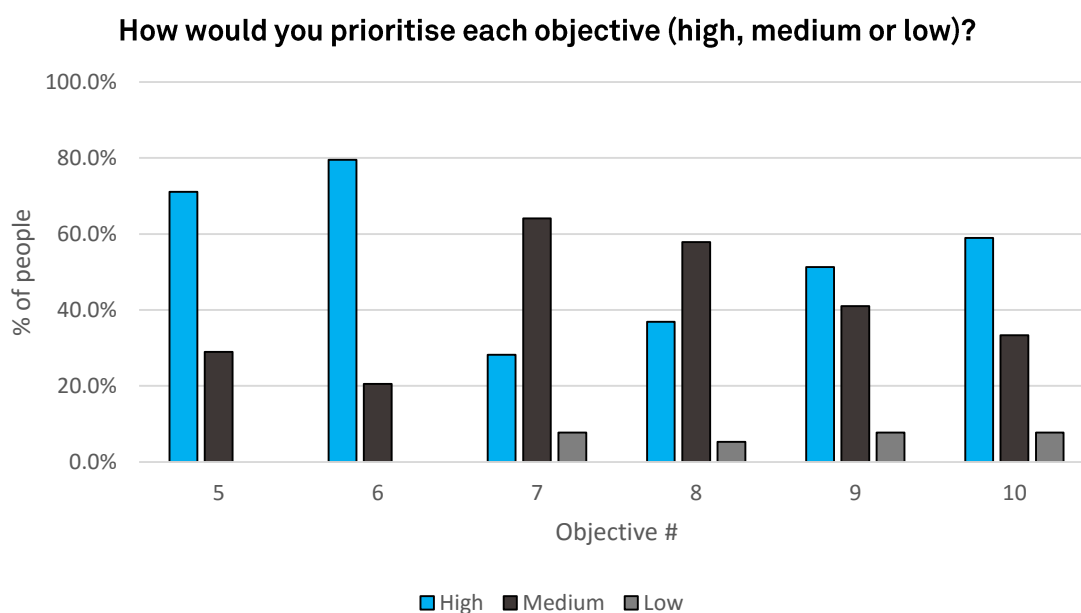
What approach should WPD take towards each objective moving forward?

Establish area-wide 'Affordable Warmth' services that expand existing pilots
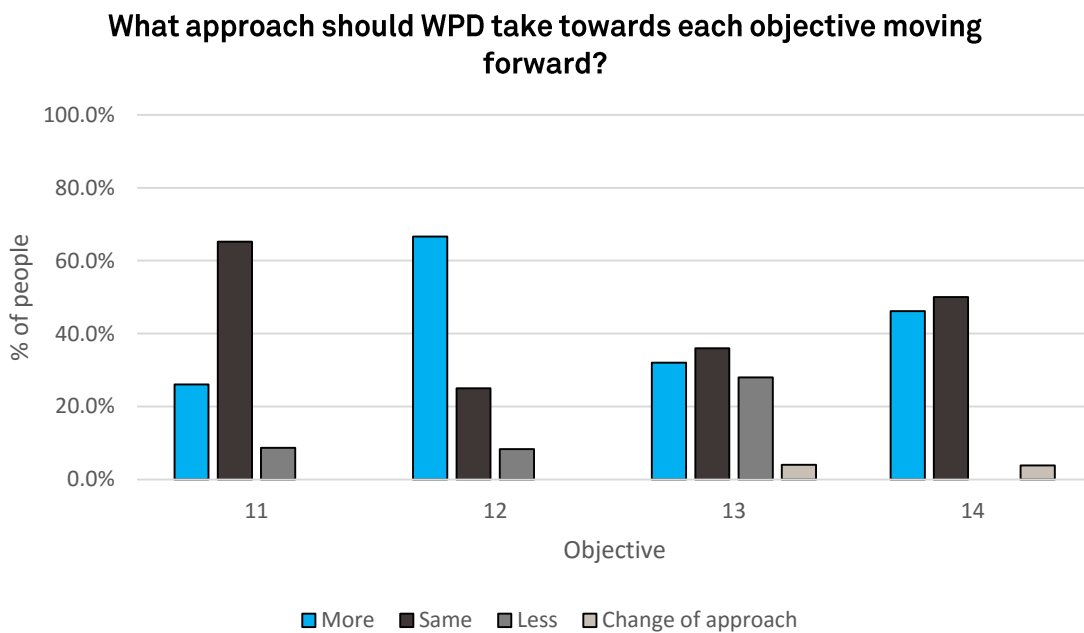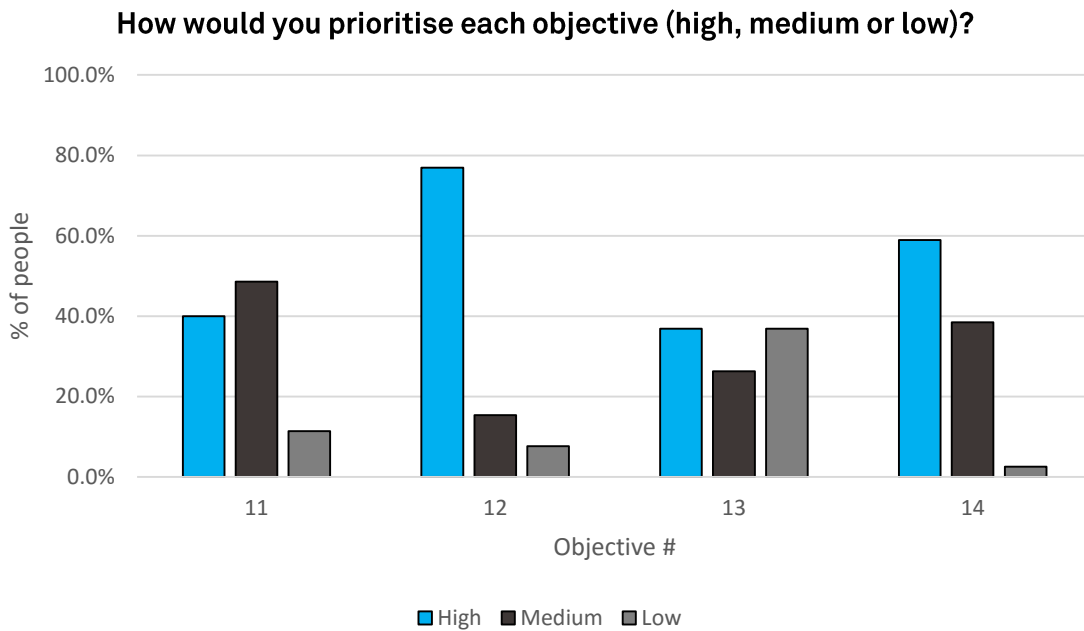
Key points stakeholders raised were:-

- Automatic devices on which there was very varied opinion amongst stakeholders. Some stakeholders felt they were a good idea, some felt they should be piloted first and others believed they posed a challenge due to reliance on the phone network.
- The need to become 'smarter' by working together across the industry and identifying key partners.

