WPD CUSTOMER COLLABORATION PANEL

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

Last revised : 24.06.19	**Meeting Minutes**	Notes by: Nicki Johnson

Date/time	13 June 2019 - 10.00-14.30	
Venue	WPD Gloucester Depot	
Attendees	**DP** - Daksha Piparia, Independent consultant (Chair) **JG** - Jo Giles, Cadent **RH** - Richard Hellen, The Schumacher Institute **IK** - Ian King, Warwickshire Police **RL** - Ron Loveland, Welsh Government **NR** - Nicola Roberts, South West Water **JR** - Julie Robinson, Coventry Citizen's Advice **MR** - Mike Rowe, Institute of Engineering & Technology **AS** - Alex Spreadbury, B&Q **CT** - Cathy Tibbles, Whitwick Parish Council **MW** - Mike Whittingham, Customer representative	**WPD:** **AS** - Alison Sleightholm **AW** - Alex Wilkes **NJ** - Nicki Johnson **RT** - Rose Tresidder **NT** - Nigel Turvey (part)

WPD Performance Update

Discussion	AS gave the group an update on WPDs performance to date, including safety, network performance and customer service. Safety information included near misses following a request from the Panel. IK said there must be a structure in place to support people reporting near misses. AS agreed and explained staff can report near misses anonymously and WPD learns from reports and prevent accidents. RH queried the use of formal risk assessments and AS confirmed they are always carried out and act as a preventative measure. AS talked about the safety climate campaign - an independent review inviting 2,500 staff to take part in a survey on the safety climate. RL asked whether staff had feedback about contractor safety. AS noted feedback from staff is not negative, contractor safety statistics tend to mirror our own and we offer conferences for contractors and include them in WPD safety campaigns. JG asked about the data cleanse process targeting customers who have not been in contact with WPD for three years. AW confirmed that following the Panel decision we implemented a rolling programme. Last year wrote to over 320,000 customers, enabling us to remove around 250,000 of them from the ever-growing register.

Strategic Priority - DSO

Discussion	RL discussed a report just issued about the digitalisation of the energy system. AS talked about flexible services we are offering to customers – a huge amount of data is used to manage such services, examine constraints and ask customers to help us increase demand. AS mentioned the DSO plan published online.

	RL noted it is important that the panel considers the marriage of heat, power and transport. Local energy will be more important and local consumption will become vital as we move to a world where energy is driven with local area modelling – key stakeholders will be local authorities. AS agreed we are improving Las and LEPs need to be included in scenario planning and we are now doing lots of work with community energy groups and Local Investment workshops, etc. AW noted we are looking at projects which ensure we don't leave vulnerable customers behind in a smart future.

Customer Engagement Group – an update

Discussion	AW updated the group on the RIIO engagement and the new Customer Engagement Group. AW explained the CEG may review the CCP's interpretation of feedback and debate. We need to build an approach that is endorsed and take forward methods that are not just what we have always done but instead are the right ones – we must analyse consultative techniques available and work out the best. AW explained may use the CCP to help us find a well-rounded approach. We must use forums that provide meaningful feedback and if actions are well justified we will present them to Ofgem. DP asked about the route of communication between CCP and CEG. AW explained we would bring challenge to CCP and consider action/additional work then play that back to CCP and report progress to CEG. In some cases it could be that the Chair of the CCP is asked to report back to the CEG with feedback. The group discussed Willingness to Pay business models and making choices tangible so stakeholders understand and can decide what improvements they would be willing to pay for (tailored to audience).
Decisions	DP noted the CCP still wants to know what is happening with the CEG even on the challenges and actions that don't come to the CCP. AW confirmed the challenge log will go online and WPD can present it at each CCP. The Panel asked for an update on future energy scenarios.
Actions	**1. WPD will share challenge log and CEG actions at each CCP meeting.** **2. WPD will add Future Energy Scenarios to the December meeting.**

Business Plan Commitments Report

Discussion	Alex reviewed the report format with the Panel to see if current three tier report is still what stakeholders want. Members reviewed WPD reports and looked at versions of other DNO documents. AW reported stakeholders asked for three different levels of reporting in the past. WPD is trying to provide information for all stakeholders. NR noted that water customers don't want to read the document. RT noted that when we started with

	the report there was no DSO strategy report but now there are lots of other documents and platforms we could link customers to. The Panel discussed more useful and meaningful ways of producing the document (noting the target audience don't always know who WPD is). The document ideally would work for domestic customers but those wanting more information could use links. RL suggested the use of infographics (and later provided examples to WPD by email) and a readability test to ensure ease of use for readers.
Decisions	The Panel decided WPD should produce a single document going forward rather than use the previous three-tiered approach. Final versions need a 'readability check' as a web page as well as a print version. There is no real need for document to be externally verified as 'plain English'. WPD should take the opportunity to 'market' services but not over-simplify or dwell on only good stories. The document should not be too busy and distracting and font not too small.
Actions	**3. WPD will produce ONE shorter, simpler to understand, infographic based report with links to other documents. There will be the potential to click on areas and expand and see videos, sound clips, etc.** **4. The CCP will review and undertake a readability test.**

Panel membership and skills review

Discussion	NJ and DP gave the group a summary of the outcome of the recent skills and topics of interest review. DP will be drafting the member written spotlight report in time for the end of August deadline.
Decisions	It was agreed the Panel does not need to be bigger or wider but does need a periodic refresh. The current Panel would benefit from members from travel/tourism, Local Authorities/planners and young people/future energy customers.
Actions	**5. DP will share a template of the spotlight report to enable other panel members to provide support and content.** **6. Desktop review of segment gaps and search for new panel members to be undertaken.** **7. NJ to explore the option of inviting planners/LA members at Investment Workshops in September/October**

Connections Surgery

Discussion	RH fed back following his review of WPD community energy web pages. NT updated the group on the Connection charging review.
Actions	**8. WPD to host a workshop on Community Energy webpages in August/September with a range of existing CE stakeholders.** **9. WPD to ensure relevant website improvements are captured using both RH feedback and workshop outputs.**

Social Obligations Surgery

Discussion	NJ updated the group on 2018/19 fuel poverty performance The Panel agreed to help WPD co-create new Power Up branding and updated PSR/vulnerability web pages.
Actions	**10. A small workshop will be arranged for partners and interested Panel members to brainstorm and take forward Power Up branding.** **11. WPD agreed to update the current Power Up web pages ASAP with brief summaries of each project type.** **12. Information about Power Up Health and Smart will be added to the WPD website.** **13. The Digital Comms team will consider adding the 105 number to more web pages.** **14. The Digital Comms team will incorporate extensive ideas and comments from the Panel in to the first draft of the web pages and report back to the panel at the next stage of design.**

Future meetings

Thursday 26 September 2019 - Stoke
Thursday 5 December 2019 - Derby

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WPD Customer Collaboration Panel

Gloucester Depot

Thursday 13 June 2019

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Today

09.30	Closed member session – optional for all members
10.05	Update on our performance Strategic Priority: DSO (smart networks) Alison Sleightholm (Resources and External Affairs Director)
11.00	RIIO-ED2 enhanced engagement - CEG update Alex Wilkes (Stakeholder Engagement & Consumer Vulnerability Manager)
11.20	Business Plan Commitments Reporting Alex Wilkes (Stakeholder Engagement & Consumer Vulnerability Manager)
12.00	Panel membership and skills review Actions from the March meeting Nicki Johnson and Daksha Piparia (Panel Chair)
12.30	Lunch
13.00	Split session: ▪ A: Connections & business customers ▪ B: Social obligations

Today's afternoon surgeries

Connections & business customers, to include:

- Connection charging review – Nigel Turvey, WPD
- Review of WPD community energy and flexible services web pages – Richard Hellen

Social obligations to include:

- WPD's social obligations programme
  - Final 2018/19 performance
  - Co-creation of Power Up branding

