Western Power Distribution Stakeholder Workshop
Nottingham
March 2020

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

1 | INTRODUCTION

On 3 March 2020, Western Power Distribution (WPD) hosted the fourth in a series of six stakeholder workshops aimed at gathering feedback with a view to co-creating its business plan for the next price control period, RIIO-ED2, which runs from 2023–2028. The workshop took place at Trent Bridge Cricket Ground in Nottingham.

The event consisted of four presentations given by WPD representatives, with stakeholders giving their feedback during three round-table discussions and via several electronic votes over the course of the day. The full presentation can be found online here: https://www.westernpower.co.uk/downloads/132043.

The workshops covered the following topics:

Workshop One	Workshop Two	Afternoon Sessions
Network reliability	Environment	Safety and health
Network resilience	Electric vehicles	Connections
Cyber resilience	Vulnerability and fuel poverty	Workforce resilience
Whole systems approach to net zero		Digitalisation, data and DSO
Innovation and new services		

Stakeholders were asked to review the 14 headline priority topics that had been suggested by stakeholders in previous years, removing or adding to them where necessary. They were then asked to suggest commitments for WPD to deliver under these priorities. In the spirit of co-creation, the topics for each workshop were split into two sets, with half of the tables discussing the first set and the other half discussing the second set in tandem. Halfway through the workshop, stakeholders were asked to review, amend and add to the priorities and commitments suggested by a neighbouring table in order to truly co-create these with the group as a whole.

Following each round-table discussion, stakeholders were asked to vote electronically to indicate which priorities they felt were the most important under each topic area. Each stakeholder had three votes to cast on each question, with the option of allocating all three votes to one particularly important priority or splitting their votes between two or three priorities. Importantly, the voting options also included those priorities that had been suggested in the discussions.

WPD instructed EQ Communications, a specialist stakeholder engagement consultancy, to independently facilitate the workshops and take notes of the comments made by stakeholders.

Every effort has been made to faithfully record the feedback given. In order to encourage candour and open debate, comments have not been ascribed to individuals. Instead, notes have been made of the type of organisation that each stakeholder represents.

2 | EXECUTIVE SUMMARY

The workshop began with an introductory presentation from Richard Allcock, Stakeholder Engagement Manager. Richard explained WPD's role distributing power to nearly 8 million homes and businesses across its network area. He then explained WPD's business planning process and how stakeholder engagement feeds into the company's business plan.

INTRODUCTION: THE RIIO-ED2 BUSINESS PLANNING PROCESS

Andrzej Michalowski, Planning and Regulation Special Projects Manager, outlined the regulatory framework in which WPD operates and explained how stakeholder commitments will be applied by the company. Stakeholders were then asked to introduce themselves and state their primary reasons for attending the workshop.

- Stakeholders came from a range of backgrounds, with local authorities especially well represented. These stakeholders were particularly interested in hearing about WPD's plans to accommodate the planned growth in residential and commercial developments in their council areas.

- Stakeholders were also mindful of the fact that the likely take-up of electric vehicles and technologies such as heat pumps would place additional demand on the network and were therefore keen to learn more about WPD's approach to addressing this.

- In addition, a number of those who attended the workshop had their own projects to connect renewables to the electricity network and were looking for advice and guidance from WPD about how they could do this.

CO-CREATING OUR BUSINESS PLAN COMMITMENTS: WORKSHOPS ONE AND TWO

The main workshop was split into two sessions. The first workshop session was presented by Ben Godfrey, Network Strategy Manager, and included the following topics: network reliability; network resilience; cyber resilience; whole systems approach to net zero; and innovation and new services. The second workshop session was introduced by Alison Sleightholm, Resources and External Affairs Director, and included the following topics: environment; electric vehicles; and vulnerability and fuel poverty. The topics considered in both workshops and some detail of the priorities discussed are shown below.

Network reliability

- The most important priority for stakeholders was 'future demand (consequences for reliability)', with 23% of the vote. This was a newly suggested priority based on concern that new sources of demand such as electric vehicles would negatively impact network reliability.

- The next most popular priorities for stakeholders were: 'overall health of network assets'; 'customer service during faults, education and information'; and 'smart network automation for key services'. The latter two were also newly suggested during the discussions.

Network resilience

- The top priority, with 36% of the vote, was 'local plan collaboration (proactive engagement)' which was newly suggested by stakeholders. They wanted to see WPD proactive engage with councils on Local Plans.

- The second ranked priority was 'scenario planning / data analysis', with 23% of the vote. On a similar theme, stakeholders wanted WPD to share its scenario plans with local authorities, as well as resilience forums.

Cyber resilience

- 'Network security – risk of power cuts due to a cyberattack' and 'systems security – risk of data loss / access' with the most popular priorities gaining 31% and 26% of the vote respectively.

- The physical security of WPD's assets was of concern to stakeholders who suggested some new priorities, including: 'terrorist (physical) resilience' and 'physical security of equipment'.

Whole systems approach to net zero

- Stakeholders' top two priorities were 'facilitate low-carbon generation and storage' and 'coordinate network planning with other utilities to find best solutions'.

- A key commitment was felt to be in WPD formalising a leadership role in assisting local communities and energy groups to instigate their carbon zero plans.

- Delegates suggested a range of additional new priorities, including 'invest and reinforce ahead of need, 'affordability' and 'education on what net zero means'.

Innovation and new services

- The most important priority proposed by stakeholders was 'support community energy projects to connect to the network' followed by 'smart technology for interruptions', which was a newly suggested priority.

- Initiatives to encourage and incentivise flexibility services both for commercial and domestic customers were also deemed important by stakeholders when asked to vote on the most important priorities for them. It was felt that communications, education and advice for customers should also be a priority for WPD.

- New priorities suggested by stakeholders included: 'WPD's role in behaviour changes for net zero'; 'vehicle to grid'; and 'peer-to-peer trading'.

Environment

- The most important priorities for stakeholders were both suggested by stakeholders in the table discussions: 'WPD to be net zero by 2030' and 'collaboration and knowledge sharing with stakeholders and providers'.

- Trials and pilots to drive innovation in this area were seen as being vitally important, as was sharing best practice and responding to the targets set by local authorities.

- As for new priorities, stakeholders suggested that WPD 'consider [the] whole carbon life cycle' of products the company uses and ensure that any trees felled as part of its tree cutting programme are replanted.

Electric vehicles

- The two most important priorities under this theme according to stakeholders were both suggested during the table discussions: 'standardisation, lobby for national EV plan' and 'flexible smart networks, smart charging (including AI and vehicle to grid)'.

- Stakeholders were also keen for WPD to facilitate electric vehicles on a mass scale and provide an easy process for domestic customers to install a charge point at home.

- In terms of new priorities, it was suggested that WPD roll out community EV charge points and on-street charging, investigate how charge points can be powered by renewables and seek to influence the cost of charging when EV owners are away from home.

Vulnerability and fuel poverty

- Stakeholders were keen that the interests of customers are protected in the switch to a smarter network. This was deemed the most important priority when they were asked to vote.

- The next more important priority for stakeholders under this theme was 'education and communication about WPD's services', which was a new priority suggested in the table discussions.

- The establishment of 'two-tier tariffs (vulnerable / other)' was suggested as a new priority, as was an initiative to encourage volunteering for both WPD staff and customers.

AFTERNOON SESSIONS

In the afternoon, there were four optional afternoon sessions on specific topics. Most of them followed a similar format as the morning workshops (a discussion on priorities and commitments), albeit without a formally facilitated discussion. The 'digitalisation, data and DSO' session followed a more informal format.

- 'Safety and health' was hosted by Lee Wallace, Safety and Training Manager.

- 'Connections' was hosted by Vanessa Buxton, Connection Policy Engineer.

- 'Workforce resilience' was hosted by Alison Sleightholm.

- 'Digitalisation, data and DSO' was hosted by Ben Godfrey.

Safety and health

- None of the stakeholders that attended outlined their key priorities for the business plan.

- Nevertheless, commitments were made to consider any additional impacts operational activity may have on the elderly and those suffering from any associated age-related diseases such as dementia, as well as to ensure that the general public was clearer on what they should be reporting to foster a better safety and health culture around WPD.

Connections

- In terms of the next business plan, 'speed and timeliness of the connections process' was ranked highest with 48% of the vote. One stakeholder in particular felt that the current connections process was quite long.

- Of note was that, under the priority of 'connection offers and agreements', stakeholders wanted WPD to commit to more flexible offers, particularly at the lower voltage levels.

- With regard to the ICE plan for 2020/21, stakeholders ranked 'network capacity allocation and reservation' and 'low-carbon technology' as joint first with 24% of the vote each. However, the commitments suggested related to 'availability of information' and 'communication', and were around providing clear, simple information and holding connections workshops.

Workforce resilience

- Stakeholders' joint top priorities were 'attracting new talent' and 'improving the diversity of our workforce', with 'a happy, healthy and motivated workforce where WPD is the employer of choice' and 'retention and upskilling of a highly skilled workforce' also regarded as important.

- Key commitments were felt to be in WPD engaging more with educational institutions, for instance by supporting bursaries for students in higher education, developing sandwich courses and encouraging teachers to shadow WPD staff to provide pupils with an industry context to the syllabus in relevant subjects.

Digitalisation, data and DSO

- Stakeholders discussed WPD's role in mapping EV charge points. It was felt that WPD should make the data available so that there could be a common map covering all charge points regardless of manufacturer.

- They also wanted to understand WPD's ethos in terms of data sharing, with the example of whether WPD would be happy in principle for data companies (like Google) to use its data to generate profits.

- There was considerable discussion about WPD's view on flexibility services and whether it would be looking to expand this as part of the next business plan.

WRITTEN FEEDBACK

After the workshop, stakeholders were asked to complete a short feedback form. Some of the key findings are shown below:

- 100% of attendees who filled out a feedback form told us that they found the workshop either 'very interesting' or 'interesting'.

- 59% of stakeholders 'strongly agreed' that they had had an opportunity to make points and ask questions, while 41% 'agreed'.

- 81% 'agreed' or 'strongly agreed' that the right topics were discussed on the day.

- 96% thought EQ Communications' facilitation was either 'good' or 'very good'.

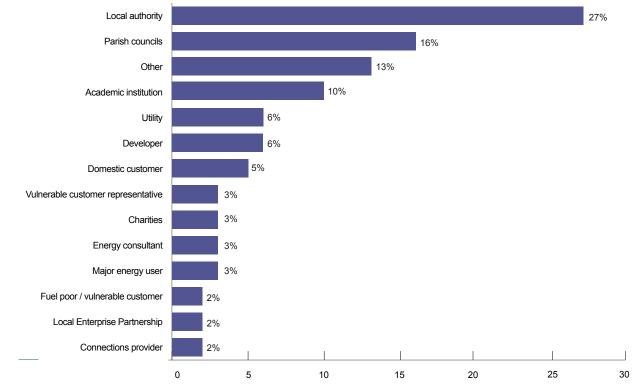- 89% felt the venue for the day was either 'good' or 'very good'.