Voting forms

The table below summarises the voting results for the objectives for Affordable Warmth services. The average scores are set out below and the highest averages are in bold.

Objective #	Objective	Priority average	Future actions average
11	Expand the existing 'Affordable Warmth' project in West Midlands	2.39	2.22
12	Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)	**2.78**	**2.62**
13	Develop a competition for existing schemes to bid for partnership funding	2.24	2.15
14	Install devices to automatically notify WPD of power cuts in potentially vulnerable/fuel poor households, in areas of above average power cut levels	2.64	2.47

Detailed scores can be seen in the graphs below:

How would you prioritise each objective (high, medium or low)?

What approach should WPD take towards each objective moving forward?

<u>Train all front-line staff on vulnerability and support services WPD can provide</u>

The key point raised by stakeholders was:-

- There was general consensus that training front line staff was a good idea.

Voting forms

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The table below summarises the voting results for the objectives for training all front-line staff. The average scores are set out below and the highest averages are in bold.

Objective #	Objective	Priority average	Future actions average
15	Vulnerable customer training to field staff. Enable staff to: • Arrange for customers to be signed-up to the PSR • Call-out welfare support (catering or British Red Cross) • Distribute Crisis Packs	**2.77**	2.44
16	Monitor 12 hour faults impacting vulnerable customers specifically	2.54	2.35
17	Introduce a WPD standard to ensure no vulnerable customer is off supply >12 hours (in normal weather)	2.40	**2.46**

Detailed scores can be seen in the graphs below:-

How would you prioritise each objective (high, medium or low)?
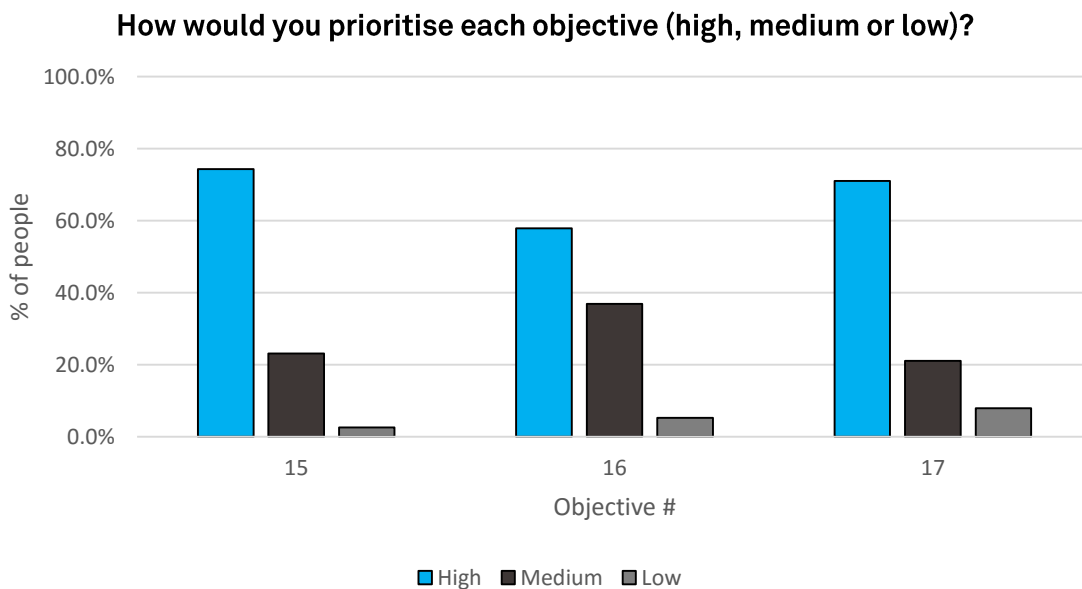
What approach should WPD take towards each objective moving forward?
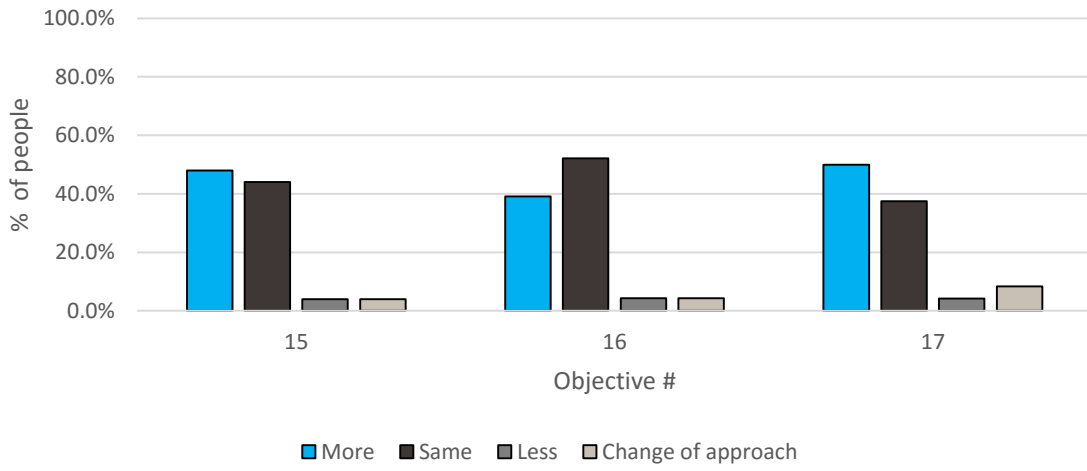
7.3 The role of a Distribution System Operator ("smart networks")

Summary: With new developments in the market, DNOs are in transition to also becoming a DSO. The presentation looked at the need for DSO functions, the capabilities required of a DSO and WPD's readiness to be a DSO. Discussions revolved around data integrity, market integration technologies being considered and other issues around demand supply response, including the need for coordination between DNOs, NGET and Ofgem/DECC.

A link to the presentation given on the day can be found here[4].

Key points stakeholders raised were:

- Energy storage was a priority and should be looked at in more detail as a matter of urgency. Stakeholders questioned WPD's investment in storage and the price comparison between upgrading and making use of energy storage.
- It was suggested that WPD should develop a scenario plan for storage capacity.
- Whether electric cars would become mainstream and what the impact of the evolution of electric vehicles would be on the grid.
- Demand side response is vital and could be incentivised for customers. It was noted that WPD have conducted a number of successful schemes but DNOs need a set of defined terms and conditions.
- It was questioned as to whether WPD would find themselves in competition with suppliers when it came to demand side response. One stakeholder argued that demand side response should be delivered by commercial operators such as suppliers or aggregators.