- New vulnerability hub
  - Seeking your thoughts about proposed new web pages

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Performance Update

Alison Sleightholm,

Resources & External Affairs Director

Customer Collaboration Panel June 2019

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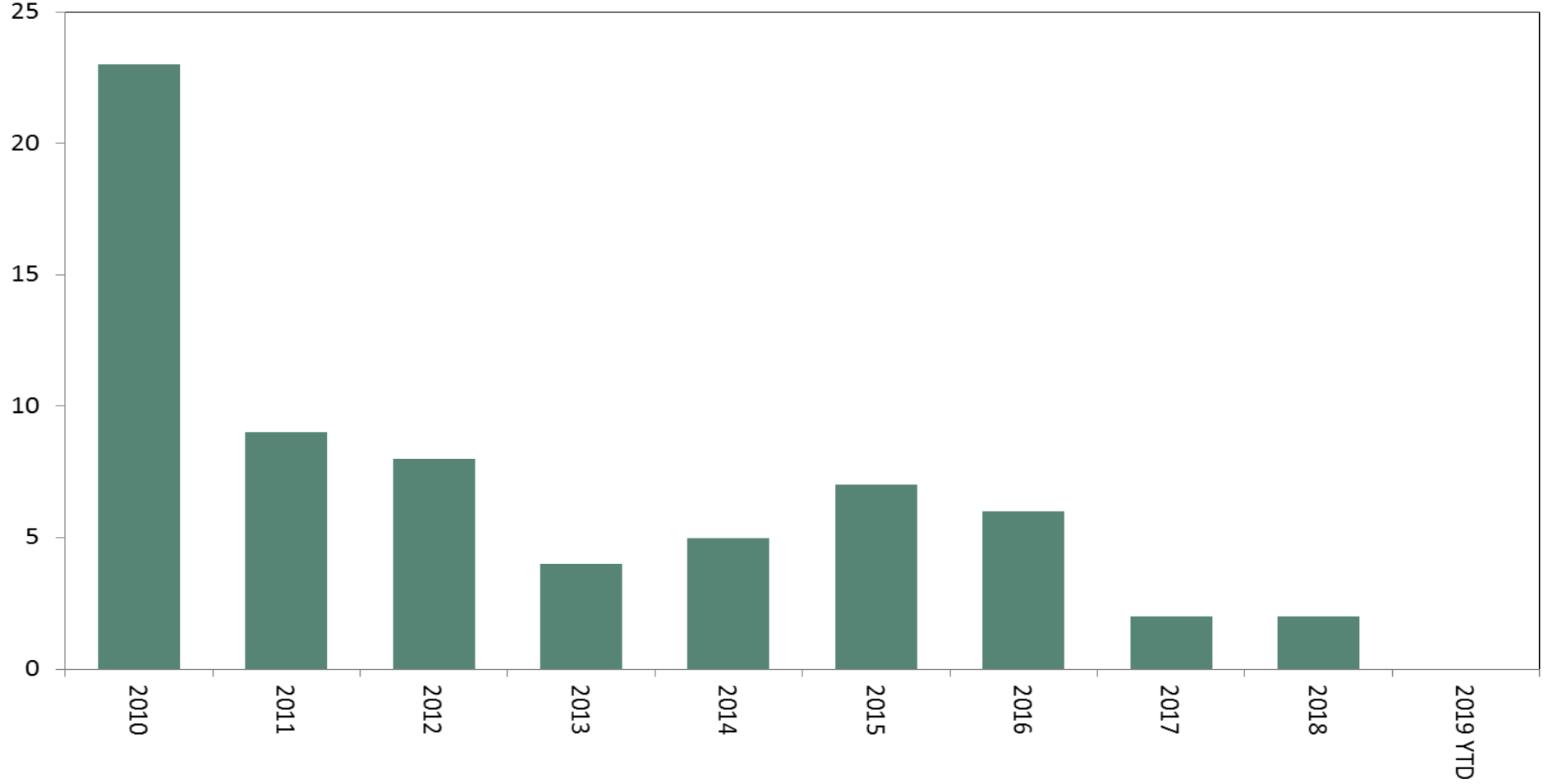
Safety – lost time accidents

No. of accidents to end March 2019



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Staff incidents – (regulatory Year 2018/19)

	NS East Mid	NS West Mid	NS S West	NS S Wales	Others	Totals
Fatalities	0	0	0	0	0	**0**
Lost Time Accidents	0	1	1	0	0	**2**
Non Lost Time Accidents	10	18	15	6	6	**55**
Near Misses	14	5	32	26	11	**88**

Lost Time Accidents: Accidents resulting in the injured party not being able to return to work the next working day

Non Lost Time Accidents: Accidents resulting in the injured party returning to work the next working day

Near Misses: Record of potential harm or other learning opportunity

IIS outturn 2018/19

	WPD West Midlands		WPD East Midlands		WPD South Wales		WPD South West	
	CI	CML	CI	CML	CI	CML	CI	CML
Ofgem IIS Target 2018/19	84.1	52.8	51.0	38.0	53.1	33.4	58.5	43.8
IIS Outturn 2018/19	55.4	32.3	39.8	22.9	41.3	24.8	51.5	40.2
% Out Performance	34.2%	38.8%	22.0%	39.7%	22.3%	25.7%	12.1%	8.2%
*Potential reward (£m†)	20.5		19.5		5.6		3.8	

As at 2 April 2019
*Subject to Ofgem audit
†At 2018/19 prices

IIS: Interruption and Incentive Scheme
CML: Customer Minutes Lost (average number of minutes lost per customer, per year)
CI: Customer Interruptions (number of customers whose supplies have been interrupted per 100 customers per year over all incidents)

Contact Centre performance

March 2019 - regulatory year to date

Inbound

Service	Total calls	
General enquiries	**170,958**	**Average speed of response - Calls 1.78 seconds**
No supply	**850,371**	**Average speed of response - Twitter 4 mins 5 seconds**
		Average speed of response - Webchat 41 seconds
Calls to 105 (included above)		**375,038 (44.10%)**

Outbound – proactive

	Total call backs	Total to vulnerable customers
During fault	84,750	74,120
When ETR changes (Estimated Time of Restoration)	66,064	18,272
Post fault	255,210	74,391
Total	**406,024**	**166,783**
Total proactive text messages sent	**647,063**	

Priority Services Register data cleanse

	Total contacts
Customers attempted to contact	946,127
Success rate	30%
Onward referrals made (e.g. for fuel poverty support)	15,128 (including 6,661 referrals to fire service)

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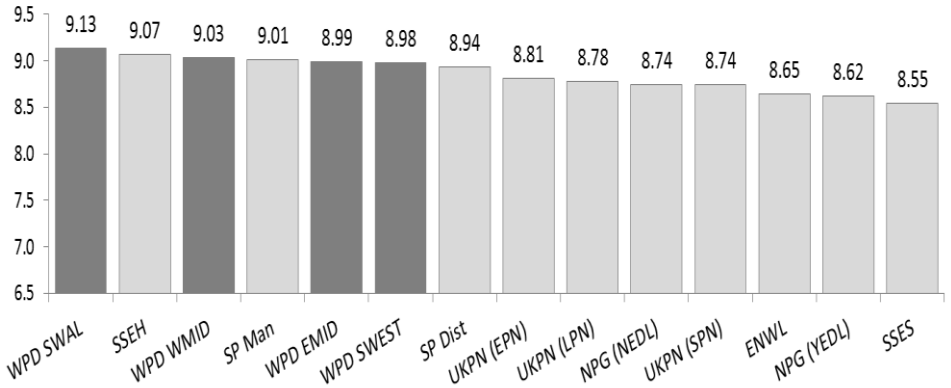
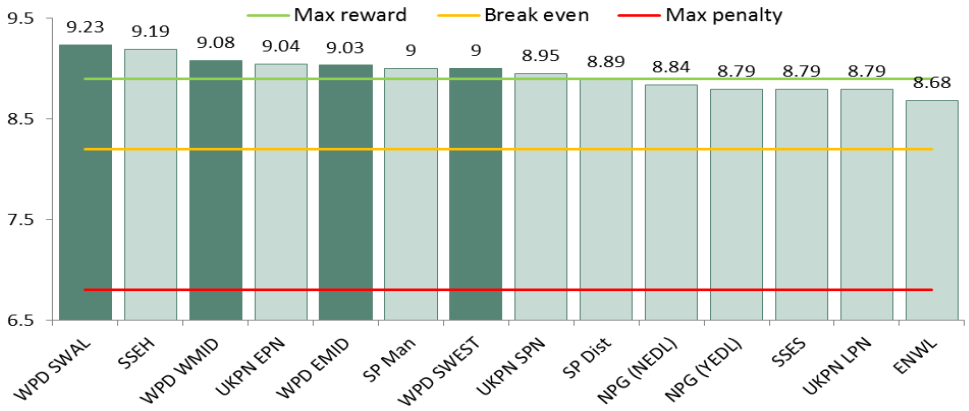
Customer Service performance

2018/19 - regulatory year to date

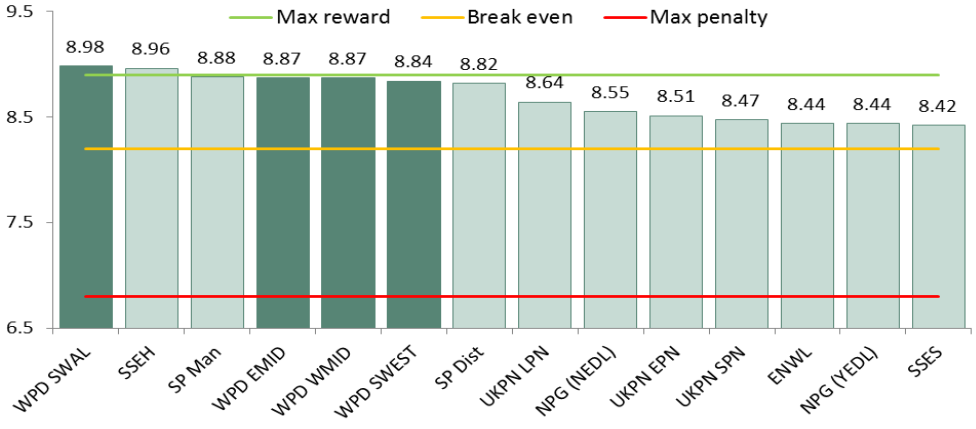
Overall Combined



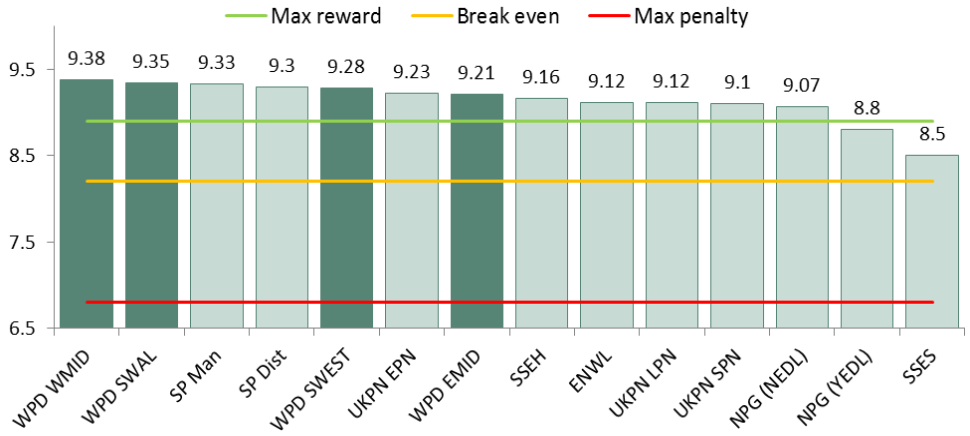
Interruptions



Connections



General Enquiries



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Strategic Outcomes
DSO and Flexibility