3 | ATTENDEES

A total of 64 stakeholders attended the workshop, representing 47 organisations. The organisations represented on the day are shown below:

- Amey
- Ashfield District Council
- Auriga Services
- Avant Homes
- Bassetlaw District Council
- Beat the Cold
- Bolsover District Council
- Broxtowe Borough Council
- Charnwood Borough Council
- Citizens Advice Derbyshire Districts
- Costock Parish Council
- Cotgrave Town Council
- Darlton Parish Council
- Department for Digital, Culture, Media & Sport
- Distribution Cable Jointing Ltd
- Dunham with Ragnall, Fledborough and East Bridgford Parish Council
- E.ON UK
- Elmeridge Cable Engineering
- Epperstone Parish Council
- GE Grid Solutions
- Gedling Borough Council
- Geldards LLP
- Granby cum Sutton Parish Council
- Harborough District Council
- High Peak Borough Council Alliance
- Keele University
- Lincolnshire County Council
- Network Rail
- NIE Networks
- North and South Wheatley Parish Council
- North West Leicestershire District Council
- Nottingham City Transport Ltd
- Papplewick Parish Council
- Power on Connections
- Rempstone Parish Council
- Rutland County Council
- Schneider Electric
- Sia Partners
- Siemens
- Smarter Grid Solutions
- South Kesteven District Council
- South Leverton Parish Council
- St. Modwen Properties
- Staffordshire Moorlands District Council
- University of Nottingham
- Wilson Bowden Developments
- Wilson Power Solutions

During the electronic voting, delegates were asked to identify which stakeholder group they belonged to. The graph below summarises the results.

Stakeholder group	Percentage
Local authority	27%
Parish councils	16%
Other	13%
Academic institution	10%
Utility	6%
Developer	6%
Domestic customer	5%
Vulnerable customer representative	3%
Charities	3%
Energy consultant	3%
Major energy user	3%
Fuel poor / vulnerable customer	2%
Local Enterprise Partnership	2%
Connections provider	2%

4 | INTRODUCTION: THE RIIO-ED2 BUSINESS PLANNING PROCESS

Stakeholders in attendance came from a broad range of backgrounds. Local authorities were particularly well represented, constituting 27% of attendees. Many of these representatives had concerns about how the electricity network was going to accommodate the planned growth in housing and commercial developments in their areas. In addition, a number of local authority representatives whose councils had declared a climate emergency had attended the workshops so they could learn more about the practical steps that they should be taking, including by retrofitting their existing housing stock.

Stakeholders were also mindful of the fact that planned new homes would have to accommodate electric vehicle charging and new technologies such as heat pumps in the future, which would place even more strain on the electricity network. As well as sharing the concerns raised by representatives of the higher tier of local government regarding new developments, parish councillors (who represented 16% of attendees) also cited issues relating to resilience and reliability, which were felt to be particularly pertinent for rural areas.

A number of stakeholders, including those representing major energy users, housing developers, universities and local authorities, had initiatives to include solar PV, wind turbines and electric vehicle charging on their sites. They were interested in learning about how these technologies could be connected to the grid. In addition, connections representatives were keen to speak to WPD personnel to discuss specific issues relating to their projects.

Many of those representing the charity sector and consumer bodies attended the workshop to hear more about WPD's initiatives to support customers in vulnerable circumstances and those living in fuel poverty. A common theme raised by these stakeholders in the discussions was the importance of ensuring that these people aren't left behind in the transition to a smarter network.

1. WHY HAVE YOU ATTENDED TODAY?

"I'm a Director of Growth at a council. We have some urban extensions north and south of our local authority. I'm here to hear about network capacity and how we can accommodate these new homes." **Local authority**

"I represent a rural authority. Our priorities are the carbon agenda, electric vehicle charging points, affordable energy and warm homes. I'm the lead on a county-wide bid for electric vehicle charging points." **Local authority**

"I'm responsible for promoting the growth agenda across the county. One major issue is the increase in demand as we intend to build a number of houses and expand the commercial sector, so we need extra capacity." **Local authority**

"Our university has the largest electric generator in Western Europe. We have 24 of our own 11kV charging stations. My interest is in connections." **Major energy user**

"We've just started a massive decarbonisation programme and are looking at integrating solar into our infrastructure. We're also looking at EVs, so I'm keen to learn how WPD can support us with upgrades and connections." **Major energy user**

"We are developers looking at big brownfield sites. We work a lot with WPD." **Major connections customer**

"We're in an area of severe deprivation. Fuel poverty is rife in our area and I'm here to ensure that our constituents are getting value for money." **Local authority**

"I'm a chair of a parish council. We have barely 700 people in our village. My concerns are about us being a rural community, so reliability of supply. In addition, there's an awful lot of new developments taking place in our area, so I'm concerned about that." **Parish council**

"I'm from an ICP business and provide connections to the grid. I'm here to find out about what WPD are doing to help facilitate connections." **Connections provider**

"Our council recently declared a climate emergency and we are getting lots of reports from people who are keen on getting more electric vehicle charging points put in. People also want to know whether connections in the home are possible. I am here to discover what the network problems are for us to develop our new green energy." **Local authority**
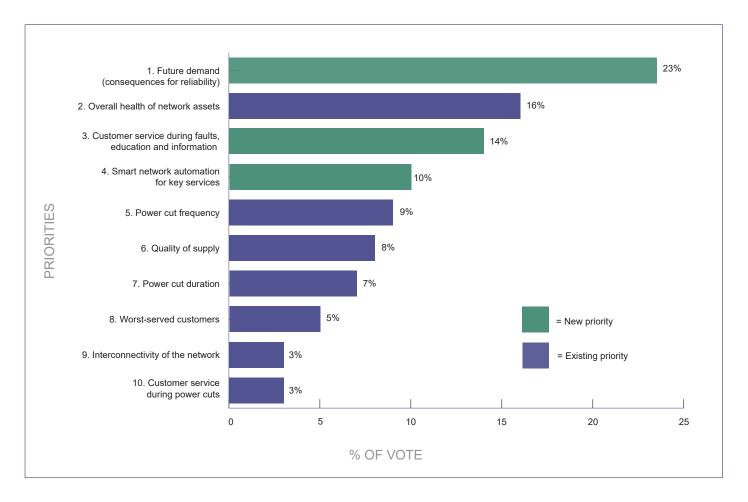
5 | NETWORK RELIABILITY

The most important priority for stakeholders on the theme of network reliability was 'future demand (consequences for reliability)', with 23% of the vote. This was a new priority suggested during the discussions. Stakeholders were concerned that new sources of demand such as housing growth, electric vehicles and heat pumps would negatively impact reliability and it was suggested that WPD commit to focus on this.

'Overall health of network assets' and 'customer service during faults, education and information', which was a new priority, were the next most popular priorities for stakeholders, according to the electronic vote, scoring 16% and 14% of the total votes cast respectively. Commitments suggested by stakeholders relating to the overall health of network assets focused on monitoring and recording asset health, including through the use of innovative smart technology. When asked for commitments relating to 'customer service during faults, education and information', it was felt that keeping customers updated on the duration of faults was vitally important. Text messages to customers was seen as a good way to do this and it was also felt that information should be shared with local authorities and community groups. Incidentally, 'customer service during power cuts' (with 3% of the votes cast) was a separate, pre-existing priority. In terms of ways to address this, stakeholders were keen for WPD to focus on customers most in need, including those on the Priority Service Register.

Stakeholders suggested 'smart network automation for key services' as a new priority and rated this as the fourth most important, according the vote, with 10%. In terms of commitments, it was suggested that WPD aim to be more innovative in its approach, using a range of technologies including power stabilisers and battery storage. It was also suggested that the company look at examples of best practice from other countries.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

PRIORITIES

Priority	% OF VOTE
1. Future demand (consequences for reliability)	23%
2. Overall health of network assets	16%
3. Customer service during faults, education and information	14%
4. Smart network automation for key services	10%
5. Power cut frequency	9%
6. Quality of supply	8%
7. Power cut duration	7%
8. Worst-served customers	5%
9. Interconnectivity of the network	3%
10. Customer service during power cuts	3%

= New priority

= Existing priority

% OF VOTE

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)				
11. Grid	12. Effect other supplies have on the network	13. Make data more available	14. Availability and supply	15.Informing customers

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Future demand (consequences for reliability) — Proposed Commitments
a) Focus on the future network and consider the impact that new sources of demand such as EVs will have on reliability

"WPD have a regulatory responsibility to keep the lights on for their customers so how do you balance that with the potential strain of EV on the network?" **Local authority**

"Network resilience in future is going to be important. WPD need to start doing some mapping and gain a better understanding." **Local authority**

Priority 2: Overall health of network assets — Proposed Commitments				
a) Consider the condition of ageing assets	b) Use smart, innovative technology to monitor the condition of assets	c) Carry out a regular maintenance programme to ensure health of assets	d) Create a register of assets and their health	e) Carry out more routine inspections for ageing assets
f) Ensure that you are sufficiently well resourced to maintain and repair assets, being mindful that there will be some whose lives are coming to an end at the same time	g) Be more open about and transparent about the health of assets and understanding of future needs	h) Replace assets at the end of their lives	i) Consider the health of assets and don't base this solely on their age	

"There is a resources issue about covering assets. There is a point where if you leave too many ageing assets and they all start to end together then you have an issue." **Major connections customer**

"If you can remote monitor it, you save the cost of someone driving to the coast to inspect it. Maybe start using some of the smart technologies that are available to help you do that." **Utility**

"There has to be a programme that balances the ageing condition of these assets." **Major connections customer**

"I was told that our power cut was due to ageing equipment underground, so you need more routine inspection and maintenance. In rural communities with ageing populations, a power cut has a significant impact." **Parish council**

"Be more open about your asset replacement programme. I'm in the business of replacing our assets in conjunction with WPD, and some detail about where you are doing replacements would be useful." **Major connections customer**

Priority 3: Customer service during faults, education and information — Proposed Commitments

a) Use text messages to update affected customers	b) Keep customers updated on the duration of the fault	c) Share information with local authorities and community groups

"Focus on mobile phone communications." **Local authority**

"In principle it is good to be told when and how long power cuts will be." **Energy aggregator**

"It is always going to be a good idea to have better communication with local authorities and community groups. You need to have a best estimate for how long any fault repair is going to take." **Energy aggregator**

Priority 4: Smart network automation for key services — Proposed Commitments

a) Be innovative and look at examples of best practice from other countries	b) Use technology to focus critical assets in domestic homes	c) Incorporate battery storage into your plans	d) Use a range of technology and options including power stabilisers

"The good thing is that there is already innovation and there just needs to be more shared learning. Other countries like Australia are more advanced." **Energy aggregator**

"Is there's any kind of automation through smart meters that can be done to manage loads? You can then make sure that vulnerable customers are protected." **Connections provider**

"Local resilience in an area like battery storage is something the utilities could provide." **Energy aggregator**

"The network needs to be smarter to ensure that people are capped in terms of coming back onto the network during outages, which means that people that need the power the most can come back instantly. I realise that this is technically very difficult." **Connections provider**