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[4] http://www.westernpower.co.uk/docs/About-us/Stakeholder-information/January-2016-Workshops/Stakeholder-Workshop-January-2016-The-Role-of-a-DS.aspx

6. Westbourne's recommendations

6.1 Workshop 1: WPD's long-term priorities

Recommendations based on a review of WPD's listed priorities

- Invest in long-term solutions, innovation and smart networks, which are a crucial part of "keeping the lights on".
- Recognise the links between priorities and that the successful delivery of one priority is often dependent on another.
- Prioritise workforce renewal as there is a risk that key skills will not be replaced.
- Help educate stakeholders and customers so they are aware of grid capacity issues.
- Streamline and improve the connections process by working more closely with connections stakeholders.
- Work more closely with the Government to influence policy.
- Engage with MPs in order to educate those without a technical background on the current energy situation.
- Define and clarify how "affordability" fits within WPD's remit.
- Put more information about "environment and sustainability" and "smart networks" on WPD's website, for example on waste management and recycling.

Specific recommendations were also given for three priorities.

Keeping the lights on

- Continue to prioritise "Keeping the lights on" as it was by voted by stakeholders as the most important priority for WPD, with an average score of 9.2/10.
- Increase engagement with communities when new lines are being put in or being planned for.
- Provide customers and stakeholders with clear information and contact details of area managers and engineers who are out on the ground repairing the network.

Workforce renewals

- Support local initiatives designed to increase and support STEM.
- Create a school outreach programme where WPD engineers go into schools to talk about careers in engineering.

Customer Awareness

- Set up more regular meetings/workshops with customers.
- Make information on the website clearer, especially addresses and contact details.

6.2   Workshop 2: WPD's business plan & current performance

Recommendations based on discussions on WPD's proposed approach to reporting

- Target the business plan at different stakeholder audiences, for example, by creating a customer version and a business group version to save people reading through material that isn't relevant to them.
- Use the three levels of reporting.
- Present information in terms of quarterly and annual results to enable customers to see when, for example, WPD's performance has been affected by severe weather.
- Include a comparison with other DNOs – and name them.
- Make the reports interactive, with hyperlinks so customers and stakeholders can link through to areas of specific interest.
- Ensure that there is sufficient 'signposting' in the reports.
- Carefully consider whom to send which reports to and what quality of paper is used (if hard copies are supplied) in order to minimise impact on the environment.
- Include scales to show where you are and what you are heading towards instead of arbitrary targets.
- Include a top line figure as to how the business is doing, as well as yearly statistics.
- Have all reports branded consistently so they look like a continuation of the same information.
- Include the reports in PDF format on the WPD website.
- Include an Ofgem measure versus a WPD measure.
- All levels of report should be available online, for stakeholders to read as much or as little detail as required.
- Monitor which parts of the report are clicked on most and use this information to inform your reporting in the future.
- Keep reports in the reception area of your offices.
- Include information on British competitors and international ones.
- Take a Google Maps approach to network information, connection restraints and storage possibilities. A customer could then zoom in to get more targeted information.
- Provide interpretation of data as opposed to raw information; mapping data in particular.
- Try to avoid jargon wherever possible.
- Include the sources on which numbers and statistics are based.

Recommendations specifically relating to the short summary document

- Include a contextual paragraph on what WPD are expected to deliver and how you are currently doing against this criteria.
- Ensure that all detail in the summary is in layman's terms.
- Include information on facilitating increased volumes of low carbon technologies.

- Include details on the time taken to complete a connection.
- Include case studies, especially those on environmental impacts.
- Consider developing a printer friendly version of the report with fewer pictures to reduce costs for those who wish to print them.
- Include financial data.

Recommendations on the topics for inclusion in the short summary report (as per the individual voting results)

- Focus the 'safety' section of the summary report on the two most popular topics: **accident frequency rates** and **public safety education.**
- Focus the 'reliability' section of the summary report on the two most popular topics: **power cut frequency and duration** and the **percentage of customers restored within 1 hour.**
- Focus the 'environment' section of the summary report on the two most popular topics: **facilitating increased volumes of low carbon technologies (e.g. solar PV)** and **reducing technical network losses.**
- Focus the 'connections' section of the summary report on the two most popular topics: the **time taken to provide quotations and completed connections** and **customer satisfaction with the connections process.**
- Focus the 'customer satisfaction' section of the summary report on the popular topic: **customer satisfaction results.**
    - Also consider the following topics, voted joint second:
        - Consultations and engagement with stakeholders
        - Improved communication with customers (e.g. social media, online, accuracy of info etc)
        - Complaints
- Focus the 'social obligations' section of the summary report on the two most popular topics: **improved the support for customers during power cuts** and **data analysis to identify vulnerable customers and to better target services.**

Recommendations specifically related to the detailed report of performance

- Put the most important information at the front.
- Include a glossary with acronyms and technical terms.
- Split up the detailed report under separate headings so those interested can download the specific part of the report they are interesting in.

6.3   Workshop 3: Spotlight on two WPD strategic priorities

Smart networks

Recommendations based on discussions about what a smart network is and its advantages

- Increase engagement and education on smart networks. People need to know how "smart networks" will impact/benefit them, not just what one is.
- Domestic customers and stakeholders need to be educated on the financial benefits of smart networks as this will lead to behavioural changes.

Recommendations based the key issues in transitioning to a smart network

- Educate domestic customers on how to manage electricity more efficiently.
- Social aspects, such as domestic electricity management, need to be added to the list.
- Include customer behaviour on the list of key challenges.
- Work more closely in collaboration with National Grid.
- Add communications as one of the challenges identified in the plan.
- Develop a collaborative approach to working with other DNOs as well as developers and connections stakeholders.
- Add capacity to the list of key issues.
- Engage more with the Government on this issue.
- Create a specific point of contact for smart networks within the company.
- Organise more engagement with the end users who will be using the technology.
- Put a plan in place that takes into consideration all of the possible variables associated with transitioning to a smart network.
- Increase knowledge of the micro grid.

Recommendations based on discussions on WPD's five strategy areas

- Add demand side management to the strategy areas, or make it clearer under customer propositions.
- Include commercial arrangements under the strategy areas.
- Identify strategy areas with other DNOs to establish a single voice.
- Tailor the strategy areas to the public and businesses.
- Increase forecasting to show what the network will look like in 15-20 years' time.
- Add skills and sharing knowledge to the strategy areas.
- Coordinate WPD's operations with National Grid as a start to getting all DNOs to cooperate.
- Give customer propositions a higher profile as this drives behavioural change.

Recommendations on how WPD should engage with stakeholders on this issue in the future

- Work together with other DNOs to create consistent strategies and plans to take forward when engaging with relevant Government agencies.
- Send out the traffic light summary and give details of how to access more information.
- Put the smart networks video on the WPD website.
- Focus on engaging with people who aren't involved in the energy debate.
- Work through community groups.
- Engage with independent generators to understand their requirements for a smart network.
- Make it clear who the smart networks team/point of contact is for stakeholders.
- Develop a specific e-newsletter to circulate to interested stakeholders on what you are doing in this area.
- Hold a dedicated stakeholder workshop on smart networks to develop the plans and / or set up a series of working groups.
- Actively identify which companies will be affected by the transition to an active network and proactively engage with them.
- Update your website to include any plans / work WPD is doing related to smart networks.
- Engage more with young people on this issue.
- Work closely with local government to disseminate information.
- Engage with manufacturers.
- Partner with suppliers, as they have the direct relationship with industrial and commercial clients, and know details of location and consumption.
- Focus messaging around smart networks on its ability to **equip the grid to meeting increasing demand** and to **facilitate renewable power connections**, as per the individual voting results.