Alison Sleightholm,

Resources & External Affairs Director

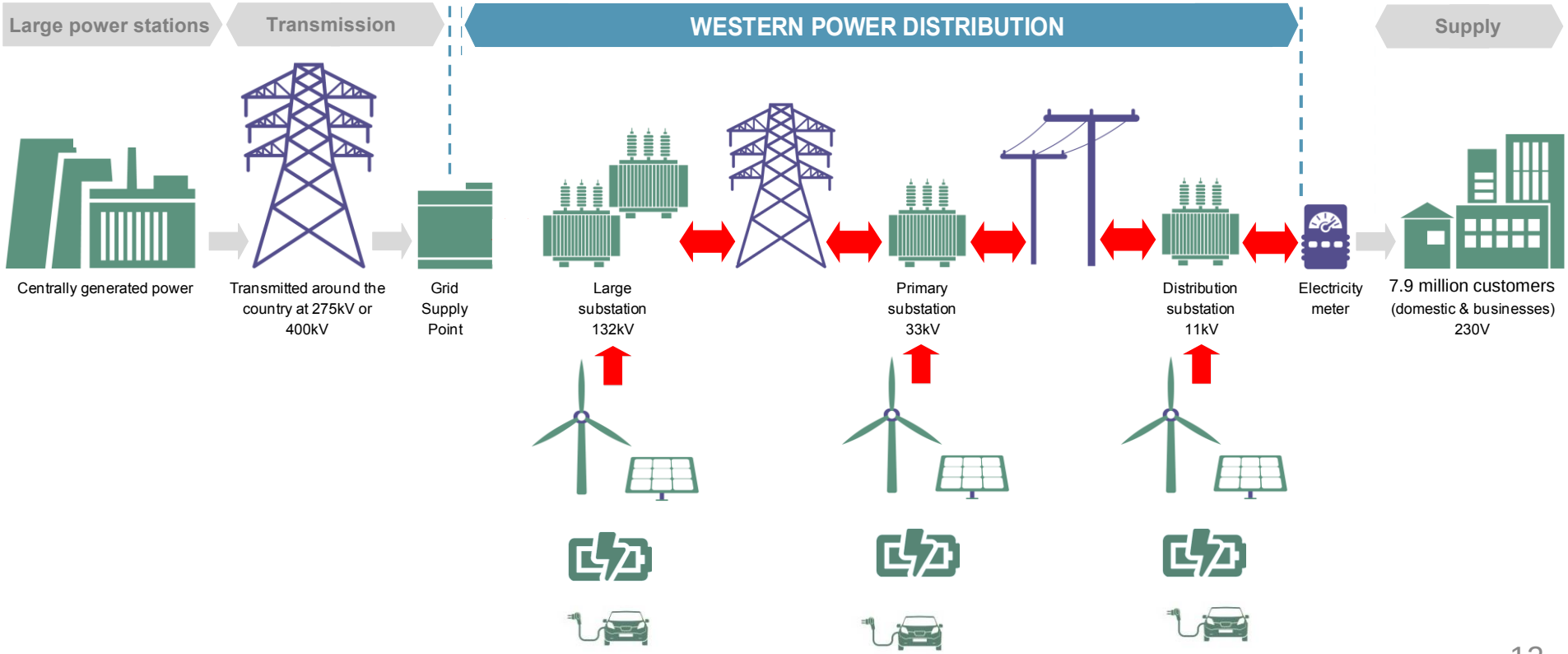
Customer Collaboration Panel June 2019

Drivers of change

- Climate change and international agreements on reducing carbon emissions
- EU and UK binding targets – to be delivered through renewable Distributed Generation (DG), Electric Vehicles and Renewable Heat
- Rapid changes in GB generation - Much greater levels of Distributed Generation and community energy
- Rapid changes in technology, demands for open data and consideration of whole system issues
- Significant uncertainty over the pace of change

DSO

- We operate the local electricity network
- We are a Distribution Network Operator (DNO), maintaining, extending and fixing
- **We are transitioning to also become a Distribution System Operator (DSO),** moving from a passive to an active network



DSO vision

- Facilitate the transition to a low carbon economy
- Enhance system security
- Keeping network costs down and facilitating third party flexibility access to national and international markets
- Facilitate quicker and lower cost connections
- Trusted by all parties as a neutral market facilitator
- Our focus areas are:
  - Using third party flexibility where economic compared to asset solutions
  - Whole system solutions in both planning and operating timescales
  - Open data wherever possible

DSO deliverables

- Development of future energy scenarios
- Identification of future network capacity needs
- Assessment of whether third party flexibility is more economic than traditional asset solutions
- Contracting for flexibility where economic along with development of flexibility products and where appropriate, markets
- Working with the ESO to develop whole electricity network solutions to capacity, voltage or fault level issues
- Development and implementation of operational and SCADA systems to support a smart flexible electricity network

DSO structure

- To address the expanding DSO activity and the perceptions around the potential conflicts of interest between asset solutions and use of third party flexibility we have separated DSO activities into a separate management structure

- Our DSO and Future Networks area will be responsible for:
  - development of future energy scenarios and use these to identify future network capacity needs
  - assessment of third party flexibility versus traditional asset solutions
  - contracting for flexibility where economic
  - Working with the ESO to develop whole electricity network solutions to capacity, voltage or fault level issues

What does flexibility look like?

Generation turn up or turn down

Demand turn up or turn down

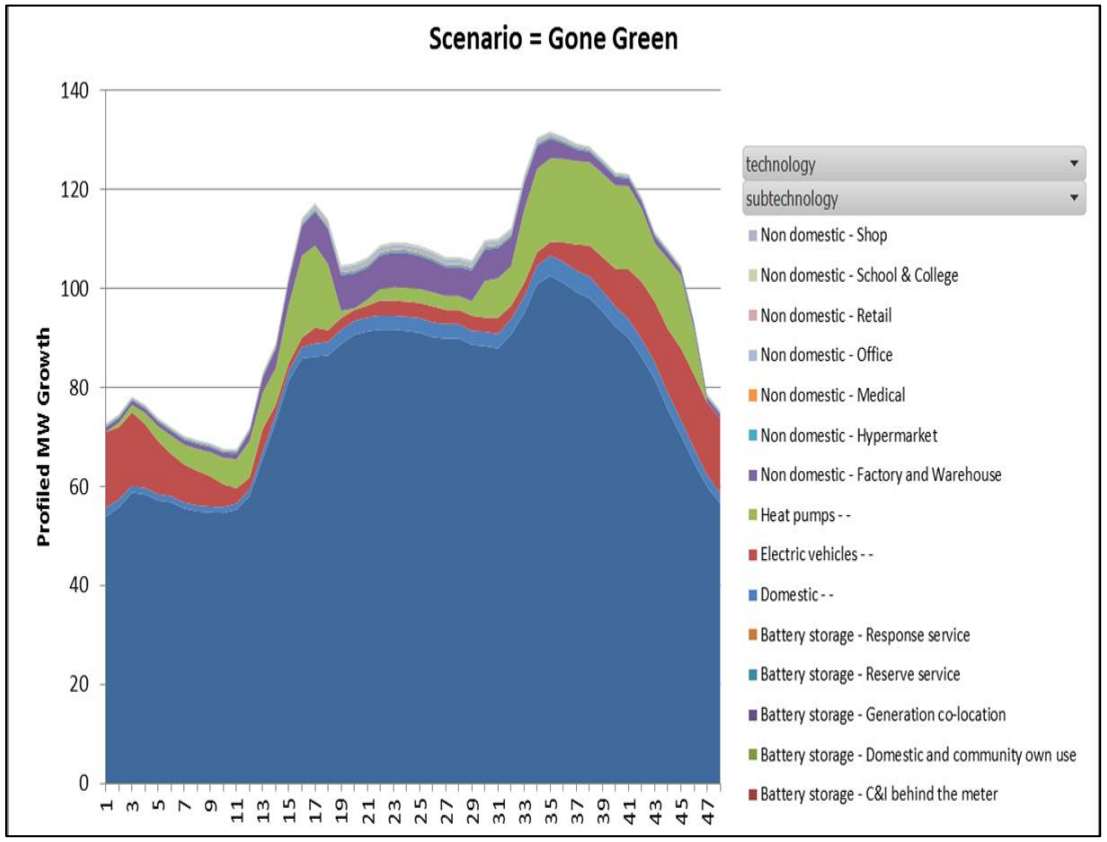
Shifting consumption forwards and backwards