Priority 5: Power cut frequency — Proposed Commitments

a) Adopt a minimum standard and set targets for improvement	b) Maintain a focus on the frequency of power cuts	c) Set yourself localised targets	d) Improve the way you measure frequency and analyse the findings
e) Make better use of the data you derive	f) Proactively inform customers about power cuts	g) Lobby for penalties associated with power cuts	

"If there's a way of improving without it costing more than it currently costs, I'd advocate that. The cost needs to be the same level, that's important. It's no good standing still." **Utility**

"Is there a problem with the frequency? You're one of the best in Europe." **Parish council**

"The targets should be a bit more localised." **Local authority**

"In some situations, can you predict when a power cut is going to happen?" **Local authority**

"I would think that more proactive communications extend to further than just WPD customers. There may be people who are not customers who are affected by fault works. They need to know why the road is being dug up and they are being stuck in traffic." **Local authority**

"What about the penalties for power cuts?" **Local authority**

Priority 6: Quality of supply — Proposed Commitments

a) Limit short interruptions	b) Address brownouts and find use-appropriate performance measure-ments	c) Understand who this affects the most (e.g. PSR customers, businesses) and target your efforts accordingly	d) Maintain quality of supply as demand grows	e) Provide the right product and appropriate solution for each case	f) Locate batteries next to transformers

"It is annoying in the countryside when the power cycles on and off during a cut. It would be better to have one long power failure, then a lasting solution." **Parish council**

"Brownouts are a problem for business customers. If WPD does not deal with the problem, then business customers have to. If they are paying for electricity, they should be able to expect quality of supply." **Utility**

"Vulnerable customers and people working from home could be placed on a register similar to the PSR." **Local authority**

"We need to maintain that quality of supply part for rural areas." **Parish council**

"There's the possibility of having batteries next to transformers, especially in areas where a power cut would create a real emergency." **Parish council**

Priority 7: Power cut duration — Proposed Commitments

a) Ensure you have a large enough stock of assets to mimimise the time it takes to address faults	b) Make forecasts so you can plan effectively	c) Cut the duration of power cuts down from 25 mins	d) Make sure you address the challenges facing rural customers	e) Set targets for improvement on your standards	f) Focus on home backups which are less disruptive

"Have strategic critical spares. National Grid have the cable club; they hold strategic spares. As long as they have manpower available, they can act in days rather than waiting for lead times." **Utility**

"What are you prioritising over others? You need to look forward." **Utility**

"Just generally cut it down to less than 25 mins per customer." **Local authority**

"Power cuts are a problem, particularly in rural areas." **Parish council**

"Do you have specific measured targets for these priorities?" **Local authority**

"If there is a longer-term outage, you should focus on less disruptive home backups." **Business customer**

Priority 8: Worst-served customers — Proposed Commitments

a) Set yourselves localised targets	b) Revise your target, including what constitutes minimum standards	c) Investigate the use of battery storage to help make worst-served customers more resilient	d) Focus on rural areas	e) Carry out assessments to better understand why some areas are worst-served	f) Ensure that vulnerable customers and those on the PSR are supported

"This ought to be a measure for you, A ratio of 10:1000 power cuts is a lot in small village of only 1000 people. Start with servicing these communities." **Local authority**

"As some people experience far more power cuts than others, rather than aiming for a low average rate of power cuts, WPD should aim for a minimum power cut frequency." **Utility**

"Any vulnerable community should be included within this category." **Energy aggregator**

"Should WPD be considering more innovative approaches to battery storage close to villages for example?" **Local authority**

"There needs to be more thought when it comes to different issues between cities and the countryside when it comes to power cuts." **Parish council**

"There needs to be some sort of focus on helping improve these worst-served customers. Perhaps via an assessment of why some areas are targeted." **Local authority**

Priority 9: Interconnectivity of the network — Proposed Commitments

a) Utilise new technology and increase automation	b) Maintain your current performance levels but future-proof for extreme weather events	c) Focus on how the network will look in the future

"More automation using technology would be a positive development." **Business customer**

"We have the ability to have the network configured for the best efficiency, but if we know that bad weather is coming, we can reconfigure the network to make it less efficient but more reliable." **Major connections customer**

Priority 10: Customer service during power cuts — Proposed Commitments

a) Send automated text messages to customers based on their geographic location	b) Prioritise those people with special needs including the vulnerable	c) Focus on mobile support, reaching out to customers	d) Promote the PSR so those who need support can access it	e) Ensure your website is up to date and has accurate information	f) Create dedicated helpline

"What about an automated text message?" **Utility**

"I would like to know how you prioritise within the PSR." **Consumer body**

"Focus on mobile phone communications." **Local authority**

"I am not sure that the public is very aware that there is a Priority Service Register." **Utility**

"Better communication. A lot of people can't access the website. Older people that aren't familiar with the Internet who are the most vulnerable and need to know about power cuts the most are left behind." **Business customer**

"WPD needs to make sure that older customers have someone to speak to on the phone during power cuts, rather than an electronic system." **Local authority**

Priority 11: Effect other supplies have on the network — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"For single households, can they get on grid capacity if there's something down?" **Local authority**

Priority 12: Grid — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"It's a good idea on paper to try and put these utilities together more. They tried for several years to link up the works between gas and electricity but there were so many accidents." **Local authority**

Priority 13: Make data more available — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"What about sharing more data in order to facilitate better investment in terms of ensuring network reliability?" **Business customer**

Priority 14: Availability and supply — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"I think we are being encouraged toward EV. With new developers coming into sites, are EV chargers going to be supplied automatically? This does feed into reliability because it's about whether the system going to be strong enough to withstand that." **Parish council**

Priority 15: Informing customers — Proposed Commitments

a) Educate customers on supply and how issues occur

"There needs to be more education from WPD to help people understand the implications of the new system to help fortify the quality of supply." **Parish council**

6 | <u>NETWORK RESILIENCE</u>

The most important priority for stakeholders, according to the electronic vote, was 'Local Plan collaboration', with 36% of all votes cast. This was a new priority that was suggested during the discussions. As a commitment under this priority, stakeholders suggested that WPD engage with planning authorities proactively rather than reactively, something that is difficult at present given that DNOs aren't statutory consultees on planning matters.

'Scenario planning / data analysis' was also seen as an important priority for stakeholders, gaining 23% of the electronic vote. Again, issues relating to the impact of planned new homes on the electricity network were cited. It was suggested that WPD share its scenario plans with local authorities, customers and resilience forums. It was also felt that examples of best practice should be identified and acted upon. More specifically, there was a suggestion to use drone technology, rather than helicopters, to check overhead lines for reasons relating to cost and carbon impact.
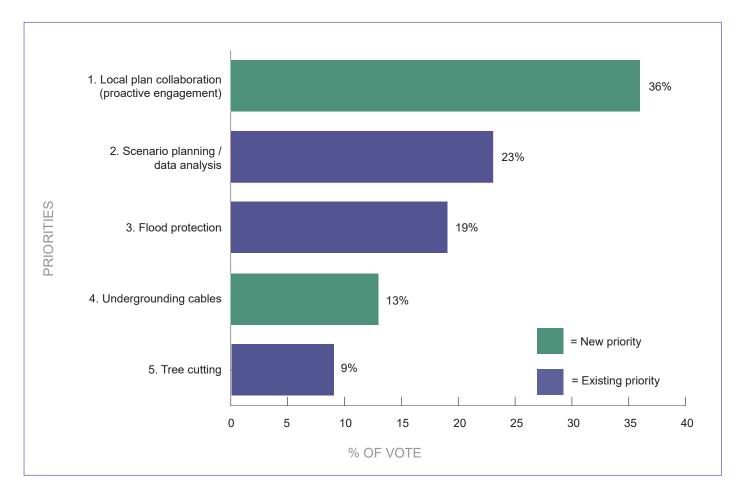
'Flood protection' was rated the third most important priority for stakeholders, with 19% of the vote. It was felt that liaison with other relevant bodies, including government, local authorities and the Environment Agency, was important in order to protect assets such as substations from flooding. The point was made that government-led flood protection for homes should also be aimed at protecting vital assets such as these. Most of the commitments attributed to this priority focused on undertaking analyses and scenario planning, including long-range weather forecasting, and making use of the latest technology.

No commitments were attributed to 'undergrounding cables' although it was the fourth most important priority for stakeholders, with 13% of the votes cast. Stakeholders were broadly of the view that 'tree cutting', which was the fifth highest priority, gaining 9% of the votes, was important but it was felt that any trees felled should be replaced in order to minimise the carbon impact of WPD's tree cutting strategy.

'DNO behaviour change to achieve net zero' and 'carbon offsetting (e.g. tree planting)' were suggested as new priorities by stakeholders, although no commitments were attributed to these. 'Incident recovery plans' was also suggested as a new priority, with the suggestion made that clear targets are set and shared widely, including with the public.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)		
6. Incident recovery plans	7. DNO behaviour change to achieve net zero	8. Carbon offsetting (e.g. tree planting)

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Local Plan collaboration (proactive engagement) — Proposed Commitments
a) Engage proactively rather than reactively

"I think we need to address local plan engagement. It has a significant impact but there is no statutory requirement for DNOs to engage with local authorities. We should be factoring this in and not have a purely speculative, proactive approach. Local authority planners and network planners often find themselves in meetings arguing about things. We need all the information out in the open." **Local authority**

Priority 2: Scenario planning / data analysis — Proposed Commitments					
a) Inform and educate customers about plans	b) Raise awareness of plans in areas with high planned development	c) Engage with local resilience forums	d) Share planning scenarios with local authorities	e) Use drone technology rather than helicopters	f) Identify and act upon examples of best practice

"Better information needs to be provided to ensure that people can feel reassured about what's being done." **Parish council**

"I've been to a lot of the local resilience forum events and I haven't seen WPD there. Certainly all the emergency services providers attend." **Local authority**

"Can you use drones instead of helicopters to check the overhead lines? There's less carbon impact and it's cheaper." **Connections provider**

"WPD should be following all best practices if it wants to be considered an innovative company." **Utility**

"Sharing information of planning scenarios. It's all about awareness and visibility of plans." **Business customer**

Priority 3: Flood protection — Proposed Commitments

a) Liaise and collaborate with relevant parties including government, local authorities and the EA	b) Redesign substations to be flood-proof and ensure transformers are high enough from the ground	c) Use the latest technology at your disposal	d) Increase planning and carry out cost-benefit analyses to inform your strategy for replacing assets	e) Use long-term climate scenario planning to inform your approach

"Is flood protection funded by WPD or the government? If the government is putting in flood protections for homes, do these not also protect substations?" **Major connections customer**

"WPD should look at the substations to see if they should redesign them to be tolerant of floods. This means it wouldn't matter if they are flooded or not, looking at flood-proofing rather than [redesigning] retrospectively." **Parish council**

"Does WPD spend enough on replacing ageing assets? Is it not worth exploring just replacing these ageing assets in areas away from trees instead?" **Energy consultant**

"For extreme weather mapping, when I worked in a different area, they mapped weather events onto the network asset map to enable extra generators to be put in place to mitigate potential disruptions. There needs to be more proactive communication about preparations being made." **Connections provider**