Affordability

Recommendations on WPD's current approach and the projects it has undertaken to date

- Focus any work on affordability around existing community groups with a specific interest in fuel poverty.
- Engage more with MPs as they have contact with the fuel poor through their constituency sessions.
- Create an app that enables people or organisations to self-register on the Priority Services Register. This would enable housing organisations to quickly register people they come across who need to be added to the register.
- Produce something that is accessible to all who may potentially be vulnerable customers. For example, information could be included on customers' bills.
- Communicate your good work in this area more widely and effectively.

- Work in partnership with gas distributors to send referrals for recipients of gas connection vouchers.
- Encourage the set-up of local strategic partnerships so that all of the public services talk to each other and identify people in need. Also, tap into existing ones.
- Work with the health service, in particular discharge teams and hospitals.
- Share data with local authorities.

Recommendations based on WPD's proposed next steps

- Look into funding community bodies, which are highly effective vehicles to help the fuel poor, but desperately need more funding.
- Be mindful of staying within the confines of what is appropriate for a DNO on fuel poverty and don't overstep your remit.
- Replace the idea of a competition with issuing a tender, awarding the contract to the best business plan.
- Make sure any competition or tender set up is transparent and focused on the best initiatives as opposed to the best sales pitch.
- Partner with water companies and gas distribution networks around the Priority Services Register.
- Work with local energy networks and groups.
- Make it clear that WPD is a facilitator as opposed to actively delivering the schemes when communicating with customers.
- Focus on **developing new 'Affordable Warmth' projects in WPD's other three license areas** and **developing a new 'Power Up' referral scheme for the East Midlands**, as per the individual voting results.

Recommendations based on discussions on ideas from other DNOs

- Help to facilitate energy efficiency surgeries to encourage customers to lower their energy consumption as opposed to managing them yourselves.
- Connect to groups and communities that are already providing services to the fuel poor.
- Establish a knowledge sharing scheme about energy consumption.
- Target pensioner groups to increase outreach.
- **Develop partnerships with Gas Distributors to send referrals for recipients of gas connection vouchers**, as per the individual voting results.

7. Appendix

7.1 Individual voting results on WPD's long-term priorities

After the group discussions, stakeholders were asked to vote individually on what they considered to be top priorities. Each person was able to cast a vote through an electronic voting system. A summary of results is published on page 14, but the full breakdown can be seen below.

Overall results:

How do you rate WPD's priorities?

Priority	Rating
Keeping the lights on	9.20
Smart networks	7.46
Environment and sustainability	6.85
Government legislation / policy	6.76
Workforce renewal, skills and training	6.65
Vulnerability	6.64
Affordability	6.00
Customer information and data	5.90
Customer awareness	4.08
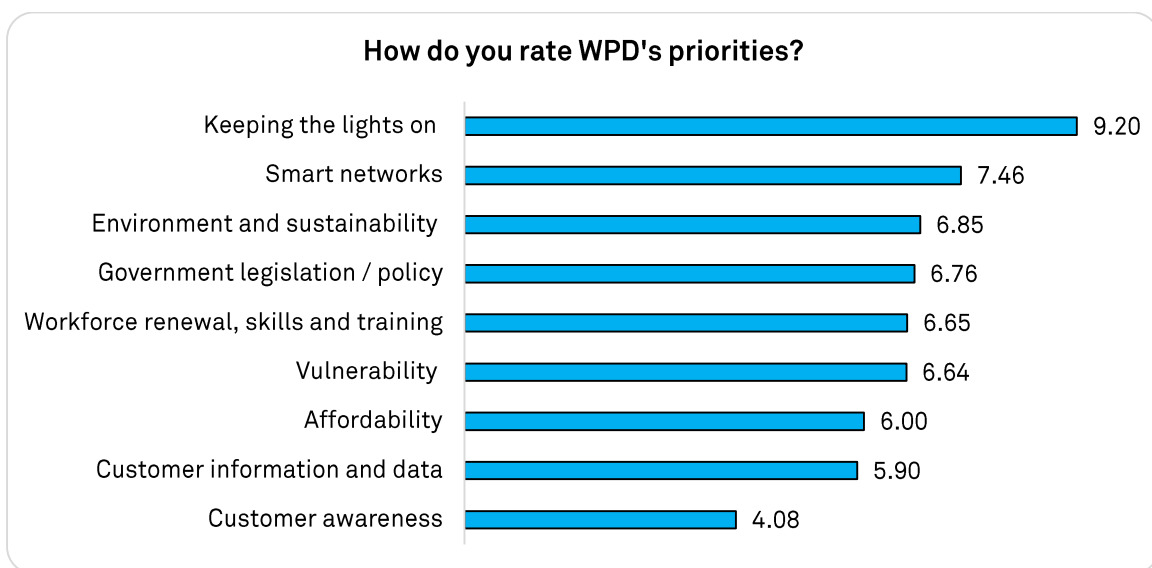
Priority-by-priority results:

How do you rate "keeping the lights" on as a long-term priority?