Storing energy for later consumption

Flexible Power

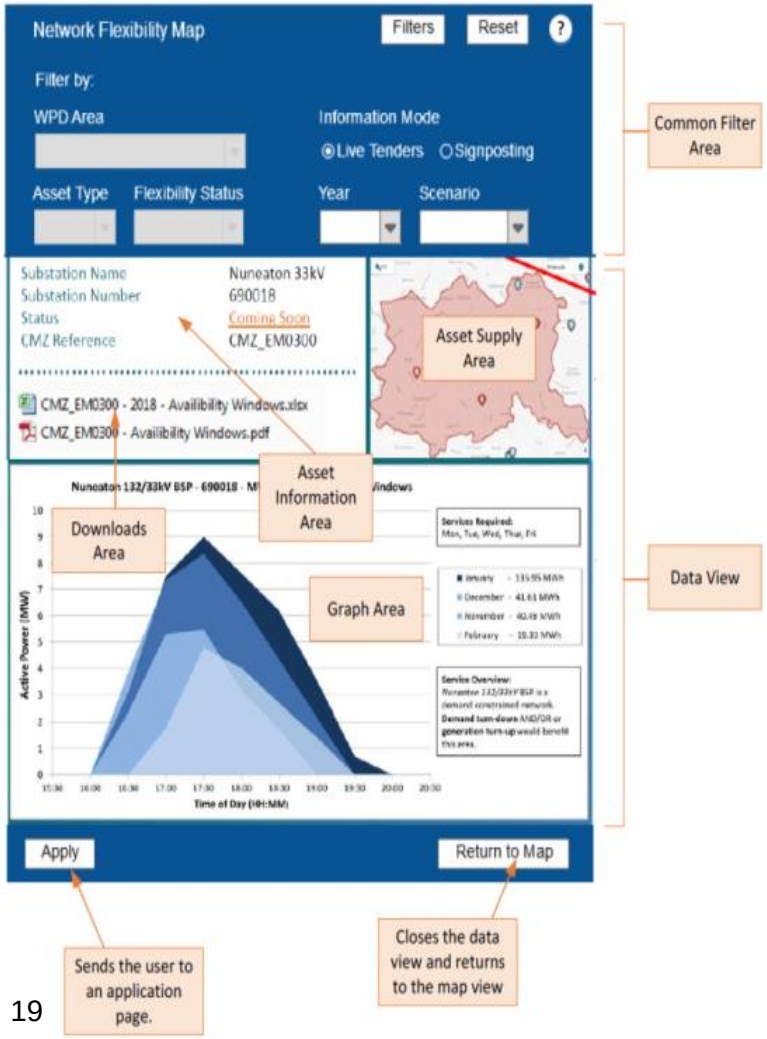
- 2015-17
  - Simple Innovation Trials
- 2018
  - Transition of real power flexibility into BAU
- 2019
  - Multiple procurements developing the market for load related reinforcement
- Beyond 2019
  - Further innovation to explore how LV connected flexibility can provide real power
  - Reactive power propositions to manage voltage
  - Islanded distribution networks to provide blackstart capabilities

Scenario based forecasting



- Since 2016, WPD has been using scenario based forecasting to build a regional picture of demand, generation and storage uptake
- We have built a bottom-up understanding of demand, generation and storage growth out to 2032 across 260 individual zones within our region and share this information

Sign Posting



- To inform flexibility markets of our requirements both now and into the future, we have committed to publishing “signposting” information which describes the constraints triggering any significant load related reinforcement
- This displays information on:
  - Geographic supply area
  - MW peak and length for availability
  - Estimated MWh utilisation
  - Months/days/hours applicable
  - Four Industry-aligned future energy scenarios

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Procurement

2018

- Requirements based on WPD forecasting
- 5 constraints across 18 primaries requiring 63MW
- 103 responses with 28MW of contracts awarded

2019

- 12 constraints across 80 primaries requiring 93MW
- Potential to avoid over £25m of reinforcement
- Additional zones signposted with future requirements out over the next 5 years
- 40 flexibility providers engaged, 90MW of qualified assets

Dispatch

- Flexibility options are contracted for availability week-ahead to ensure network compliance
- Automated electronic dispatch is actively being used in 6 flexibility zones

2018

- 103 responses with 28MW of contracts awarded

2019

- Additional 28MW of contracts to be awarded

Summary

- We are transitioning to also become a Distribution System Operator (DSO), moving from a passive to an active network
- WPD have published a costed DSO strategy paper
- WPD have also published detailed ‘Distribution Future Energy Scenarios’ working with National Grid ESO on Regional Development Plans
- We launched ‘Flexible Power’ with real services procured in 2018
- Restructured DSO activities in a separate management structure
- You can download our DSO strategy here
  www.westernpower.co.uk/our-network/strategic-network-investment/dso-strategy

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RIIO2 ED2 enhanced engagement CEG update

Alex Wilkes, Stakeholder Engagement Manager

Customer Collaboration Panel June 2019

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Recap/context

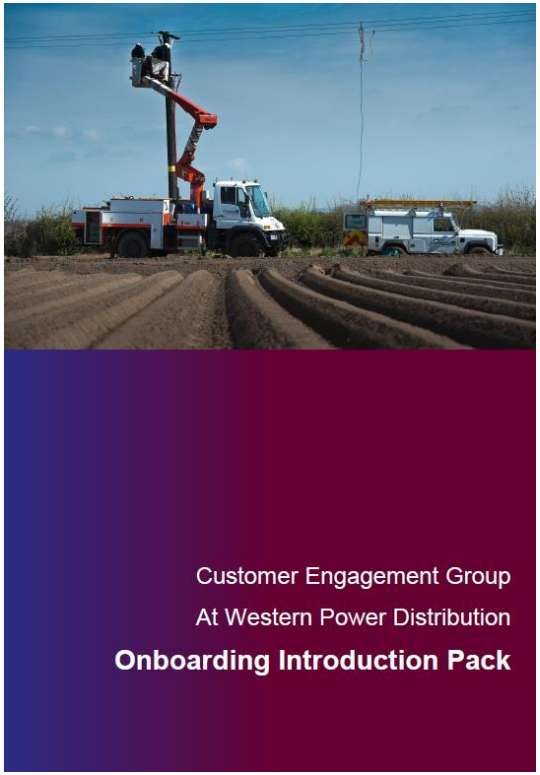
- Ofgem set out it's expectations for "Enhanced Engagement" in their next price control period (called RIIO-ED2)
- This included a requirement for WPD to design, establish and resource a Customer Engagement Group (CEG) that will scrutinise and challenge their business plan and the quality of engagement undertaken to create it
- Today's slides will
  - Update you on the progress of the CEG to date
  - Cover the interaction between the CEG and the CCP
  - Summarise the next steps of our engagement

CEG meetings to date

- **On-boarding 1: Thursday 28 March 2019**
  - Introduction to WPD
  - Business KPIs, regulatory reporting and incentives
  - Site visit – Leicester Primary Substation
  - An introduction to the role of Ofgem (CEG members)
  - Regulatory overview and intro to RIIO framework

- **On-boarding 2: Monday 29 April 2019**
  - Priorities for RIIO-ED2
  - Site visit – Contact Centre & Control Room
  - DSO Transition
  - RIIO-ED2
  - Delivering a Social Contract (Sustainability First)
  - Consumer Engagement (Citizen's Advice)

- **First meeting: Thursday 6 June 2019**
  - Challenge definition and log
  - Who the CEG is representing
  - Introduction to WPD research
  - Stakeholder Engagement Strategy & workshop feedback
  - Overview of July consultation methodology



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The CEG strategy

CEG challenges & the CCP interface

It has been clearly defined:

- What topics the CEG chould challenge (e.g. stakeholder engagement, RIIO2 approach & priorities)
- How the topics should be challenged
  - The CEG is not here to challenge the specific content of WPD's business plan, rather the method of arriving at the answer
- How the challenge should be structured
  - A challenge should point to **a specific need**. It should not provide the solution, however it should provide the **opportunity for WPD to define and deliver the solution**

The Customer Collaboration Panel

- Wont necessarily see every CEG challenge (there haven't been any yet)
- But our usual transparency means we will publish them online
- Some challenges will require research which the CCP can be involved in
- WPD might ask the CCP to review results of this research and help scope actions before results/solutions are presented back to the CEG
- **We envisage that the CCP will sometimes *but not always* be the vehicle by which challenges are addressed**
- **The CCP must continue to co-create our commitments, strategies and initiatives and negotiate with us on outputs and deliverables**

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Next steps

CEG meeting dates scheduled around the CCP meetings

- **CEG Thursday 15 August**
- CCP Thursday 26 September
- **CEG Thursday 10 October**
- CCP Thursday 5 December
- **CEG Thursday 12 December**

Our planned engagement

- Willingness to pay (inc. identifying specific deliverables)
  - Starting with research in November 2019
  - Will feature at annual stakeholder workshops (Feb 2020)
- Business plan development
  - Additional round of workshops in October 2020
  - Written consultations (including webinars & online panels) in July and Oct 2020
- Business plan refinement March 2021 onwards

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Business Plan Commitments Reporting

Seeking member's views

Alex Wilkes, Stakeholder Engagement Manager

Customer Collaboration Panel June 2019

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Background

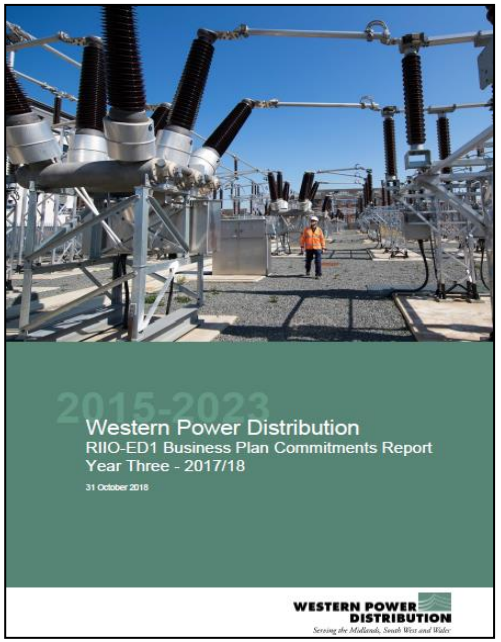
- In order to deliver our new Business Plan Commitments Report we consulted stakeholders extensively in 2015/16