Priority 4: Undergrounding cables — Proposed Commitments

While this was established as a new priority, and received 13% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Obviously the ideal solution is undergrounding. I certainly wouldn't want this country to be somewhere where cables are strung everywhere. Aesthetics are important, particularly in towns." **Local authority**

Priority 5: Tree cutting — Proposed Commitments

a) Ensure that your approach is well planned and based on cost analysis that takes environmental impact into consideration	b) Make sure that felled trees are replaced and replanted in suitable locations	c) Consult with communities	d) Look at undergrounding cables in certain locations

"The average customer does not care how WPD prevents power outages, just that it prevents them. They are concerned primarily by how much it will cost them as customers." **Utility**

"WPD should have a programme to plant a tree for each one that is cut down." **Business customer**

"WPD should liaise with tree experts within each area where they need to replace trees." **Parish council**

"They could consult the community on the concept and the costs." **Energy aggregator**

"Why doesn't WPD think more about placing cables underground?" **Local authority**

Priority 6: Incident recovery plans (proactive engagement) — Proposed Commitments

a) Improve how you share incident recovery plans, including with the public, and set clear targets

"In terms of the recovery strategy, you need to set clear targets and share these more widely, including with the public. The strategy needs to be beefed up and put to the general public." **Local authority**

Priority 7: DNO behaviour change to achieve net zero — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"There is a lot of worry about net zero carbonisation. What is the DNO's role in this changing situation?" **Business customer**

Priority 8: Carbon offsetting (e.g. tree planting) — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Take into consideration the rate of growth of new trees and the carbon impact." **Major connections customer**

7 | CYBER RESILIENCE

The most important priorities for stakeholders were those that had been suggested at previous events: 'network security – risk of power cuts due to a cyberattack' and 'systems security – risk of data loss / access', gaining 31% and 26% of the vote respectively. In both cases, stakeholders wanted WPD to build its resilience, maintain a focus on protecting itself from cyberattacks and ensure that there were procedures in place to recover data should it fall victim to an attack.
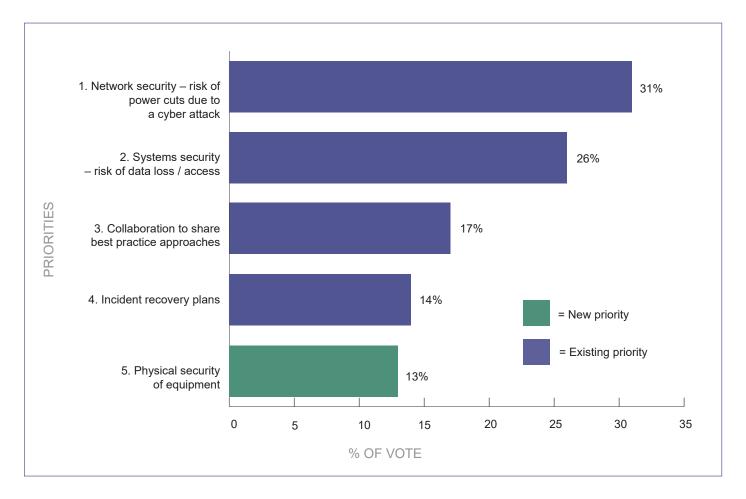
It was felt that 'collaboration to share best practice approaches' was also important, with 17% of the vote share. It was felt that this collaboration should include, but not be limited to, other DNOs. The point was made that this is a new threat with relatively few experts in the field, so collaboration and advice from experts, including from those from outside the sector, ought to be sought. It was also noted that consideration should be given to third parties that WPD works with, including its supply chain as these companies may not have the strict protocols that WPD has. This point was linked to a new priority in the table discussions: 'policies and the supply chain'.

A theme across a number of discussions related to the physical security of WPD's assets and two new priorities were suggested in relation to this. 'Physical security of equipment' was the fifth most important priority for stakeholders with 13% of the vote share. Stakeholders also suggested 'terrorist (physical) resilience'. In terms of commitments, it was suggested that WPD carry out a major audit of assets and ensure that there is emergency stock in place in place to mitigate the risk of a terrorist attack.

Other new priorities included 'embed security process across the energy sector', with stakeholders wanting WPD to commit to sharing best practice, and 'policies and the supply chain', with stakeholders cautioning WPD to be mindful of potential security concerns emanating from hostile states with influence over companies in the supply chain.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

CYBER RESILIENCE

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)		
6. Terrorist (physical) resilience	7. Embed security process across energy sector	8. Policies and the supply chain

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Network security – risk of power cuts due to a cyberattack — Proposed Commitments		
a) Limit access to your systems and assets	b) Maintain your focus in this area and build on the resilience of your company	c) Keep attacks to zero

"Ensuring comprehensive checks on data access is an important commitment." **Connections provider**

"WPD needs to maintain its focus on protecting computer-based systems in light of the potential threats." **Energy consultant**

"Keep attacks to zero." **Local authority**

Priority 2: Systems security – risk of data loss / access — Proposed Commitments		
a) Design your systems to limit impact	b) Continue to focus, invest and protect	c) Continue to build resilience and set clear targets

"As well as protecting it in the first place, it's about fail-safes and contingency planning too." **Local authority**

"As we see more smart data and data interconnectivity, you'll need to put initial investment in to make sure you're ahead of the curve." **Major energy user**

"If you have a big system that is at risk of cyberattack, you need to design it properly so that, if someone breaks in, they can access only one room of the house. This involves robustness, isolation and system design to reduce the risk of a catastrophic attack." **Parish council**

Priority 3: Collaboration to share best practice approaches — Proposed Commitments			
a) Look at your supply chain and scrutinise regulations	b) Consider working with professional hackers and those who can identify weaknesses in your systems	c) Provide open data in secure way	d) Work in collaboration with other DNOs

"Surely there are only a few organisations that are actually experts in this field. Work with these people, including hackers who know how to access systems." **Local authority**

"Can we also put in open data management as part of that? Open data is something everyone can access but it's about providing it transparently yet securely." **Local authority**

Priority 4: Incident recovery plans — Proposed Commitments

a) Carry out extensive resilience planning and ensure that processes support home working	b) Ensure that your plans and procedures are consistent	c) Maintain your focus on incident recovery plans

"WPD needs to ensure that it has extensive contingency plans and protocols in place, including in the event of mass illness among staff." **Local authority**

"All this has to be done as there is more software and automated systems that are potentially vulnerable to this sort of attack. It is a growing task in this respect." **Major connections customer**

Priority 5: Physical security of equipment — Proposed Commitments

While this was established as a new priority, and received 13% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Theft of physical assets is also a risk." **Business customer**

Priority 6: Terrorist (physical) resilience — Proposed Commitments

a) Carry out a major audit of your assets and ensure that you have an emergency stock in place

"One of my other customers has bought high voltage switch gear in the event of a catastrophic event, which is kept in storage so that they can readily get it to a site as a temporary bypass. I would recommend WPD buying emergency stock." **Connections provider**

Priority 7: Embed security process across energy sector — Proposed Commitments

a) Help to establish high standards of good practice and support others in rolling these out

Priority 8: Policies and the supply chain — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"There are also potential supply chain issues, such as with dependency on China. This raises security concerns, in particular regarding smart meters. WPD needs to guard against hostile states." **Government**

8 | <u>WHOLE SYSTEMS APPROACH TO NET ZERO</u>

The most important priority for stakeholders when asked to vote on this topic was suggested during the table discussions. 'Facilitate low-carbon generation and storage' gained 20% of the vote, with stakeholders suggesting that WPD work with local authorities to identify suitable locations as a commitment under this priority.

The next most important priority, with 15% of the vote, was one that had been produced further to previous engagement with stakeholders: 'coordinate network planning with other utilities to find best solutions.' It was felt that WPD should work more closely with gas distribution networks, particularly on connections, and that closer collaboration would lead to more appropriate solutions, including for new homes through district heating. It was suggested that closer collaboration with water companies would be beneficial because as well as being major energy users they are increasingly using renewables, for example to power their treatment works.
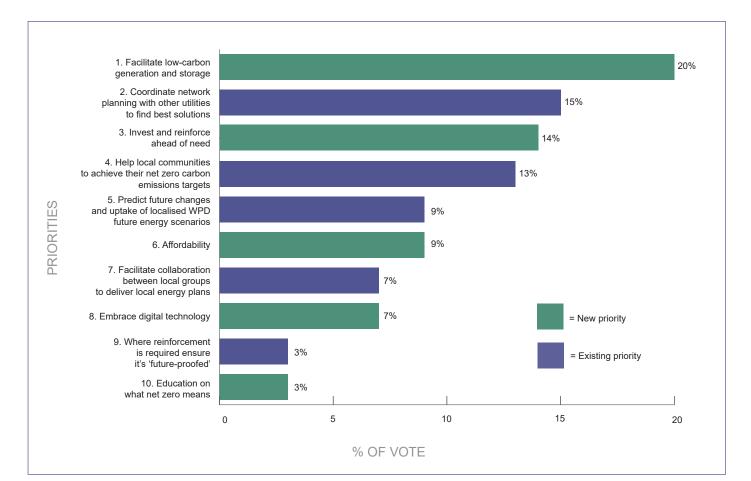
Stakeholders also suggested that WPD work with other relevant parties, including local authorities and house builders. There were calls for WPD to show leadership in this area and to put pressure on government to ensure that policies are joined up and that a whole systems approach to energy forms the basis of their future strategy.

'Invest and reinforce ahead of need' was put forward by stakeholders as a new priority, gaining 14% of the total votes cast. As a commitment, it was suggested that costs for this investment and reinforcement be socialised. The existing commitment of 'help local communities to achieve their net zero carbon emissions targets' was the fourth most important for stakeholders with 13% of the vote share. Commitments under this priority suggested by stakeholders included providing funding and advice for communities, as well as sharing knowledge and information with local authorities and engaging with them on planning.