	Percentage
10 - Highest priority	74%
	16%
	3%
	1%
	0%
	0%
	0%
	0%
	1%
1 - Not a priority at all	5%
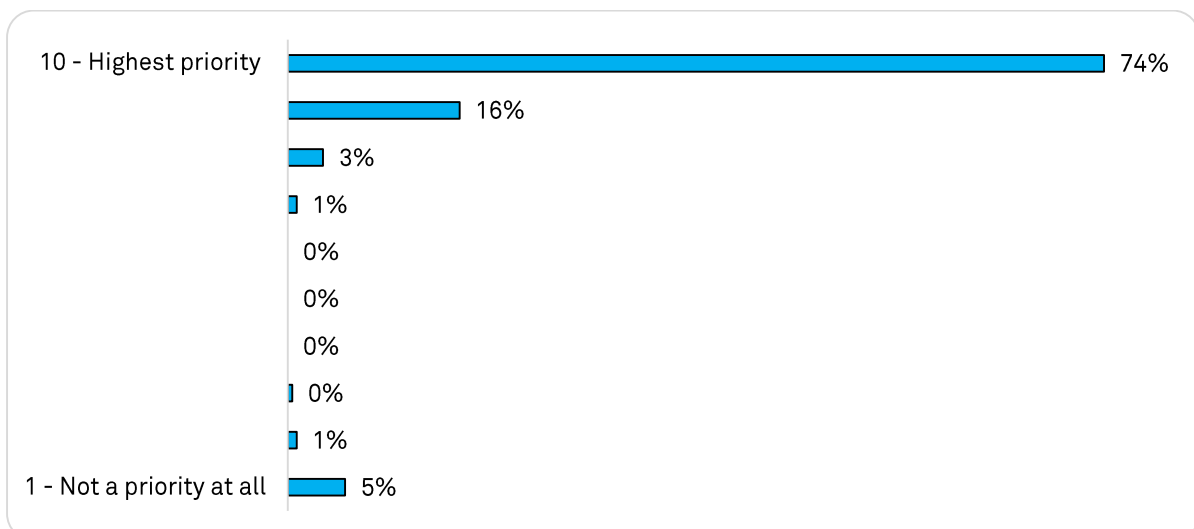
How do you rate "smart networks" as a long-term priority?

```
10 - Highest priority       13%
                            21%
                            28%
                            15%
                            6%
                            8%
                            3%
                            2%
                            3%
1 - Not a priority at all   2%
```
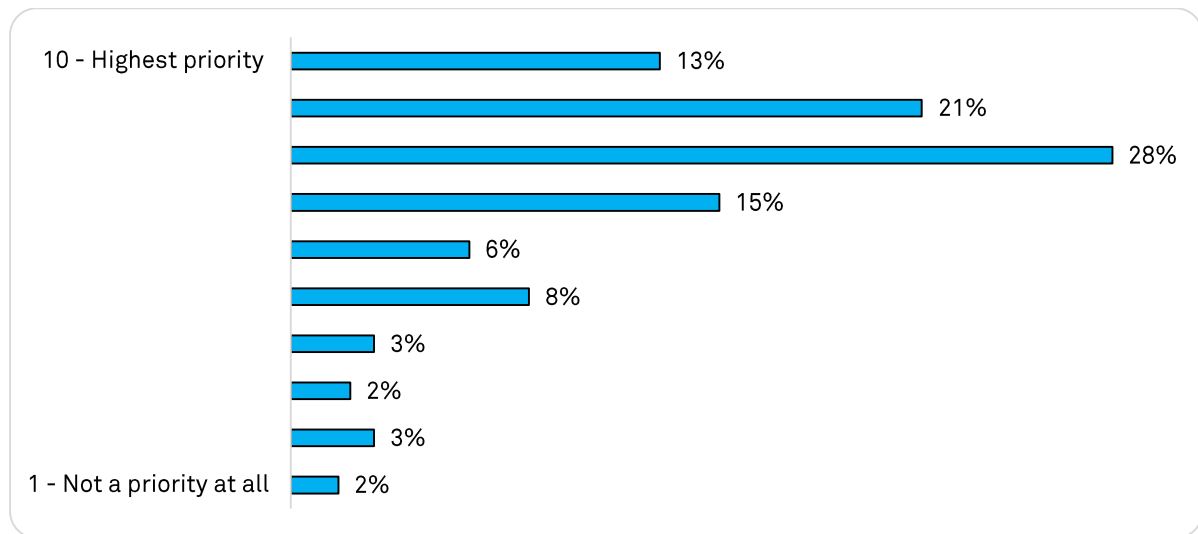
How do you rate "environment and sustainability" as a long-term priority?

```
10 - Highest priority       8%
                            16%
                            16%
                            19%
                            17%
                            11%
                            5%
                            4%
                            3%
1 - Not a priority at all   1%
```
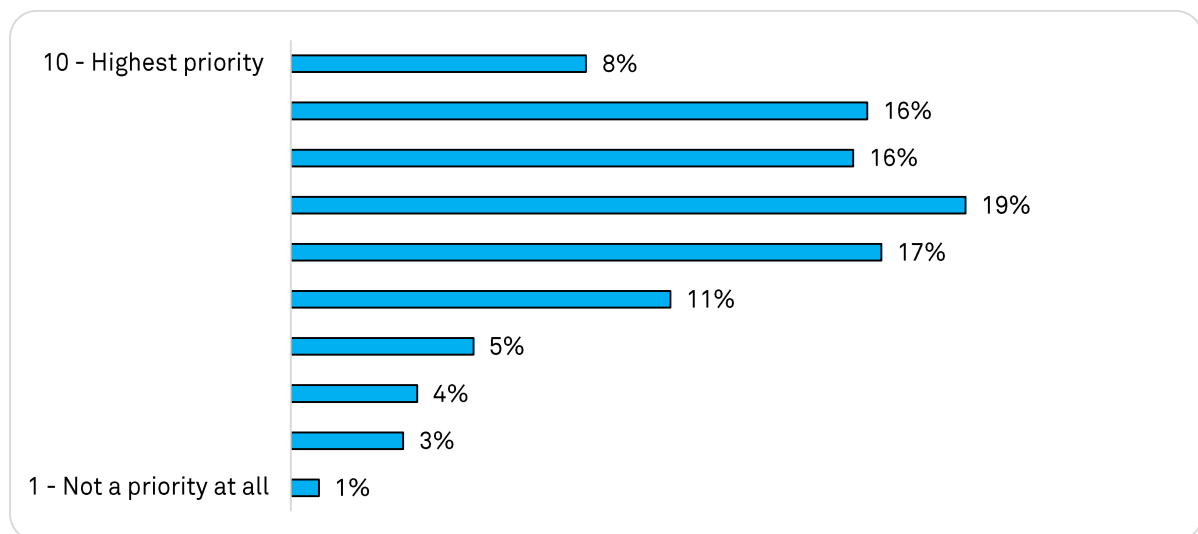
How do you rate "government legislation / policy" as a long-term priority?

Rating	Percentage
10 - Highest priority	3%
	14%
	23%
	11%
	14%
	17%
	9%
	9%
	0%
1 - Not a priority at all	0%
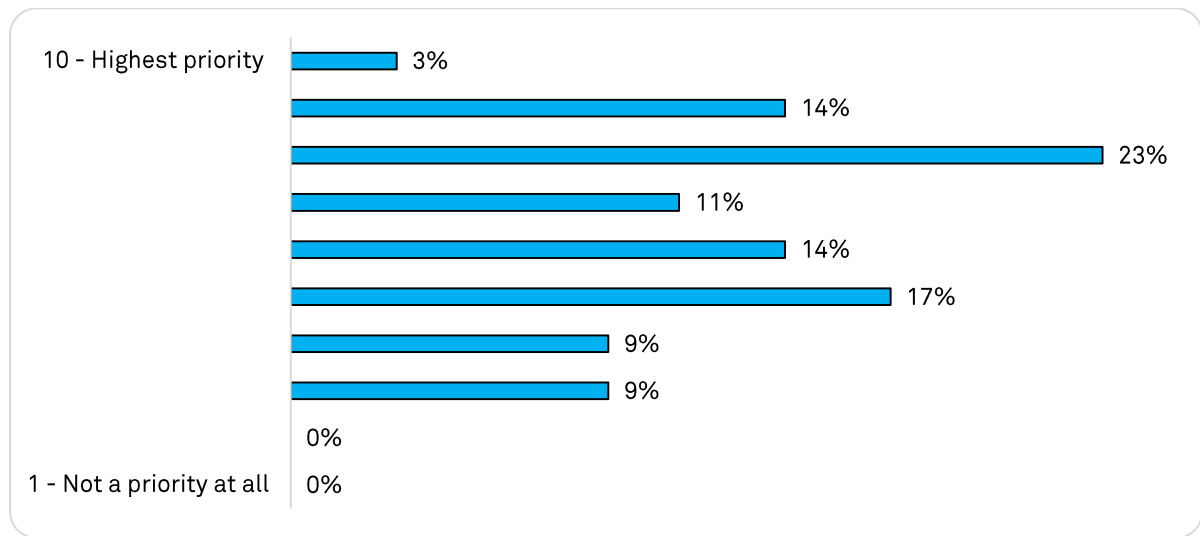
How do you rate "workforce renewal, skills and training" as a long-term priority?