- Stakeholders supported a three-tier approach, which we've delivered for the first three years of ED1

  - ✓ one page snapshot
  - ✓ 30 page summary report
  - ✓ 186 page detailed report (and a 13 page glossary)

- We are into year four and overall download numbers are low, implying there may be better ways to present the data

- With that in mind, we'd like to show you some existing reporting (used by other DNOs) and seek your views on our approach to reporting for the final four years of ED1



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Current reporting

- Reporting tracks ED1 Business Plan in detail but does not allow for forward looking reporting
- Details of outputs achieved in previous years is repeated
- It is resource intensive
- Other DNOs use the reports to engage customers on the new and changing areas of our business (e.g. DSO and EV) that will have a huge focus in ED2 but were not part of the ED1 plan
- Other DNOs produce:
  - A snapshot in an Ofgem prescribed format (stand-alone or integrated)
  - A 30-40 page report in graphical/interactive format, to report against Business Plan Commitments together with forward-looking content

Creating the next version

- We want your views on other DNO approaches
- Do you want us to continue with the 3 tier structure?
  - including the 186 page detailed report?
- Or move to an alternative format/length/style?
  - From a review of other network approaches, this could be a document that……
    - ✓ Highlights progress of WPD
    - ✓ Allows for future looking content cross-referenced to other published content
    - ✓ Enables WPD to inform customers of preparation for ED2
    - ✓ Clearly signals WPD's place in the future of energy
    - ✓ Would allow resource to be moved to ED2 Business Plan

Plain English

- It is always our aim to present information in the most clear and accessible way possible
- Feedback in 2015/16 was that this should be externally assured – our summary report therefore holds the “Plain English Standard”
- How can we ensure this accessibility for all future reporting?
  - Maintain the PE Standard
  - Critical review/sign-off via this forum
  - A N Other

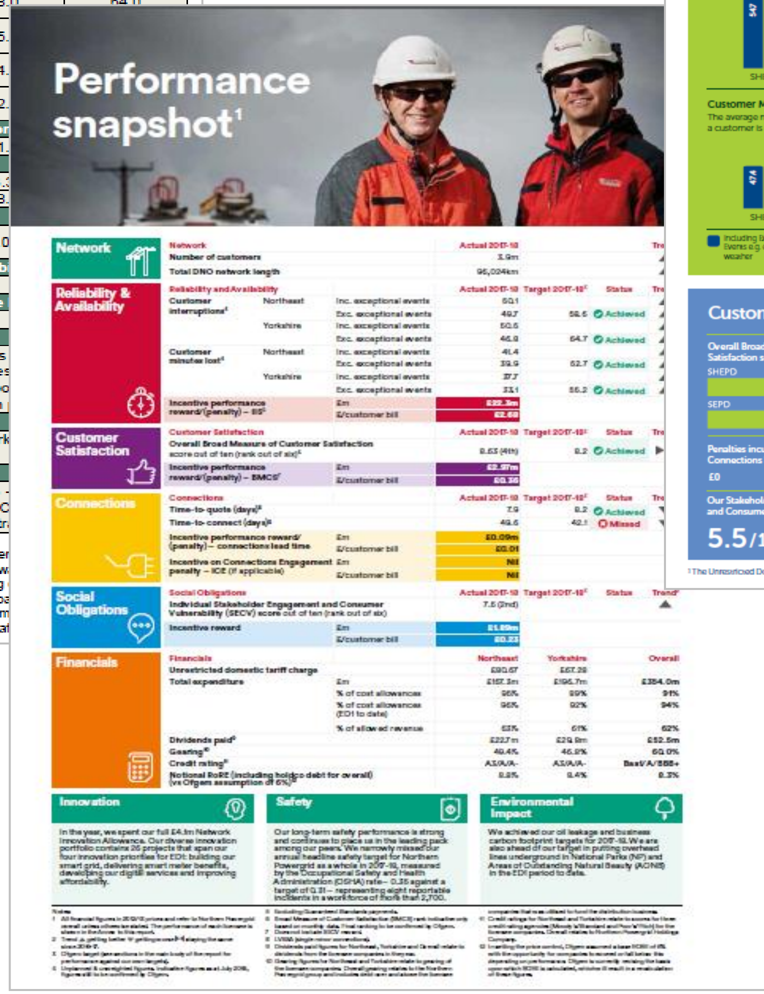
Examples and comparisons

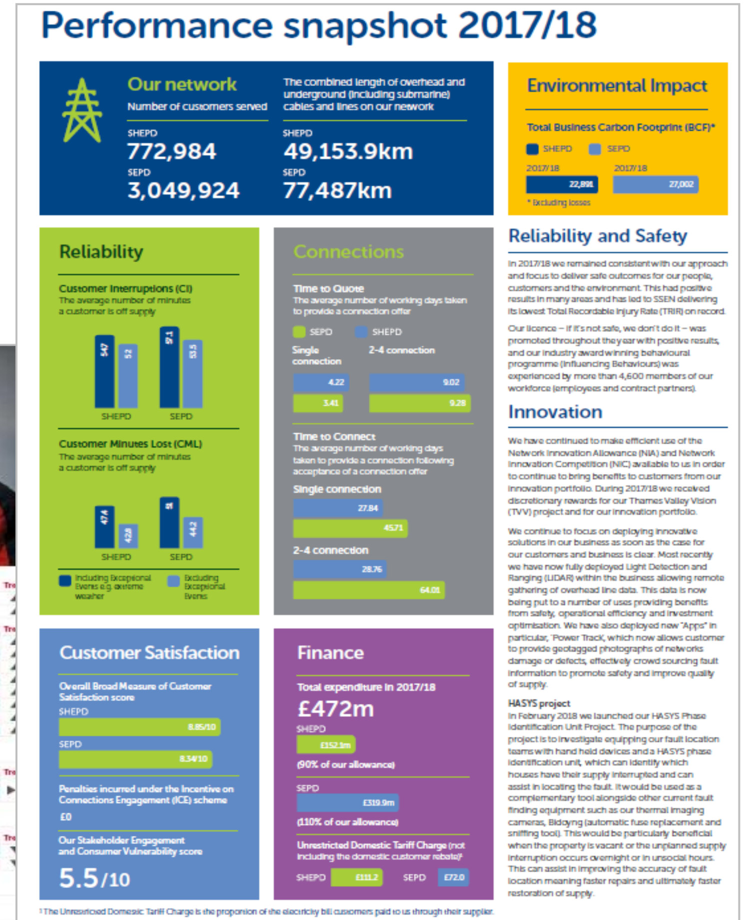
Performance Snapshot for 2017/18

1.1 This performance snapshot is based upon the requirements specified by Ofgem in the Business Plan Commitments Report guidance document, replicating the data submitted in table SI1 of the annual regulatory reporting pack. An explanation of terms can be found in the Glossary.

	West Midlands	East Midlands	South Wales	South West
Number of Customers				
No. of Customers on DNOs network	2,481,944	2,647,059	1,133,101	1,613,218
Network length				
Overhead lines (km)	23,399.5	21,073.0	17,970.2	27,758.7
Underground lines (km)	41,478.9	52,672.4	17,699.6	22,767.6
Other (Subsea cables) (km)	0.4	-	8.9	83.7
Total DNO Network Length (km)	64,878.8	73,745.5	35,678.7	50,610.0
Total expenditure (TOTEX)				
Total Expenditure (£m)*	251.2	255.6	122.8	208.6
RIIO-ED1 allowance (£m)*	253.2	248.1	140.0	210.5
% of Allowed Totex	99%	103%	88%	99%
Quality of service (unweighted)				
Customers Interrupted per 100 customers (including exceptional events)	62.0	46.3	48.0	64.0
Customer Minutes Lost (including exceptional events)	35.1	22.6	25.	
Customers Interrupted per 100 customers (excluding exceptional events)**	53.8	45.6	44.	
Customer Minutes Lost (excluding exceptional events)**	26.6	22.1	22.	
Unrestricted domestic tariff (adjusted for typical consumption				
Tariff Charge (£)*	74.1	67.2	91.	
Connections				
Time to Quote (LVSSA) (Days)	4.1	3.5	3.	
Time to Connect (LVSSA) (Days)	28.1	28.2	28.	
Customer satisfaction				
Overall Broad Measure of Customer Satisfaction score (out of 10)	8.91	8.90	9.0	
Social obligations - Individual Stakeholder Engagement and Consumer Vulnerabi				
8.75				
Incentive on connections engagement (ICE) – penalties incurred under the				
No penalties incurred.				
Safety - qualitative summary				
In 2017/18 the accident rate for WPD as a whole was 0.87 accidents per 100 staff, this is target for RIIO-ED1. In 2017/18 there were no improvement notices or prohibition notices 2017 legal proceedings concluded for an incident where a member of staff died after a po working on in January 2013. WPD admitted to failings and the fine and costs have been				
Environmental impact - qualitative summary				
WPD's business carbon footprint has decreased by 13% in comparison to our benchmark have beaten our in year target for RIIO-ED1.				
Innovation - qualitative summary				
WPD had 26 innovation projects active during 2017/18 including one new project (EFFS - and Forecasting System) which successfully gained funding via the Network Innovation C undertaken a range of actions to start the process of implementing our DSO transition str				

*Values are quoted in 2012/13 prices, as this is the price base used for setting allowances, within licer Ofgem financial models. Costs incurred in 2017/18 have been deflated to be comparable to the allow
**The values shown are based upon data submitted to Ofgem in table SI1 as part of annual reporting values in SI1 vary to those stated in other sections of this report. SI1 states the total unweighted impa we compare performance to targets (which includes application of weighting factors defined by Ofgem arise due to the values used for exceptional event exclusions which are not finalised by Ofgem until af





Output (5) Continue to play an active part in the ENA's 'Powering Improvement' initiative, which aims to lead to improved safety performance. ✓

3.28 WPD continues to actively participate in the industry strategy 'Powering Improvement'. Powering Improvement is a cross-sector strategy to bring about continuous improvement in safety and occupational health in the energy generation and networks sectors. The Powering Improvement initiative started in 2010 and each year has a specific theme as shown below.