Additional priorities suggested by stakeholders relating to this theme, which were voted on, included: 'affordability'; 'embrace digital technology'; and 'education on what net zero means', with 9%, 7% and 3% of the vote share respectively. Stakeholders were keen that the transition to a net zero economy is fair and affordable for all. They also felt that increased digitalisation of the network provides opportunities for communities to reduce their carbon emissions and that a clear, concise definition of what net zero means, and how to achieve it, would be beneficial for all parties.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)					
11. Investment	12. Electrification	13. Reinforcement ahead of need	14. Ensure capacity there to achieve net zero	15. Storage (multi-vector)	16. Life cycle cost of carbon

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Facilitate low-carbon generation and storage — Proposed Commitments

a) Work with local authorities to identify the most suitable locations

"Work with local authorities to identify best sites."
Business customer

Priority 2: Coordinate network planning with other utilities to find best solutions — Proposed Commitments

a) Work with water companies	b) Engage more with local authorities	c) Facilitate workshops with all relevant partners	d) Don't ignore existing housing stock	e) Adopt a whole systems approach, including working with GDNs on new connections
f) Consult with stakeholders and lobby government	g) Ensure that you have enough network capacity	h) Show leadership in this area	i) Plan and collaborate with all relevant agencies	

"We need to develop a trusted market for private sector investment with renewables. There is a sea change and we need to exploit all opportunities where appropriate and where it doesn't damage the current situation. One of the things we haven't talked about is agriculture. How can we scale up existing or re-purposed assets? Linking with water, for example." **Local authority**

"I think the future-proofing is quite critical. Councils will have local plans, we roughly know where the housing allocation will go, and you will go on the risk register in terms of whether capacity is there." **Local authority**

"I recently attended a workshop on carbon reduction for the local housing market where I talked to someone involved in district heating schemes, including the transportation of materials. This could be one way in which WPD could work with local communities that have their own heating schemes for new developments." **Local authority**

"Talking about multi-utility, you have more houses getting built but not enough sewage. It's being done at the expense of people other than WPD." **Utility**

"I think there is a policy void. If there are no new gas connections to properties, then that means new buildings will need heavy electricity connections. There needs to be a government policy about the future of gas to be able to balance it against the electricity network." **Major connections customer**

"Perhaps lobbying government in order to get additional support for achieving net zero goals." **Parish council**

"Are you comfortable that WPD has the infrastructure capacity for whole systems moving forward?" **Local authority**

"There needs to be cross-agency planning. Different utilities are not communicating, and it is something that really does cause a lot of problems locally." **Local authority**

Priority 3: Invest and reinforce ahead of need — Proposed Commitments

a) Socialise costs

"There needs to be socialising." **Energy aggregator**

Priority 4: Help local communities to achieve their net zero carbon emissions targets
— Proposed Commitments

a) Provide funding and advice for communities and help them to see the benefits	b) Share knowledge and information with councils and engage with them on planning	c) Ensure that there is enough capacity in the network	d) Engage with commercial customers

"I think that's the role of the supplier on the coordination role. And they get funding for each chance they get." **Parish council**

"Working with local authorities to identify best sites." **Business customer**

"Giving authorities support to develop and plan." **Local authority**

"You see headlines about reaching net zero, but no one actually understands it. What does it mean for us, and especially for vulnerable customers?" **Vulnerable customer representative**

Priority 5: Predict future changes and uptake of localised WPD future energy scenarios
— Proposed Commitments

a) Invest ahead of need	b) Invest in, and facilitate, battery storage	c) Monitor evidence and plan long-term	d) Make use of vehicle to grid technology	e) Consider the National Planning Policy Framework	f) Make use of embedded generation and create local grids

"WPD should therefore concentrate more on existing housing stock and on preparing for existing households to take up new technologies that would put a strain on the system." **Major connections customer"**

"Storage: is that something that WPD is able to control?" **Local authority**

"Things are changing all the time. The government has now changed the policy on offshore wind turbines. Policies are constantly changing. There needs to be consistency and communication and long-term thinking." **Local authority**

"In terms of local positioning of storage, and EV back to grid charging, we're doing a project on that. A new priority?" **Major connections customer**

"With the amount of planning work with gas providers and other utilities, there needs to be more coordination with a central body." **Energy consultant**

"I think that the long-term national policy needs to fit in with the future energy picture and there needs to be more joined-up thinking." **Connections provider**

"The biggest challenge is going to be car and bus charging, and how you integrate that charging into the grid, whether you're looking at energy storage or something else." **Major connections customer**

Priority 6: Affordability — Proposed Commitments

a) Ensure that fairness informs your approach

"Customers will want to buy into net zero, but it will come at a cost. But should it come at a cost? Is this a fair system?" **Consumer body**

Priority 7: Facilitate collaboration between local groups to deliver local energy plans — Proposed Commitments				
a) Make local plans that are based on delivering net zero	b) Look for examples of best practice, including from other countries. Consider waste to energy and provide advice to local government on the most appropriate technologies for them	c) Provide capacity on the network to facilitate EVs	d) Build a communications programme to offer advice to those wishing to participate	e) Facilitate better collaboration between developers

"Any new communities should be built as net zero." **Major energy user**

"Observing locally, I don't see much evidence of this happening. There needs to be more engagement." **Parish council**

"The network currently isn't ready to meet EV demand ahead of 2030 targets." **Major connections customer**

"Is it the job of the developer or the owner who passes the cost on?" **Parish council**

"There's a cost to the individual and not everyone is able to pay. I also think people do not understand what it means. You need better education and communication to get people on your side." **Vulnerable customer representative**

"To enable that to happen, there ought to be some organisation in between to go to for information." **Utility**

Priority 8: Embrace digital technology — Proposed Commitments
While this was established as a new priority, and received 7% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"I would say embrace digital technology as a priority. Now you have moved to a DSO and have a more proactive network, you need more digital monitoring of your diagnostics." **Connections provider**

Priority 9: Where reinforcement is required ensure it's 'future-proofed' — Proposed Commitments				
a) Ensure that reinforcement is future-proofed, albeit with early investment	b) Lead the conversation to support new systems, including by working with developers	c) Lobby for additional clarity on government policy and an end to gas in new homes	d) Publish a plan for EV charging	e) Ensure that you have enough capacity in the network
f) Use three-phase technology	g) Adopt a localised approach	h) Support those communities who are off the gas grid	i) Ensure that your plans are affordable for all customers	

"Future-proofing. Doing it now will be cheaper than in 50 years' time when the problems are there." **Business customer**

"Not putting gas into new developments will be key for net zero. How can WPD help developers to achieve this before the government catches up?" **Local authority**

"Perhaps working with developers in order to facilitate development with net zero in mind." **Local authority**

"Lobbying government in order to get additional support for achieving net zero goals?" **Parish council**

"Local developers and councillors are always complaining that we aren't putting three-phases in." **Local authority**

"There is a lack of collaboration with local communities because if someone from WPD is at the meetings then they can communicate how serious something is rather than providing no context." **Local authority**

"I think there is a policy void. If there are no new gas connections to properties, then that means new buildings will need heavy electricity connections. When you look at the heat demand across the patch, not all of it can be electrified. There needs to be a government policy about the future of gas to be able to balance it against the electricity network." **Major connections customer**

"But it may increase the issues of cost on your clients, the vulnerable." **Parish council**

Priority 10: Education on what net zero means — Proposed Commitments
While this was established as a new priority, and received 3% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Make it a priority to explain what 'whole systems approach to net zero' means, as everyone has got their own interpretation." **Major connections customer**

Priority 11: Investment — Proposed Commitments

a) Review and respond to the National Planning Policy Framework	b) Focus on affordability

"I still think it's surprising that WPD isn't more interested in where we think development is going to go. It seems fundamental that they should. The local planning process, which to a large extent determines were development should happen, and WPD's planning process are so far apart." **Local authority**

"I get frustrated by affordability. I don't want my vulnerable customers paying for Tesla chargers when they will never be able to afford one. I agree that the costs need to be looked at when reinforcing ahead of need." **Vulnerable customer representative**

Priority 12: Electrification — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"When you look at the heat demand across the patch, not all of it can be electrified. There needs to be a government policy about the future of gas to be able to balance it against the electricity network." **Major connections customer**

Priority 13: Reinforcement ahead of need — Proposed Commitments

a) Socialise costs

"There needs to be socialising." **Energy aggregator**

Priority 14: Ensure capacity there to achieve net zero — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"In terms of your existing network, if there was a supply available to produce as much as we need, could your network cope with that?" **Local authority**

Priority 15: Storage (multi-vector) — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"We are going to need local batteries in community settings or in houses, where people can charge vehicles at night for use during the day." **Major connections customer**

Priority 16: Life cycle cost of carbon — Proposed Commitments
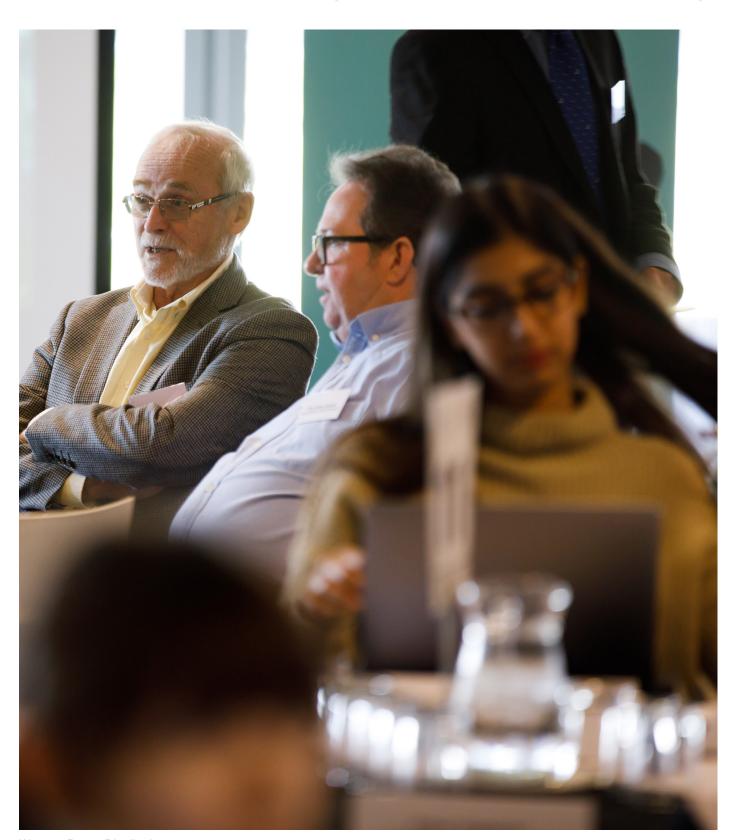
While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comments were, however, captured during the workshop.

"Is there anything else existing with DNOs in how we utilise the cost of carbon?" **Business customer**

"What about the life cycle cost of carbon?" **Business customer**

9 | INNOVATION AND NEW SERVICES

The most popular for stakeholders under this theme was 'support community energy projects to connect to the network' with 14% of the total vote. Stakeholders felt that WPD should show leadership in this area, providing advice and guidance along with investment. It was commented that establishing a new community energy project is extremely complex and that support is needed to ensure that assets are well maintained once up and running.

In the discussions, stakeholder suggested that a new priority should be added under this theme: 'smart technology for interruptions.' This was actually the second most popular priority according to the electronic vote with 11% of the votes cast. Although no commitments were added to this priority, it was commented that smart technology could enable WPD to identify and respond to interruptions more quickly.
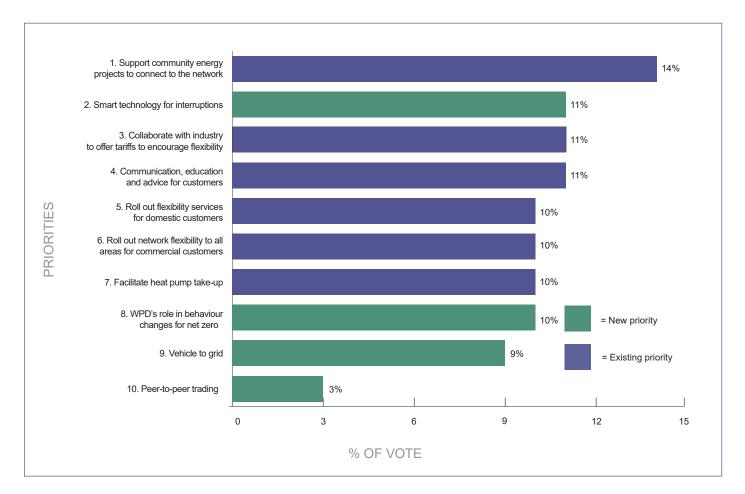
Under the third most important priority for stakeholders, 'collaborate with industry to offer tariffs to encourage flexibility', there was a view that WPD should put pressure on both suppliers and the regulator to introduce more tariffs and that the company should develop a more flexible approach to charges to incentivise customers.