Rating	Percentage
10 - Highest priority	2%
	20%
	19%
	22%
	10%
	10%
	9%
	4%
	2%
1 - Not a priority at all	2%
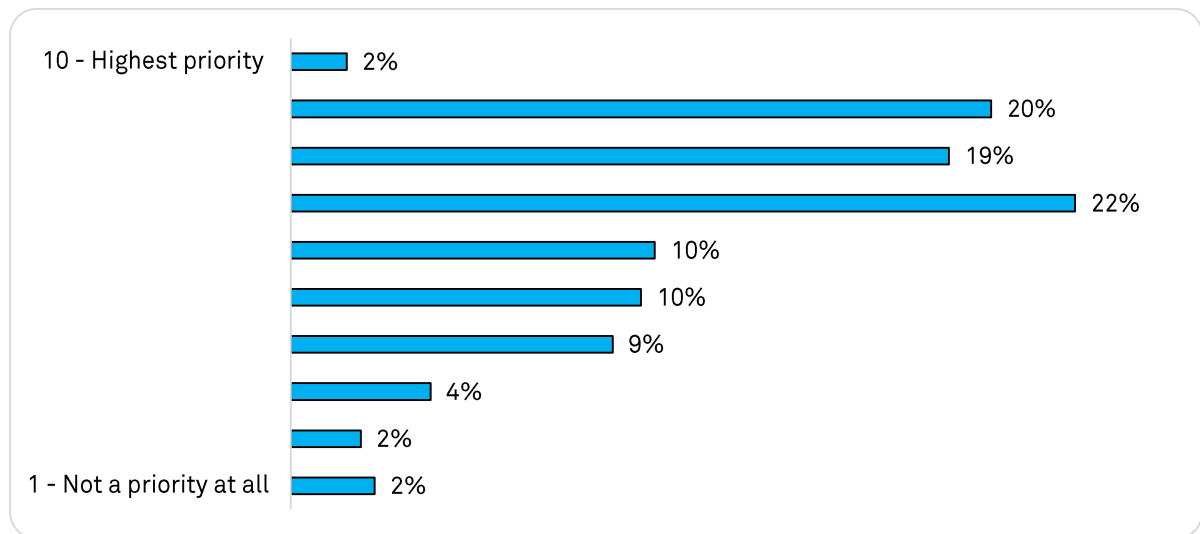
How do you rate "vulnerability" as a long-term priority?

Rating	Percentage
10 - Highest priority	4%
	13%
	19%
	20%
	17%
	11%
	10%
	4%
	1%
1 - Not a priority at all	1%
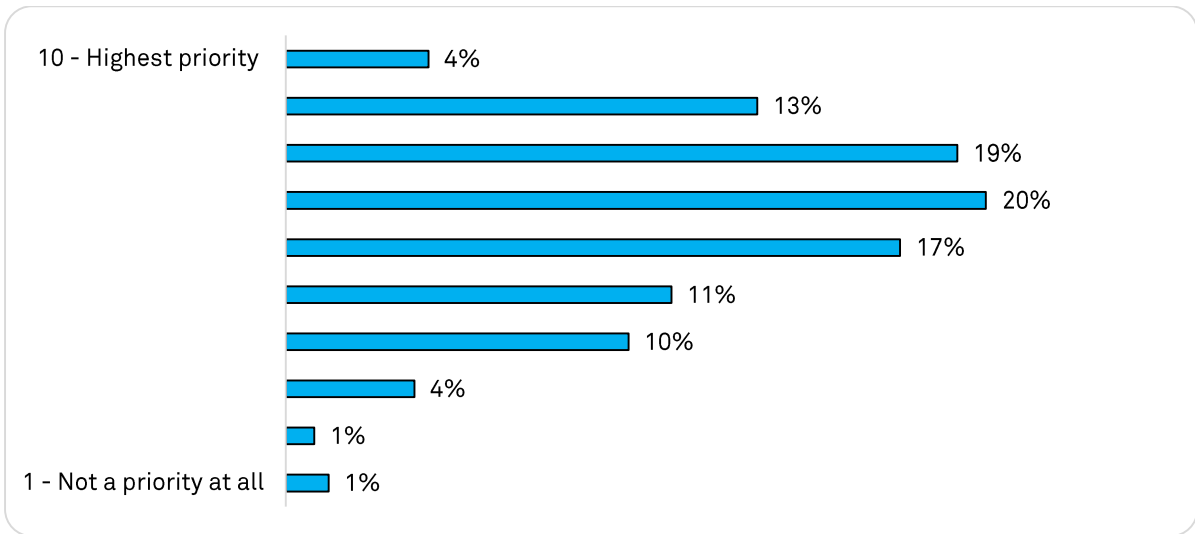
How do you rate "affordability" as a long-term priority?

Rating	Percentage
10 - Highest priority	5%
	8%
	10%
	20%
	19%
	17%
	10%
	5%
	6%
1 - Not a priority at all	2%
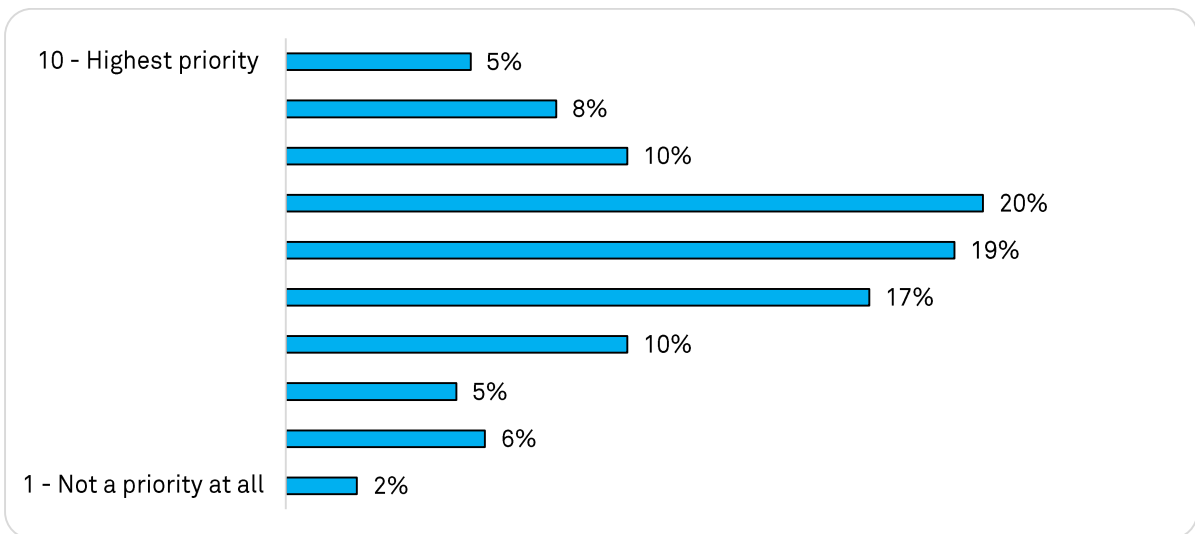
How do you rate "customer information and data" as a long-term priority?