- 2010 Leadership
- 2011 Occupational health/wellbeing
- 2012 Asset management/maintenance
- 2013 Behavioural safety/personal responsibility
- 2014 Beyond 2015 – next steps
- 2015 Working with contractors
- 2016 Managing occupational ill health risks
- 2017 Asset management
- 2018 Human and organisational factors
- 2019 Review of progress and developing the next phase of 'Powering Improvement'

3.29 Powering Improvement is supported by member companies of the Energy Networks Association (ENA) (the industry body for UK transmission and distribution network operators for gas and electricity), member companies of the Association of Electricity Producers (the trade association for the UK generators), trade unions and the HSE.

3.30 The Powering Improvement theme for 2017 was 'Asset Management'. The theme was championed by WPD's Operations Director and focussed on the need to manage the risks associated with assets whilst promoting industry wide sharing of lessons learned in relation to the operation and use of the plant and equipment in our industry. An industry wide seminar was held in October 2017 – bringing together union representatives, relevant contractors and company Health, Safety, Environment and Asset Management representatives.

3.31 Actions taken within WPD to support Powering Improvement included the following:

- The preparation of case studies of past incidents on our network - to contribute to industry wide learning. This will result in the publication of collated case studies by the ENA in 2018.
- Corporate memory sessions held at trade union, contractor and apprentice safety forums – these sessions used examples of previous significant incidents to highlight the impact of asset management on safety.
- Specific case studies were shared with relevant teams – for example projects teams responsible for the construction of high voltage assets used team meetings to discuss an incident (put forward by a Transmission Company), which resulted in the fatality of an overhead linesman working on a high voltage steel tower transmission line.
- The adoption of a common risk assessment process for underground low voltage link boxes.

3.32 To support the 2018 theme 'Human and Organisational factors' we have initiated an independent Safety Climate Assessment to be conducted by an external consultant. Initial survey questions have been sent to a random selection of employees within the West Midlands licence area. The surveys are designed to identify areas where safety performance is strong and any areas where improvements could be made. The surveys are anonymous, but follow up sessions will be arranged where individuals indicate that they are willing to participate. Once surveys are complete across all four licence areas an action plan will be developed to target any improvement areas.

Our transition to a Distribution System Operator

New technology and digitisation are driving unprecedented change in the way energy is created and used as we move to a low carbon economy. We need to make sure that our network is able to safely and securely support these changes whilst maintaining high standards of reliability for our customers.

The industry is responding to this change by transitioning from a traditional Distribution Network Operator (DNO) to a Distribution System Operator (DSO) model. At Northern Powergrid, we are helping to shape this transition to ensure it delivers value for our customers.

What does DSO mean?
Operating as a DSO means we work with customers who are able to be flexible with when they generate or use electricity. In doing so we aim to support more low-carbon generation, reduce system costs and improve overall energy system efficiency for all customers.

Our existing duties as a DNO already require us to operate an efficient local electricity system – this encompasses many aspects of DSO – however, there are a number of industry options for how elements of this role could develop in the future around how we make the whole system more efficient. We are engaging with our stakeholders and actively participating in dialogue with the industry, Ofgem and Government on how this should be developed.

Why do we need DSO?
We are going through a revolution in the way that electricity is produced and consumed. Traditionally, the distribution network was designed for one-way delivery of electricity. Starting with generation at large power stations, moving through the transmission network to the distribution network and finally to homes and businesses. But over the last few years, customers and the energy industry have made some big changes:

— Decarbonisation of generation: Less coal and more wind and solar are being used to power our homes.
— Decentralisation of energy sources: Electricity generation units are moving from the traditional model of large power stations on the transmission network to commercial and domestic generation connected to the local distribution powergrid.
— Digitisation of technologies: Most things are becoming 'smarter' in society (e.g. home entertainment and heating controls) and in industry (e.g. technology to automate processes and control network assets).

The system used to be operated such that electricity generation followed demand (or use). As people used more, we were able to generate more.

However, low-carbon generation is different. It is less flexible. We are less able to simply turn it on or off because the source is often weather dependent and more intermittent (for example solar panels and wind farms). This means that the system needs to be more flexible to support customers by matching demand to available generation and have the ability to cope with a more dynamic two-way flow of power on the network.

What does DSO mean in practice?
DSO requires active management of the network in real time, agreeing contracts with customers to support the grid in flattening peaks of high demand on the system. In this way, we can reward customers for their support which helps us delay or avoid the need to reinforce the network, which in turn helps to minimise costs for our customers.

This means getting the most from network assets that make up the local grid. Like any system, there are physical limitations to the amount of capacity available to accommodate new requirements. Through the use of smart grid technology and our flexibility contracts with customers we are able to maximise the available headroom on the network. There is still a place for building new network capacity; but we only do that when it is cheaper than flexible alternatives.

Looking ahead
By the end of 2018 we will have shared our detailed plan for the development of DSO, marking a milestone in our engagement with our stakeholders. Our smart grid enablers programme will continue to ramp up as we deploy more advanced control and communications capability onto the network to enable DSO. We will also deploy our new replicable Active Network Management (ANM) system in Driffield and test the market for customers to provide flexibility services.

Our approach to DSO covers three areas – scoping the future, getting on with it and building new capabilities – we are already well underway with the transition.

1. **Scoping the future – addressing the big open questions of market design, industry architecture and required solutions**
A significant proportion of the 26 projects in our innovation portfolio are focused on exploring opportunities for customer and system flexibility and system resilience from new technologies such as electric vehicles, storage and smart meters. For example, our Customer Led Distribution System innovation project is helping gather evidence on future customer behaviours to inform the most appropriate market design and industry structure for the future energy system.

2. **Getting on with it – making progress with the transition to DSO**
We are already well underway with our transition to DSO. Our approaches are evolving and we are expanding our service offerings for customers. The roll-out of our Active Network Management (ANM) solution at Driffield is providing scalable capability to connect more generation at least cost as an alternative to conventional reinforcement. We are committed to seeking market flexibility services from customers as an alternative to all new network reinforcement requirements of significant value, with our near-term flexibility requirements due to be published later this year.

3. **Building new capabilities – laying down the foundations**
Our £83 million smart grid enablers investment is a flagship programme within our ED1 (2015-23) business plan – providing the base control and communications capability to deliver more active network control and customer solutions for different areas of our grid. In addition, we are continuing to develop new competencies through our innovation programme, for example through the re-use of a large (2.6MW) battery from our Customer-Led Network Revolution (CLNR) project. This has allowed us to participate in the frequency response market with partners, building understanding of the provision of services to the national Electricity System Operator.

We are shaping the future with our stakeholders

We have engaged extensively with our stakeholders in the year to inform our plans and ensure a customer-led transition to DSO.

During 2018, we held three bespoke events (in London, Leeds and York) designed for different audiences to invite a wide base of input into our plans for DSO. Stakeholder feedback has proved to be extremely valuable and we will publish our DSO development plan by the end of the year which will form the basis of further continued dialogue with our stakeholders.

Welcome to our RIIO-ED1 business plan Commitments Report 2017/18. Use the contents below to navigate the document. You can return to the start of the report by clicking on the 'home' button, at the bottom of the page.

Connections
continued

The energy sector is going through a period of unprecedented change. Digitisation and automation are creating markets for existing connected customers as well as new disruptors and innovators.

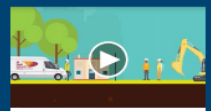
1,200+ customers participated in telephony satisfaction survey

89% overall customer satisfaction measured by telephony satisfaction survey

Developing 'How to' video and guides based on customer feedback

Our customers told us that they would welcome the use of video as a way of explaining UK Power Networks' processes and/or to provide information and greater understanding of UK Power Networks. Following this, a number of internal stakeholders worked on designing two videos to explain the end-to-end connection process. Stakeholders were invited to comment on the outline ideas for the videos and following a series of drafts and amendments the videos were published in March 2018.

UK Power Networks Application & Design – Medium to Large Developments
This video provides an overview of UK Power Networks application and design process for new connections, or alterations to existing connections, for medium to large development projects.



UK Power Networks Work Delivery – Medium to Large Developments
This video provides an overview of the UK Power Networks delivery process for new connections, or alterations to existing connections, for medium to large development projects.

UK Power Networks
Delivering your electricity

Enabling the energy transition

RIIO-ED1 BUSINESS PLAN COMMITMENTS REPORT 2017/18

Welcome to our RIIO-ED1 business plan Commitments Report 2017/18.
Use the contents below to navigate the document. You can return to the start of the report by clicking on the 'home' button, at the bottom of the page.