The previously suggested priority of 'communication, education and advice for customers' gained 11% of the votes under this theme. In addition to providing advice to customers on all energy-related matters, it was also felt that WPD should offer advice on specific topics including electric vehicles and battery storage.

Stakeholders also broadly supported the priorities relating to the roll-out of flexibility services for both domestic and commercial customers, giving these priorities 10% of the vote. In both cases, engagement was seen as key, both to guide customers through this complex process and to explain the benefits of flexibility services to encourage greater take-up.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)			
11. Improve and refine use of smart meter take-up	12. Maximise value from smart meters	13. Promote energy efficiency	14. Facilitate EV take-up

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Support community energy projects to connect to the network — Proposed Commitments			
a) Provide advice and ongoing support for communities and highlight the benefits	b) Provide demand side response for community energy projects rather than just commercial sources of demand	c) Simplify the process of facilitating community energy projects	d) Use local community aggregators
e) Promote good practice among community energy projects	f) Invest ahead of need	g) Provide leadership in this area	h) Rebalance demand

"Your issue is that you don't control what's coming onto the grid, you only limit it. We're getting demand response all over the place." **Major energy user**

"For me this is about simplifying the process. We as an industry know the system but we speak to a lot of smaller community projects that don't. It's a very complicated system that needs simplifying." **Major energy user**

"Is there already a centralised group at WPD for discussing community energy projects? Perhaps this could be advertised more widely." **Local authority**

"There needs to be investment at the point of need to prevent future reinforcement on a village scale. That could be an avenue that WPD can explore." **Connections provider**

"There should be local community aggregators supported by WPD. You don't want a competitive aggregator environment. There needs to be an official trusted community voice." **Energy aggregator**

"I think that there's a difference between things that are physically connected within a small network and things that need rebalancing within a small network." **Parish council**

Priority 2: Smart technology for interruptions — Proposed Commitments

While this was established as a new priority, and received 11% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"One thing to add is reducing interruptions to customers using smart technology to facilitate operations, such as UPS, to bridge gaps in service." **Parish council**

Priority 3: Collaborate with industry to offer tariffs to encourage flexibility — Proposed Commitments

a) Develop a more flexible approach to charges, with tariffs to incentivise customers	b) Put pressure on suppliers to introduce new tariffs	c) Seek to influence Ofgem as this is their responsibility

"We want flexibility, so how will people benefit, apart from getting cheaper electricity? Is the flat rate cost able to be reduced, meaning a flexible use of system charge as well as the supplier? We could make our electricity cost pro-rata. There could be a demand charge. This will bring people into the idea that costs will vary." **Parish council**

"There are so many tariffs and you just don't know how much is going to the distributer." **Energy aggregator**

"Surely it's not a national discussion for Ofgem when it comes to affordability and encouraging flexible charging models." **Energy consultant**

Priority 4: Communication, education and advice for customers — Proposed Commitments

a) Lead the conversation on battery storage	b) Work with the whole industry, including retailers, to provide advice	c) Provide education on EVs	d) Provide trusted advice and education on all matters relating to energy and sustainability

"Ensuring that EV charging infrastructure is in place is key. I'm worried by car charging en route; it's the whole provision of electricity supply on a journey." **Parish council**

"I think EV is good to identify as a main priority." **Local authority**

"Making sure everyone gets the same advice, not just WPD. It's got to be a national task. So, who is actually responsible for all of that? There's a government role, surely?" **Consumer body**

Priority 5: Roll out flexibility services for domestic customers — Proposed Commitments			
a) Roll out flexibility services for domestic customers	b) Engage more with customers and educate them on the benefits of flexibility services	c) Identify and address the need in rural communities	d) Provide funding to help facilitate the roll-out of flexibility services

"It's not just cars, it's elderly people's mobility equipment. They need education, or a balancing incentive." **Utility**

"I think the education piece is important but not solely in terms of the role of energy companies. If people think in a green way then they are more considerate about how they use the energy. This is part of a broader picture that is not just about smart meters and charging a car." **Major connections customer**

"There needs to be something to help rural communities become better. We have predominantly old properties. We shouldn't be penalised for living in a rural area. Unless we want to kill the rural communities by pricing them out of the areas, steps need to be taken." **Parish council**

Priority 6: Roll out network flexibility to all areas for commercial customers — Proposed Commitments				
a) Commit to supporting commercial customers to achieve zero carbon	b) Ensure that you are engaging effectively with all relevant parties and not operating in a vacuum	c) Ensure that your plans are not impacted by nimbyism	d) Simplify the process and minimise complexity	e) Adopt a more flexible use of system charges

"Maybe rolling out flexibility for commercial customers, then that should be tied to low-carbon generation too." **Local authority**

"There's a need for peak demand and also National Grid have separate contracts. The government is operating in a vacuum with things like this. Collaboration is key, not only in terms of your strategy to balance energy supply levels but also when working with local authorities to apply local solutions." **Local authority**

"We've considered and tried wind turbines and it was opposed by the local community. We want to take down our base load but don't think that we have enough support." **Energy consultant**

"When you get to the idea of an embedded network, you need to think about the expertise provided." **Connections provider**

Priority 7: Facilitate heat pump take-up — Proposed Commitments

a) Ensure that there is enough capacity to accommodate heat pumps. Reinforce the network where necessary but make this the last resort	b) Socialise the costs	c) Adopt a whole systems approach, looking at the comparative cost of electricity and gas for heating homes	d) Look at local energy generation to accommodate the increased demand	e) Work with industry to ensure that heat pumps are affordable

"Network reinforcement should be the last resort, as flexibility is much cheaper and as DNOs are not incentivised to reinforce more than the minimum". **Utility**

"I think the issue is to do with the reinforcement costs. The only way I can see this is to socialise the costs." **Major connections customer**

"We need to plan and engineer things rather than individual household constraints. We have to decide as a country with a national policy." **Major connections customer**

"I think more and more developers are looking into heat pumps. I've done some with commercial developments, particularly farmers, and it works very well. Some of the smaller businesses and housing developers are now interested." **Local authority**

"It's taking the load away from the gas and electric suppliers. You need to encourage this to reduce the future demand on the grid." **Major energy user**

"Work with industries to make it affordable." **Parish council**

Priority 8: WPD's role in behaviour changes for net zero — Proposed Commitments

While this was established as a new priority, and received 10% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Nobody knows what is available for them to do behaviour wise. If it's not benefitting them personally then people aren't going to do it. You have to deal with the human psyche, and when there is scope for this then it will move forward." **Parish council**

Priority 9: Vehicle to grid — Proposed Commitments

a) Run trials to explore the opportunities presented by being able to move energy storage which this technology presents

"Regarding vehicle to grid, WPD should be running trials." **Major energy user**

Priority 10: Peer-to-peer trading — Proposed Commitments

a) Make use of this to offset fuel poverty to help communities

"Anything that you can't store could be used to offset fuel poverty." **Utility**

Priority 11: Improve and refine use of smart meter take-up — Proposed Commitments

a) Work with other relevant parties to facilitate the take-up of smart meters

"Isn't a lot of this dependent on the take-up of smart meters? I was told by a senior person in Northern Powergrid not to accept them until the final ones come out." **Connections provider**

Priority 12: Maximise value from smart meters — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions.

Priority 13: Promote energy efficiency — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Energy efficiency, energy consumption reduction."
Local authority

Priority 14: Facilitate EV take-up — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comments were, however, captured during the workshop.

"I think EV is good to identify as a main priority."
Local authority

"We need a more joined-up approach in the uptake across the whole county." **Local authority**

10 | ENVIRONMENT

The most important priority for stakeholders, according the electronic vote, was 'WPD to be net zero by 2030', gaining 22% of the vote share. This was a new priority suggested by stakeholders in the table discussions. In terms of commitments to achieve this, stakeholders suggested that the company look at targets set by local authorities, use trials and pilots and reduce its emissions rather than just offsetting them.

'Collaboration and knowledge sharing with stakeholders and providers' was another new priority suggested in the discussion. It was the second most important priority for stakeholders with 15% of the vote share. In that context, it was felt that WPD should set goals and benchmark its standards including with its suppliers and contractors and that best practice should be shared across the company to ensure that standards are met.
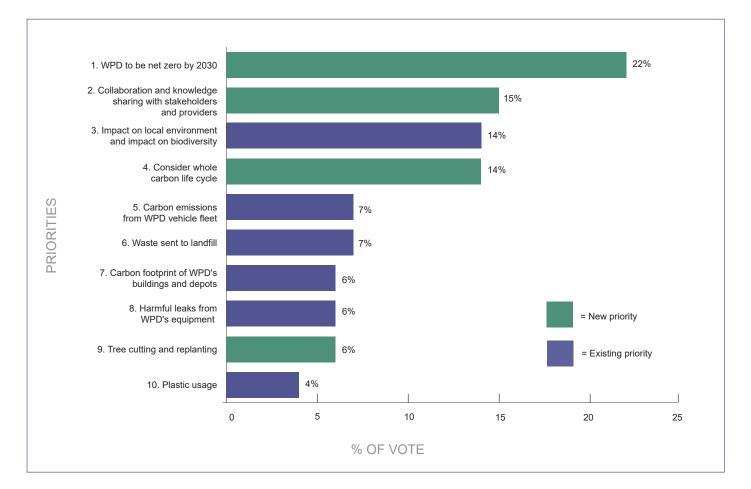
Stakeholders were of the view that WPD should prioritise its 'impact on [the] local environment and impact on biodiversity', rating this the joint third most important priority with 14% of the vote. It was suggested that the company aim to achieve a carbon net gain through innovative practices and use science-based targets to inform its strategy. It was also recommended that the company work with the Wildlife Trust to highlight best practice. Under this priority, stakeholders suggested that WPD aim to replace any trees felled as part of its tree-cutting programme. This point was made a priority by stakeholders, gaining 6% of the vote share in the electronic vote.

As a new priority, it was felt that WPD should 'consider the whole carbon life cycle', although no commitments were attributed to this. This priority came in joint third, gaining 14% of the electronic vote share.