Rating	Percentage
10 - Highest priority	3%
	7%
	12%
	15%
	18%
	24%
	12%
	6%
	3%
1 - Not a priority at all	1%
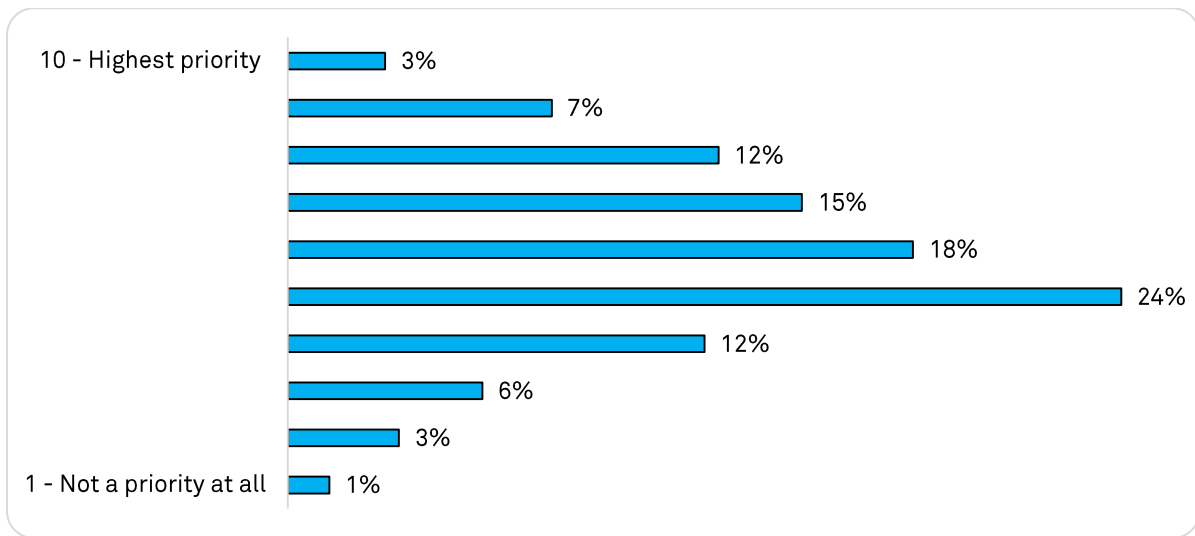
How do you rate "customer awareness" as a long-term priority?

Rating	Percentage
10 - Highest priority	2%
	2%
	3%
	5%
	7%
	19%
	20%
	24%
	10%
1 - Not a priority at all	8%

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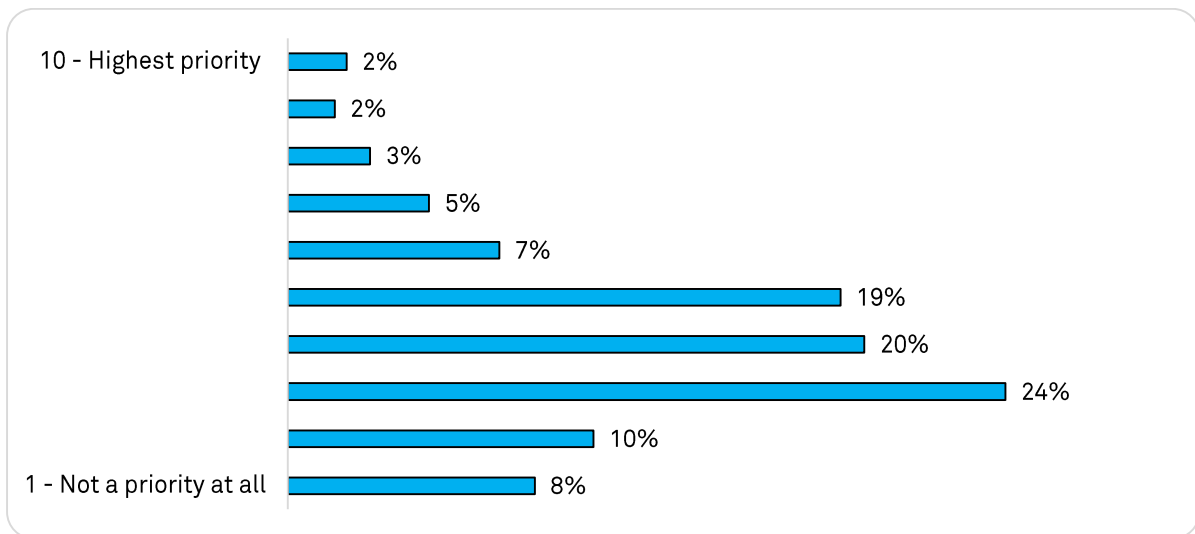
7.2 Individual voting results on WPD's business plan & current performance

After the group discussions, stakeholders were asked to vote individually on their top two topics to be included in each section of the summary report. An overview of the top two results for each topic area is published on page 15, but the full breakdown can be seen below.

In WPD's summary (20pg) report: What are your top two safety topics for inclusion? WPD's performance in relation to:

Topic	Percentage
Accident frequency rates	65%
Public safety education	53%
Substation security measures	42%
Compliance with Health and Safety legislation	40%

In WPD's summary (20pg) report: What are your top two reliability topics for inclusion? WPD's performance in relation to:

Topic	Percentage
Power cut frequency and duration	83%
Percentage of customers restored within 1 hour	38%
Enhancing network resilience - flooding	26%
Ofgem Guaranteed Standards failures (e.g. number of customers off supply >12 hours)	26%
Worst served customers (experiencing 12 or more power cuts in 3 years)	25%
Enhancing network resilience – tree trimming	10%

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Engagement

In WPD's summary (20pg) report: What are your top two environment topics for inclusion? WPD's performance in relation to:

Topic	Percentage
Facilitating increased volumes of Low Carbon Technologies (e.g. solar PV)	76%
Reducing technical network losses	40%
Reducing the carbon footprint of the business	38%
Improve visual amenity in National Parks and Areas of Outstanding Natural Beauty	27%
Reducing the risk of harmful leaks from equipment (e.g. from oil-filled cables)	26%
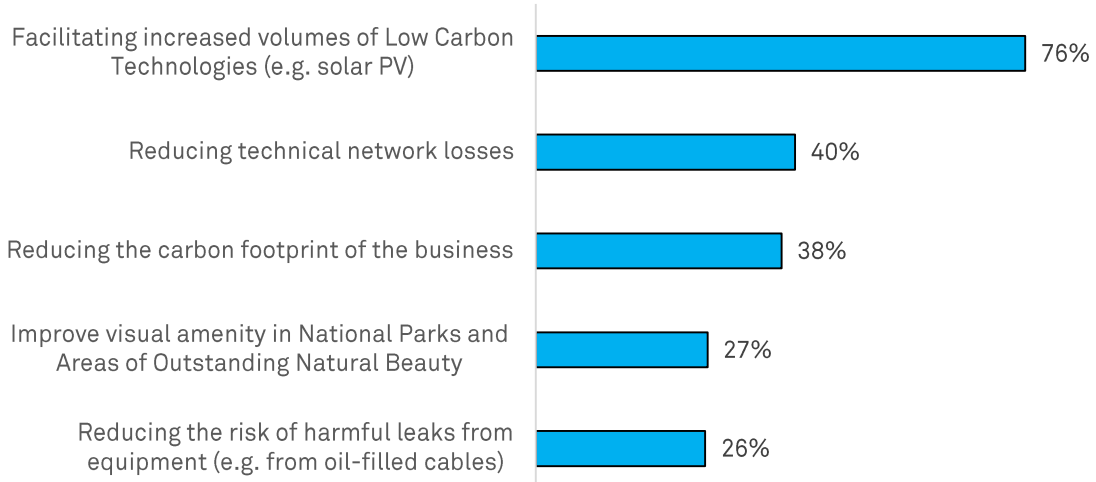
In WPD's summary (20pg) report: What are your top two connections topics for inclusion? WPD's performance in relation to:

Topic	Percentage
Time taken to provide quotations and completed connections	62%
Customer satisfaction with the connections process	46%
Improved communication with connections customers (e.g. improved online services)	36%
Steps to facilitate a more competitive connections market	36%
Engagement with major connections customers	17%
Ofgem Guaranteed Standard failures	12%
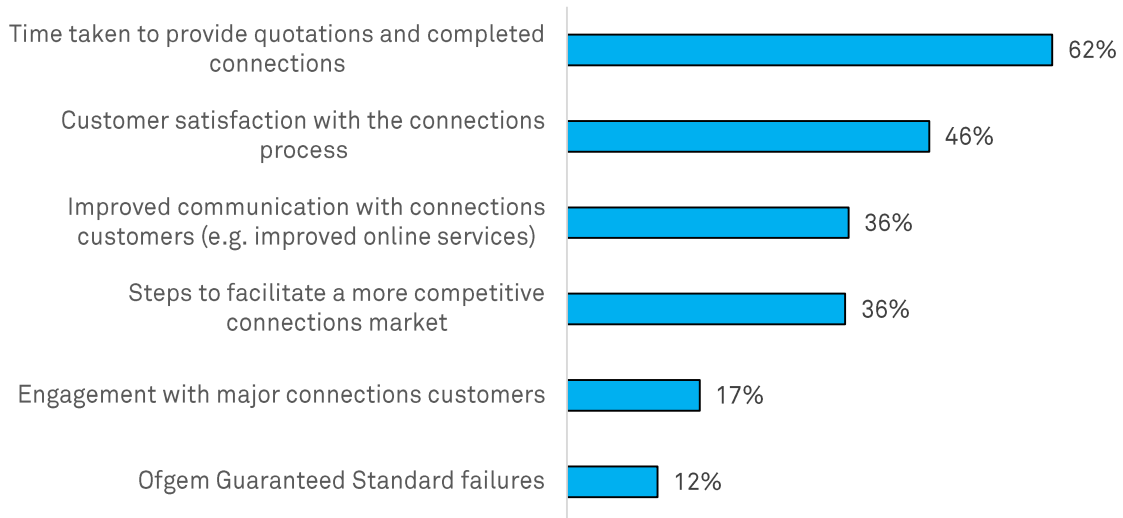
In WPD's summary (20pg) report: What are your top two customer satisfaction topics for inclusion?

Topic	Percentage
Customer satisfaction results	60%
Consultations and engagement with stakeholders	41%
Improved communication with customers (e.g. social media, online, accuracy of info etc)	41%
Complaints	41%
Telephony response (e.g. number of calls, speed of response etc)	28%
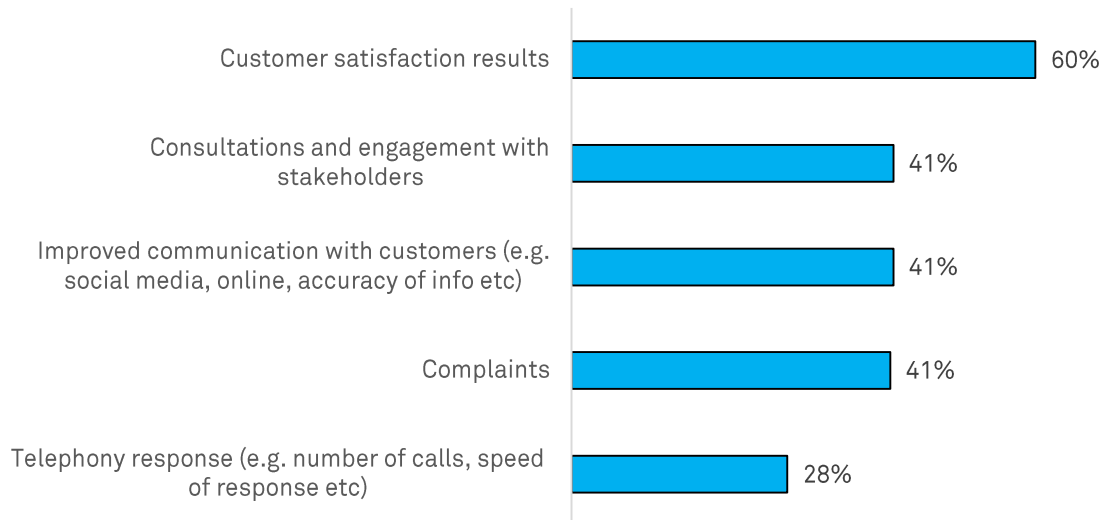
In WPD's summary (20pg) report: What are your top two social obligations for inclusion? WPD's performance in relation to:

Topic	Percentage
Improving the support services for customer during power cuts	58%
Data analysis to identify vulnerable customers and to better target services	52%
Addressing fuel poverty – WPD's referral schemes and outreach services	39%
Improving quality of data about vulnerable customers (on WPD's Priority Service Register)	36%
Improving our understanding of vulnerability (e.g. external accreditations)	23%

Westbourne Engagement