Introduction
- Our vision and values
- Chief Executive's introduction
- Performance snapshot
- Our operations

Our commitments
- Customer satisfaction
- Reliability and availability
- Environment
- Connections
- Safety
- Social
- Value for money

Future energy
- The future energy landscape
- A day in the life of a future customer

Key contacts

Connections
continued

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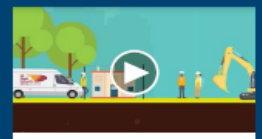

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Performance snapshot[1]

Network	Network			Actual 2017-18			Trend[2]
	Number of customers			3.9m			▲
	Total DNO network length			96,024km			▲
Reliability & Availability	**Reliability and Availability**			**Actual 2017-18**	**Target 2017-18[3]**	**Status**	**Trend[2]**
	Customer interruptions[4]	Northeast	Inc. exceptional events	60.1			▲
			Exc. exceptional events	49.7	58.6	Achieved	▲
		Yorkshire	Inc. exceptional events	50.6			▲
			Exc. exceptional events	46.9	64.7	Achieved	▲
	Customer minutes lost[4]	Northeast	Inc. exceptional events	41.4			▲
			Exc. exceptional events	39.9	52.7	Achieved	▲
		Yorkshire	Inc. exceptional events	37.7			▲
			Exc. exceptional events	33.1	56.2	Achieved	▲
	Incentive performance reward/(penalty) – IIS[5]		£m	£22.3m			
			£/customer bill	£2.69			
Customer Satisfaction	**Customer Satisfaction**			**Actual 2017-18**	**Target 2017-18[3]**	**Status**	**Trend[2]**
	Overall Broad Measure of Customer Satisfaction score out of ten (rank out of six)[6]			8.63 (4th)	8.2	Achieved	▶◀
	Incentive performance reward/(penalty) – BMCS[7]		£m	£2.97m			
			£/customer bill	£0.36			
Connections	**Connections**			**Actual 2017-18**	**Target 2017-18[3]**	**Status**	**Trend[2]**
	Time-to-quote (days)[8]			7.9	8.2	Achieved	▼
	Time-to-connect (days)[8]			49.6	42.1	Missed	▼
	Incentive performance reward/(penalty) – connections lead time		£m	£0.09m			
			£/customer bill	£0.01			
	Incentive on Connections Engagement penalty – ICE (if applicable)		£m	Nil			
			£/customer bill	Nil			
Social Obligations	**Social Obligations**			**Actual 2017-18**	**Target 2017-18[3]**	**Status**	**Trend[2]**
	Individual Stakeholder Engagement and Consumer Vulnerability (SECV) score out of ten (rank out of six)			7.5 (2nd)			▲
	Incentive reward		£m	£1.89m			
			£/customer bill	£0.23			
Financials	**Financials**			**Northeast**	**Yorkshire**		**Overall**
	Unrestricted domestic tariff charge			£90.67	£67.29		
	Total expenditure		£m	£157.3m	£196.7m		£354.0m
			% of cost allowances	96%	89%		91%
			% of cost allowances (ED1 to date)	96%	92%		94%
			% of allowed revenue	63%	61%		62%
	Dividends paid[9]			£22.7m	£29.9m		£52.6m
	Gearing[10]			49.4%	46.9%		60.0%
	Credit rating[11]			A3/A/A-	A3/A/A-		Baa1/A/BBB+
	Notional RoRE (including holdco debt for overall) (vs Ofgem assumption of 6%)[12]			8.8%	9.4%		8.3%

Innovation

In the year, we spent our full £4.1m Network Innovation Allowance. Our diverse innovation portfolio contains 26 projects that span our four innovation priorities for ED1: building our smart grid, delivering smart meter benefits, developing our digital services and improving affordability.

Safety

Our long-term safety performance is strong and continues to place us in the leading pack among our peers. We narrowly missed our annual headline safety target for Northern Powergrid as a whole in 2017-18, measured by the Occupational Safety and Health Administration (OSHA) rate – 0.35 against a target of 0.31 – representing eight reportable incidents in a workforce of more than 2,700.

Environmental Impact

We achieved our oil leakage and business carbon footprint targets for 2017-18. We are also ahead of our target in putting overhead lines underground in National Parks (NP) and Areas of Outstanding Natural Beauty (AONB) in the ED1 period to date.

Notes
1. All financial figures in 2012/13 prices and refer to Northern Powergrid overall unless otherwise stated. The performance of each licensee is shown in the Annex to this report.
2. Trend: ▲ getting better ▼ getting worse ▶◀ staying the same since 2016-17.
3. Ofgem target (see sections in the main body of the report for performance against our own targets).
4. Unplanned & unweighted figures. Indicative figures as at July 2018, figures still to be confirmed by Ofgem.
5. Excluding Guaranteed Standards payments.
6. Broad Measure of Customer Satisfaction (BMCS) rank indicative only based on monthly data. Final ranking to be confirmed by Ofgem.
7. Does not include SECV reward.
8. LVSSA (single minor connections).
9. Dividends paid figures for Northeast, Yorkshire and Overall relate to dividends from the licensee companies in the year.
10. Gearing figures for Northeast and Yorkshire relate to gearing of the licensee companies. Overall gearing relates to the Northern Powergrid group and includes debt [illegible] the licensee companies that was utilised to fund the distribution business.
11. Credit ratings for Northeast and Yorkshire relate to scores for three credit rating agencies (Moody's/Standard and Poor's/Fitch) for the licensee companies. Overall relates to Northern Powergrid Holdings Company.
12. In setting the price control, Ofgem assumed a base RoRE of 6% with the opportunity for companies to exceed or fall below this depending on performance. Ofgem is currently revising the basis upon which RoRE is calculated, which will result in a restatement of these figures.

Active Network Management (ANM)

Active Network Management is unlocking the future.

ANM is an important part of our future plans. We are installing technology on our network that provides real-time information on the levels of electricity demand and generation that is coming on to the network, providing intelligence on how close the distribution network is to its capacity limits. If the network begins to approach its limits, our ANM system limits the amount of generation to within safe working limits. To enable this, we agree contracts with our generation customers that allow us to limit their generation when required; in return we are able to offer them more cost-effective connections as we avoid the need to invest in reinforcing our network through traditional means, which has traditionally involved installing new cables and substations.

Our ANM scheme in Driffield is on a 66kV section of our network that is considered to be operating at full capacity in relation to embedded generation connections. However, through ANM we are able to actively manage exports from generation customers in order to provide them with cost-effective connections to the distribution network. Our Driffield scheme is ground-breaking for us, as it is our first replicable scheme, meaning that we now have a standardised solution that we can roll out anywhere this situation occurs on our network.

Digger Derrick joins the fleet

We've introduced a new vehicle to our fleet – a first of its kind in the UK – which will transform the way we carry out live overhead line replacement on our network.

Currently, replacing spans of overhead line involves multiple vehicles. For some of our jobs we need to use diggers, vehicles with elevated working platforms and cranes, as well as the vans needed to get our teams and their equipment to site. The Digger Derrick means we can do all of this with a single vehicle – reducing costs for customers and our carbon footprint. Plus, the Digger Derrick is fully insulated so we can do most of our work with the network live, meaning we don't need to turn off the power for our customers.

Performance snapshot 2017/18

Our network

Number of customers served

SHEPD
772,984

SEPD
3,049,924

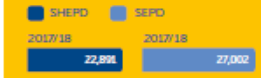
The combined length of overhead and underground (including submarine) cables and lines on our network

SHEPD
49,153.9km

SEPD
77,487km

Environmental Impact

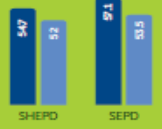
Total Business Carbon Footprint (BCF)*



* Excluding losses

Reliability

Customer Interruptions (CI)
The average number of minutes a customer is off supply



Customer Minutes Lost (CML)
The average number of minutes a customer is off supply

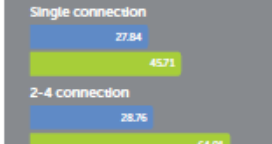
Including Exceptional Events e.g. extreme weather

Excluding Exceptional Events

Connections

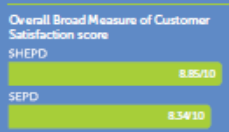
Time to Quote
The average number of working days taken to provide a connection offer

Time to Connect
The average number of working days taken to provide a connection following acceptance of a connection offer



Customer Satisfaction

Overall Broad Measure of Customer Satisfaction score



Penalties incurred under the Incentive on Connections Engagement (ICE) scheme

£0

Our Stakeholder Engagement and Consumer Vulnerability score

5.5/10

Finance

Total expenditure in 2017/18

£472m

Unrestricted Domestic Tariff Charge (not including the domestic customer rebate)[1]

SHEPD £111.2 SEPD £72.0

[1] The Unrestricted Domestic Tariff Charge is the proportion of the electricity bill customers paid to us through their supplier.

Reliability and Safety

In 2017/18 we remained consistent with our approach and focus to deliver safe outcomes for our people, customers and the environment. This had positive results in many areas and has led to SSEN delivering its lowest Total Recordable Injury Rate (TRIR) on record.

Our licence – if it's not safe, we don't do it – was promoted throughout the year with positive results, and our industry award winning behavioural programme (Influencing Behaviours) was experienced by more than 4,600 members of our workforce (employees and contract partners).

Innovation

We have continued to make efficient use of the Network Innovation Allowance (NIA) and Network Innovation Competition (NIC) available to us in order to continue to bring benefits to customers from our innovation portfolio. During 2017/18 we received discretionary rewards for our Thames Valley Vision (TVV) project and for our innovation portfolio.