The fifth most important priority for stakeholders, with 7% of the vote, was 'carbon emissions from WPD vehicle fleet'. Stakeholders suggested five separate commitments under this priority. It was felt that WPD should produce a clear action plan and set realistic targets to reduce emissions from its fleet. Some felt that the company should move its fleet to zero carbon vehicles. If this were not possible in the short term, a number of more practicable measures were suggested, including encouraging car sharing, incentivising the use public transport and / or working from home and installing showers in depots to encourage staff to cycle to work.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)			
11. Carbon cost of new developments	12. Substations (low loss transformers)	13. WPD follow Carbon Trust model	14. Agile working

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: WPD to be net zero by 2030 — Proposed Commitments		
a) Reduce emissions rather than offset carbon, if commercially viable	b) Look at the targets set by local authorities and set a target for yourself that is achievable	c) Use pilots and trials

"I would be in favour of initiatives that reduce emissions rather than offsetting them, as offsetting just kicks the cans down the road." **Energy consultant**

"Most local authorities are using 2030 as a target to work towards achieving net zero. I personally think WPD should try to achieve net zero." **Local authority**

"With the amount of planning work with gas providers and other utilities, there needs to be more coordination with a central body. I understand that it could be difficult as a commitment. WPD would need to trial a model with a local authority or something similar." **Energy consultant**

Priority 2: Collaboration and knowledge sharing with stakeholders and providers — Proposed Commitments	
a) All relevant parties should set goals to plan and benchmark their standards	b) Share best practice and enforce standards across your whole company

"I think having all relevant partner organisations singing from the same hymn sheet applies to all these priorities." **Local authority**

"You could get your subcontractors and tree surgeons to follow your guidelines here." **Parish council**

"There's a clear link between environment and innovation. So, if you found a solution to the SF6 situation, that would need to be shared with everyone." **Local authority**

Priority 3: Impact on local environment and impact on biodiversity — Proposed Commitments

a) Use science-based targets to inform your strategy	b) Work with wildlife trusts and other relevant organisations to show best practice	c) Replace any trees felled during your operations	d) Aim to achieve a carbon net gain through the use of innovative practices	e) Understand if undergrounding cables is better and consider the cost implications

"Cross-sector best practice consultation would be good for improving knowledge and proceeding." **Local authority**

"Cost implication of undergrounding." **Major connections customer**

"Understand if undergrounding is better." **Parish council**

"We've got plans to have carbon net gain as an ambition rather than carbon neutrality. There's certainly a cost to that but that's what we're aiming for." **Local authority**

"Science-based targets could be included as part of the priorities linked to emissions." **Major energy user**

"Tree cutting replacement plan." **Local authority**

Priority 4: Consider whole carbon life cycle — Proposed Commitments

While this was established as a new priority, and received 14% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Some things are very difficult to achieve to get to net zero and other things can be done straight away. You have to go to change those things that can be done now. This is why the life cycle is important." **Local authority**

Priority 5: Carbon emissions from WPD vehicle fleet — Proposed Commitments

a) Move your fleet to electric / zero carbon vehicles	b) Encourage car-sharing and consider incentives for your staff to use public transport and work from home	c) Install showers in your offices to encourage cycling and running	d) Monitor all transport associated with your operations and include contractors and your supply chain	e) Create a clear action plan to reduce carbon emissions and set an achievable target

"Carbon emission reductions should extend to employees' cars. For example, you should commit to installing charging points in 50% of parking spaces by 2028." **Utility**

"Showers should be provided in offices so employees can cycle to work and yet still feel comfortable." **Local authority**

"Are your targets formalised within your business plan or are they just words and promises that no one can hold you accountable to?" **Local authority**

"You should encourage car sharing for employees who live locally. You should also look at how journeys are made by your fleet and how you can make savings." **Local authority**

"Are you looking into the other forms of transport that you use? You need to offset your carbon for things like the flights your employees take, and the ferries taken to the Isles of Scilly." **Major energy user**

Priority 6: Waste sent to landfill — Proposed Commitments

a) Reduce, reuse, recycle	b) Produce a waste hierarchy model and set targets for waste reduction and disposal	c) Link with community groups, including when disposing of wood from felling / lopping as this can be put to use	d) Donate old materials to groups and organisations who may be able to put them to use
e) Consider all waste, not just plastic	f) Ensure that the land you own is used sustainably	g) Challenge your supply chain and use procurement to exert and influence. Consider how products are wrapped and packaged	

"WPD should use recyclable materials, such as recyclable steel." **Business customer**

"There's the waste hierarchy model that WPD can use as an educational piece within the organisation. That could encourage employees to reuse heat that has been generated, for example." **Local authority**

"WPD should consider how to make use of spare wood from felled trees. Wood could be chipped and used on the land." **Local authority**

"We have a biomass plant that could use spare wood from felled trees." **Utility**

"There are people and students who will buy the inside of toilet rolls for 11p. Why not donate them?" **Utility**

"There needs to be more consideration about all waste, but specifically plastic, as all waste affects the environment." **Connections provider**

"You could add a sustainable land use programme." **Major energy user**

"WPD will need to plan ahead in its procurement process. It should conduct audits of how it uses paper and packaging and it should engage staff in the audits." **Local authority**

Priority 7: Carbon footprint of WPD's buildings and depots — Proposed Commitments

a) Reduce the usage of gas in your buildings	b) Put solar panels on the roofs of your buildings and depots	c) Use recyclable materials	d) Address the amount of waste generated that is sent to landfill
e) Consider the end to end carbon footprint of assets and materials used in your operations	f) Make use of the heat given off by assets	g) Share infrastructure such EV charging with other parties	

"WPD should consider removing itself from the gas network for heating." **Utility**

"WPD should install solar panels." **Local authority**

"All of your buildings should have solar panels, and preferably heat pumps too. It's basically just a gesture in the right direction." **Parish council**

"WPD should use recyclable materials, such as recyclable steel." **Business customer**

"What happens to old vehicles? Are they sent to landfill?" **Utility**

"The end to end carbon footprint should be thought about." **Parish council**

"There is waste heat coming off of the wires, so maybe something can be done about this." **Local authority**

"Sharing of infrastructure. If there is availability, then it should just be open." **Business customer**

Priority 8: Harmful leaks from WPD's equipment — Proposed Commitments

a) Move away from using SF6 in your switchgear	b) Look at examples of best practice from other sectors	c) Increase the efficiency of transmission

"No more installation of SF6." **Major energy user**

"There's a clear link between environment and innovation. So if you found a solution to the SF6 situation, that would need to be shared with everyone." **Local authority**

"SF6, definitely." **Local authority**

"Cross-sector best practice consultation would be good for improving knowledge and proceeding." **Local authority**

"Using technology to move away from the harmful leaks." **Business customer**

"Look into increasing efficiency of transmission." **Parish council**

Priority 9: Tree cutting and replanting — Proposed Commitments

While this was established as a new priority, and received 6% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"A tree cutting replacement plan is critical." **Local authority**

Priority 10: Plastic usage — Proposed Commitments

a) Set targets to move away from single-use plastics and endeavour to reduce this to zero	b) Consider all waste, not just plastic	c) Reduce plastic use and create market benchmark	d) Address procurement process and ensure that your suppliers abide by targets

"This is a very serious issue. The oceans are chock-a-block. This has to be addressed. You need to set yourself an aggressively competitive target to reduce your plastic usage by 100%." **Major energy user**

"You should be working to have a common policy for all WPD sites and depots." **Parish council**

"WPD should become plastic-clever by eliminating single-use plastics such as sachets and utensils. We did it at the local council, but we had issues with contracts for things like coffee machines. WPD will need to plan ahead in its procurement process. It should conduct audits of how it uses paper and packaging and it should engage staff in the audits." **Local authority**

Priority 11: Carbon cost of new developments — Proposed Commitments

a) Share best practice across WPD

"Consider the carbon cost of new developments." **Business customer**

Priority 12: Substations (low loss transformers) — Proposed Commitments

a) Reduce network losses	b) Commit to low-loss transformers

"WPD could replace technology at substations with more efficient technology to reduce network losses." **Parish council**

"Have all low-loss transformers. Network losses are huge." **Utility**

Priority 13: WPD follow Carbon Trust model — Proposed Commitments

a) Monitor standards such as the Corporate Value Chain (Scope 3) Standard and endeavour to achieve ISO accreditations. Apply these to your entire supply chain

"WPD could follow the model established by the Carbon Trust, which has increasingly stringent levels of demand (Scope 1, Scope 2 and Scope 3). Scope 3 would capture things like the supply chain and employees' commitments to work mileage and commuting." **Local authority**

Priority 14: Agile working — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"What about working from home rather than going to the office?" **Utility**

11 | <u>ELECTRIC VEHICLES</u>

The most popular priority voted for by stakeholders, with 24% of the votes, was 'standardisation, lobby for national EV plan'. This was a new priority suggested in the discussions. Stakeholders wanted to see WPD involved in the technology that is used to facilitate EV charging and were of the view that the lack of standardisation in charging infrastructure prevents potential customers from buying an EV.

The next most important priority for stakeholders under this theme was also one that was suggested in the table discussions. 'Flexible smart networks, smart charging (including AI and vehicle to grid)' gained 18% of the votes cast. It was suggested as a commitment that WPD should use technology including artificial intelligence in order to gain an insight into consumer behaviours with regard to EV charging. It was, however, cautioned that data security ought to remain a focus for the company.
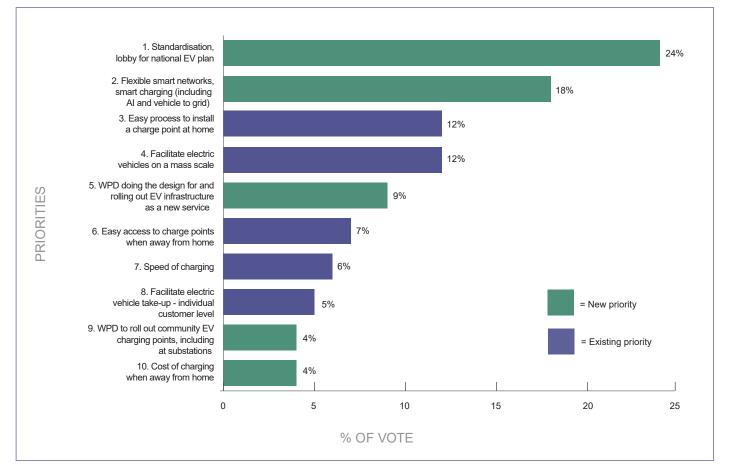
12% of votes cast during the electronic vote were for an existing priority: 'easy process to install a charge point at home'. A number of commitments were suggested under this priority. It was suggested that consumers should be educated on the process and cost of installing an EV charger at home and that there needs to be a focus on producing a strategy for customers who don't have driveways. In addition, it was felt that WPD should endeavour to influence building regulations to ensure that EV chargers are included in new developments and that three-phase technology is utilised.

In terms of ways that WPD can 'facilitate electric vehicles on a mass scale', which was the joint third most supported priority for stakeholders with 12% of the vote share, stakeholders suggested greater collaboration with local authorities and community groups was needed and it was suggested as a commitment that the company strives to avoid being a blocker for optimal sites. It was also suggested that WPD help to facilitate large charging hubs to encourage the take-up of EV and that engagement with car and charge point manufacturers was needed to make this happen.