We continue to focus on deploying innovative solutions in our business as soon as the case for our customers and business is clear. Most recently we have now fully deployed Light Detection and Ranging (LIDAR) within the business allowing remote gathering of overhead line data. This data is now being put to a number of uses providing benefits from safety, operational efficiency and investment optimisation. We have also deployed new "Apps" in particular, 'Power Track', which now allows customer to provide geotagged photographs of networks damage or defects, effectively crowd sourcing fault information to promote safety and improve quality of supply.

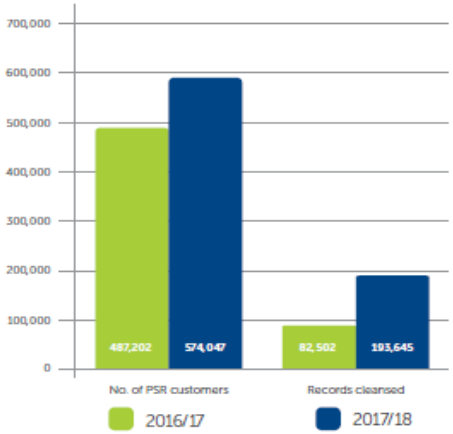
HASYS project

In February 2018 we launched our HASYS Phase Identification Unit Project. The purpose of the project is to investigate equipping our fault location teams with hand held devices and a HASYS phase identification unit, which can identify which houses have their supply interrupted and can assist in locating the fault. It would be used as a complementary tool alongside other current fault finding equipment such as our thermal imaging cameras, Bidoyng (automatic fuse replacement and sniffing tool). This would be particularly beneficial when the property is vacant or the unplanned supply interruption occurs overnight or in unsocial hours. This can assist in improving the accuracy of fault location meaning faster repairs and ultimately faster restoration of supply.

Helping vulnerable customers

Our network covers a vast land mass, approximately one third of the United Kingdom. From the densely populated Thames Valley to the isolated and remote Highlands and Islands of Scotland, each region has its own distinct set of social, economic and environmental challenges. With these varying challenges it is important for us to treat every customer as an individual but in particular those who may require extra support in times of supply interruptions. Engaging with and considering the needs of all customers but especially those in a vulnerable position, we are committed to collaborating with other stakeholders to promote awareness, share best practice methods and assist our most vulnerable customers with the appropriate support they may need.

Priority Service Register (PSR)



Over 1m Texts to Priority Service Register customers in advance of adverse weather

3,323 referrals from other organisations with PSR customers

2,740 welfare packs issued

Key content available in 11 languages on our website and 6 in print

Supporting Communities

77 community projects funded with a value of £509,720.37

21 additional community and resilience plans created in 2017/18

Winter Resilience

700 winter campaign adverts placed in medical practices, physiotherapists and occupational health care centres across our network areas

First attempt to reach out to healthcare professionals via LinkedIn, reaching over **23,112 people**

Inclusive Service

"I have worked with many businesses and organisations in regulated industries, and it's refreshing to see SSEN's dedication for helping customers and their willingness to listen to and act on feedback given by customers and stakeholders alike."

Richard Shakespeare
Chair of SSEN Inclusive Service Panels

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Customer Collaboration Panel – skills review

Nicki Johnson

& Daksha Piparia

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Skills review

- We now have 33 permanent members
- In recent years, on average 13 attend each meeting
- We would like to invite a few new members to ensure we continue to refresh the skills and interests of the group
- A matrix was collated to gather intelligence on your topics of interest, skills and the segment(s) you represent
- 23 members responded to the request for information
- Score each ‘topic of interest’ with the following skill level
  - 0 no skills
  - 1 some skills
  - 2 a good level of skill
  - 3 expert in this field

Mapped skills look like this…..

Regional outlook/local planning & dev'ment	1	0	1	0	1	2	0	0	0	3	0	1	2	0	0	2	0	1	2	1	0	1	1
Electricity transmission	2	0	1	2	3	0	0	0	0	3	0	1	3	0	2	1	0	1	1	1	2	0	0
Future energy scenarios	2	0	1	1	2	0	0	0	1	3	0	1	3	0	1	2	0	2	2	2	0	0	1
Network Resilience	1	0	1	2	3	0	0	0	1	3	1	1	3	0	0	1	0	2	1	1	3	0	1
Innovation	1	0	1	2	2	0	0	0	2	3	1	1	3	0	0	1	0	1	1	3	0	1	2
Energy storage	2	0	1	1	2	0	0	0	1	3	0	1	3	0	1	1	0	2	1	3	2	0	1
Energy system transition (DSO)	2	0	1	0	3	0	0	0	1	3	0	1	3	0	1	2	1	2	1	2	3	0	0
Community Energy	1	0	1	1	2	1	0	0	1	2	3	1	3	0	1	3	0	2	1	1	0	0	2
Distributed Generation	2	0	1	1	3	0	0	0	1	3	2	0	3	0	1	1	1	1	1	3	3	0	0
Low carbon technologies e.g. Evs	2	0	1	1	2	0	0	0	0	3	2	1	3	0	1	3	0	2	1	3	0	1	1
Local Government, Combined Authorities, LEPs	1	1	1	0	1	2	2	1	1	3	1	3	2	0	0	1	0	1	2	1	2	1	0
Research, including digital inclusion	1	0	1	1	1	3	0	3	1	3	0	1	1	0	1	1	2	1	2	1	0	1	3
Needs of current/future generations	1	1	1	2	2	1	0	1	1	3	2	1	1	0	1	2	0	2	2	2	0	1	2
Sustainability	2	0	1	2	2	0	0	1	3	2	2	1	2	0	1	3	0	2	2	3	0	1	2
Environment (incl. decarbonisation)	2	0	1	2	1	0	0	1	2	3	2	1	3	0	1	3	0	2	1	3	0	2	2
Business planning/regulatory framework	2	1	1	0	2	2	2	0	2	2	1	2	3	0	2	2	2	1	1	2	0	2	3
Fuel poverty	1	2	2	2	1	3	2	3	3	1	3	2	1	1	1	3	1	3	3	0	0	2	1
Wider utilities sector (e.g. energy/water)	3	0	1	3	3	2	0	2	3	2	0	2	3	0	2	3	2	1	2	3	2	1	3
Customer service/consumer rep'	2	3	1	3	1	1	0	0	3	1	3	3	2	2	2	3	2	3	3	2	3	2	3
Vulnerable customers	1	3	3	3	1	3	2	3	3	1	3	3	1	2	3	3	3	3	3	0	0	2	3
Stakeholder engagement	2	3	2	0	2	3	2	3	3	2	3	2	2	0	2	3	2	3	3	3	2	3	3

In summary…..

Panel Skills	Score
Stakeholder engagement	53
Vulnerable customers	52
Customer service/consumer representation	48
Wider utilities sector (e.g. energy/water)	43
Fuel poverty	41
Business planning process/regulatory framework experienc	35
Environment (incl. decarbonisation)	32
Sustainability	32
Needs of current and future generations	29
Research, including digital inclusion	28
Distributed Generation	27
Local Government and/or Combined Authorities or LEPs	27
Low carbon technologies e.g. electric vehicles	27
Energy system transition (DSO)	26
Community Energy	26
Energy storage	25
Network Resilience	25
Innovation	25
Future energy scenarios	24
Electricity transmission	23
Regional outlook / local planning and development	19

>35	26-34	<25

Using your past experience and knowledge of the Panel's work - which of the lower scoring skills do you feel are most important in this environment?

- Local/regional outlook
- Transmission systems
- Future energy scenarios
- Innovation
- Network Resilience
- Research
- Energy storage

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Sector review

Domestic customers
Vulnerable/Hard to reach
Customer service/consumer interest
Fuel Poverty
Business customers
Utilities/Energy industry
Environment
Innovation
Emergency Resilience
Major Energy Users
Community Energy Groups
Health
Parish Council/Local Authority/LEP
Connections
Education/Academics
Distributed Generation
MPs and Government
Network Security
Storage providers
Energy Aggregators
Future customers

Represented by….

10 or more members

Between 4 and 9 members

Less than 4 members

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Member and segment review

- Lowest scoring sectors (only 1 or 2 members)
  - Network security
  - MPs and Government
  - Aggregators/storage providers





- Total gaps
  - AONB/forestry
  - Future customers
- **Next steps: Daksha and Nicki to take forward a desktop exercise before approaching prospective members**

Questions: Are there any other sectors you'd like to see represented?

Can you introduce us to anyone in one of the above sectors?

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Actions from the March meeting

Nicki Johnson

Stakeholder Engagement Officer

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Actions from March 2019

Action	Update
WPD to cover the following at the next meeting: report on near misses, interface between CEG and CCP, Charging Review (surgery)	✓ Done
WPD to investigate feasibility of gathering international data	➢ To do
Panel members invited to send comments on WPD's Your Power Future web portal	✓ Done
DP to convene a review group for the spotlight report	➢ To do
KM to investigate the opportunities for HS2 'community funding' (update later in SO surgery)	✓ Done
Review of existing panel members topics of interest and sector to be undertaken by NJ/DP	➢ Ongoing
NJ to arrange a female graduate to talk at the Stoke meeting in September	➢ To do
KM to investigate adding PSR adverts to hospital and pharmacy screens	➢ Ongoing
SG to share something on the Trent Bason project at a future meeting	➢ Ongoing
RH to undertake a review of WPD Community Energy web pages/flexible services	✓ Done
WPD to consider feasibility of a digital discussion platform	✓ Done
The panel to receive an update on Electric Vehicles in September	✓ Arranged

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LUNCH

Afternoon sessions 13.00 -14.30

Nicki Johnson - Social Obligations

Alex Wilkes - Connections and Business Customers

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