Two additional commitments were suggested in the discussions which were then voted on: 'on-street charging' and 'renewable energy'. Stakeholders were clearly mindful of the fact that installing a charge point at home simply isn't practicable for many customers, therefore it was suggested that WPD should roll out community charging points, including at substations, and that the company should work to ensure that the cost of charging away from home is affordable for all.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)	
11. On-street charging	12. Renewable energy

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Standardisation, lobby for national EV plan — Proposed Commitments
a) Be involved in the technology that is used to ensure standardisation

"Standardisation of connections." **Business customer**

Priority 2: Flexible smart networks, smart charging (including AI and vehicle to grid) — Proposed Commitments	
a) Use artificial intelligence	b) Consider data security

"Another thing to look at is how you control chargers. Using artificial intelligence to learn behaviours of electric vehicle usage and turn on and off charging accordingly to limit stress on the grid." **Major energy user**

"I think that there needs to be better data security to make you feel more reassured about the technology. WPD needs to commit to providing that." **Parish council**

Priority 3: Easy process to install a charge point at home — Proposed Commitments					
a) Educate people on the process and cost	b) Prioritise EV connections	c) Use three-phase supply	d) Influence new homes standards and building regulations	e) Have a strategy for customers without driveways	f) Focus on community charging points

"Speed of charging is not directly a concern of DNOs, but it is related to the size of connection points." **Parish council**

"WPD should push for it to become a policy requirement to add three-phase to developments. That would be useful." **Parish council**

"I hate the idea that there will be penalties if you don't take a decision to get an EV because the infrastructure isn't there." **Parish council**

"That's great when you assume everyone has a drive, but if you live in a terraced street you can't even park outside your own house most nights." **Connections provider**

"Think back to telephones; put them in the middle for community charging." **Local authority**

Priority 4: Facilitate electric vehicles on a mass scale — Proposed Commitments					
a) Support and collaborate with local authorities	b) Avoid being a blocker for optimal sites	c) Liaise with manufacturers of cars and charging infrastructure	d) Be mindful of future grid capacity	e) Work with community groups	f) Help to facilitate large-scale charging hubs

"Potentially local government could kick in. Putting the trains in would have cost trillions of pounds in today's money, but today we're bearing the fruits." **Local authority**

"WPD needs to plan for the future to prevent some people from being denied a charging point even though their neighbours may have one." **Major connections customer**

"Talk with the manufacturers to make sure that they have the right price structure in place. We need to avoid a future in which only the rich can afford electric vehicles and the poor are penalised because they can't." **Local authority**

"The new homes in our local area do have that reinforcement but that concerns me. It's about future-proofing. How do we make sure that what we're asking for today is fit for purpose?" **Local authority**

"If a parish has a charging point, car-share schemes could be encouraged as a helpful facility." **Local authority**

"WPD should be also working with local authorities to identify where you can have large-scale charging points." **Local authority**

Priority 5: WPD doing the design for and rolling out EV infrastructure as a new service — Proposed Commitments

While this was established as a new priority, and received 9% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Some of the IDNOs are doing the design and installation and making money. Could WPD do some of the infrastructure themselves and invest to reinforce their profit margins? It's for reinvestment, so you're not technically earning." **Utility**

Priority 6: Easy access to charge points when away from home — Proposed Commitments

a) Support the redesign of motorway service stations	b) Provide 'new' solutions for locations where you cannot connect	c) Challenge Ofgem about investment ahead of need	d) Be proactive and provide a clear pathway to speed up the roll-out
e) Investigate pricing methodologies such as for companies versus domestic users	f) Look into busy locations including supermarket and sports venue car parks	g) Produce a map of suitable locations	h) Help smaller local authorities to facilitate this

"Perhaps DNOs should be responsible for installing charging points at motorway service stations, as most of them are in the middle of nowhere." **Parish council**

"For terraced houses with no off-street parking, I know it has been suggested that street charging points might be built into street light poles. What would WPD do to facilitate this?" **Major connections customer**

"People should push this to Ofgem. This goes all the way down the chain. When I ask the council why they aren't putting in the chargers they say no one wants them." **Local authority**

"You have to be proactive and put in chargers because if you don't then people won't go and buy the cars." **Local authority**

"With billing, there is the question of who pays for home charging if EVs are used for a mix of personal and business use." **Business customer**

"What about sports venues?" **Major connections customer**

"Shopping and supermarkets would be a good place to put EV charging. People can then go off and do stuff while their car is charging." **Parish council**

"The location of electric charging points needs to be publicised to people. It's called range anxiety; people are worried." **Local authority**

"Bigger authorities in cities are more geared up to cope with an issue like this than smaller district councils. They don't have many staff and already struggle to deal with issues. The smaller ones need helping together with their local plans and developers." **Local authority**

Priority 7: Speed of charging — Proposed Commitments

a) Roll out the most appropriate method of charging for each location. For example, rapid charging is not necessary in every location	b) Endeavour to innovate in this area	c) Consider the charging methods that are most suitable for different transport types (e.g. buses, taxis and emergency vehicles)	d) Ensure that new connections are future-proofed

"The only issue with rapid charging is ensuring that the technology can cope with it, because batteries can be damaged through this process." **Parish council**

"Looking at other technologies. They're talking about having smart roads." **Utility**

"That starts to solve the terraced housing problem." **Major energy user**

"A blanket enforcement of switching to electric for taxi drivers is going to have a major impact on a lot of people's businesses. Investing in speedier charging technologies will remedy this." **Business customer**

"It all depends on your location. If you're at home it doesn't matter so much, but if you're on a journey you want it to be quicker." **Business customer**

Priority 8: Facilitate electric vehicle take-up – individual customer level — Proposed Commitments

a) Set a target of 95% of EV applications to go through queue management	b) Socialise costs to increase affordability	c) Carry out analysis and research to inform your investment decisions	d) Look into car share schemes	e) Lobby councils and government to ensure that chargers are included in new builds
f) Investigate smart charging	g) Push for a standardised type of charger	h) Focus on retrofitting in older properties	i) Focus on on-street charging for customers without driveways	j) Consider other power sources such as hydrogen, which may be an appropriate alternative in certain locations

"WPD should commit to ensuring that 95% of EV charge point applications are approved, so as not to stall development." **Utility**

"The costs need to be shared proportionately among users. Reinforcement costs need to be socialised." **Utility**

"A role could be about looking at what the technology will look like and what should be used." **Business customer**

"If a parish has a charging point, car share schemes could be encouraged as a helpful facility." **Local authority**

"Particularly for homeowners, so you have the point of retrofitting, focusing on a single direction of charging." **Major connections customer**

"WPD needs to ensure that the infrastructure is there to meet the demand. There needs to be more lobbying to the local and central governments to ensure that huge numbers of EV chargers are provided on new buildings. I think that this needs to be made a stipulation as part of obtaining planning permission." **Connections provider**

"Smart charging?" **Business customer**

"I'm sure technology will keep pace and chargers will get smaller and become standardised." **Major energy user**

"Why don't you have hubs in new estates rather than using driveways, which may not be needed by every household?" **Utility**

"Hydrogen could be the answer and electricity may not be needed." **Parish council**

Priority 9: WPD to roll out community EV charging points, including at substations — Proposed Commitments

a) Provide charging points for EVs at your own substations

"You could have WPD filling stations." **Major energy user**

Priority 10: Cost of charging when away from home — Proposed Commitments

a) Ensure that fairness and affordability remain a priority – even though you have a monopoly	b) Roll out the necessary infrastructure required to make charging cheaper for customers	c) Improve EV charging at commercial buildings, for example by making it free to charge at work

"I'm very concerned that once we all switch to electric vehicles, the cost of charging will go way up because you need revenue from somewhere." **Connections provider**

"If we could establish an infrastructure that made it cheaper and easier to use EVs, people would do it." **Parish council**

Priority 11: On-street charging — Proposed Commitments

a) Focus on providing on-street charging to ensure that customers without driveways are not disadvantaged

"Why don't you have hubs in new estates rather than using driveways, which may not be needed by every household?" **Utility**

Priority 12: Renewable energy — Proposed Commitments

While this was established as a new priority, no formal commitments were articulated against this priority in the discussions. The following verbatim comment was, however, captured during the workshop.

"Make sure they [EV charge points] take renewable energy." Parish council **Utility**

12 | <u>VULNERABILITY AND FUEL POVERTY</u>

The most important priority for stakeholders, according to the electronic vote, was 'protect the interests of vulnerable customers in the switch to a smarter network' with 18% of the vote. Stakeholders suggested a total of 12 commitments for this priority in the discussions, a number of which related to ensuring that services and initiatives are inclusive and accessible for all and that certain groups aren't left behind in the transition. It was also suggested that WPD push for socially-minded aggregation and even provides a mechanism whereby more affluent customers could donate to those who are less well off.

The second most supported priority for stakeholders, with 16% of the vote share, was a new suggestion: 'education and communication about WPD services.' It was felt that certain customers are not aware of the services that WPD provides and that this should be addressed, including through engagement with healthcare providers and with schools. It was added that the company should aim to build trust with customers in order to do this.
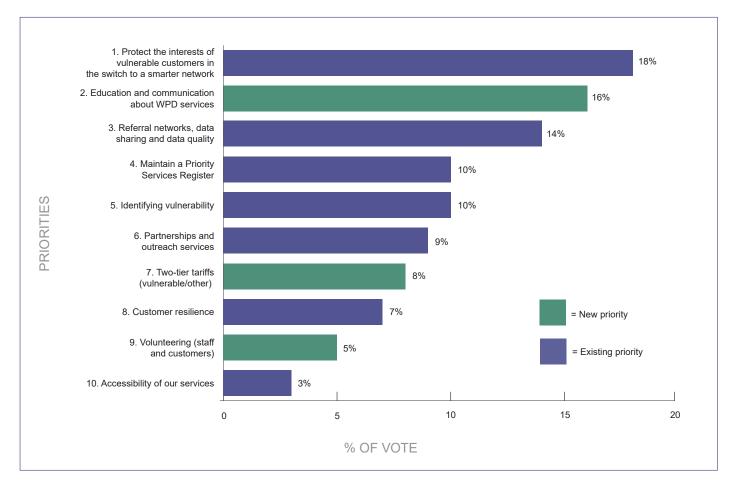
The priority 'referral networks, data sharing and data quality' was also deemed important by stakeholders, gaining 14% of the votes cast. Stakeholders were clearly mindful of the fact that it is often difficult to identify those people most in need of support and suggested working with grassroots organisations, including parish councils and local authorities. It was also acknowledged that data sharing is not always straightforward and that more should be done to allow data sharing with other energy networks and with local authorities. It was suggested as a commitment that WPD lobby Ofgem to make this easier.

The joint fourth most important priorities under this theme according to the electronic vote were: 'maintain a Priority Services Register' and 'identifying vulnerability', both with 10% of the vote share. In both cases the need for partnership working was emphasised. Partners suggested included local authorities and parish councils, as well as disability forums. It was also suggested that WPD work with suppliers to ensure that those customers who are most in need are included on the Priority Services Register.

Other priorities suggested by stakeholders in the discussions included having a two-tier approach to charging and rolling out a volunteer programme for staff and customers to support those customers most in need of support.

PRIORITIES

The graph below details the priorities for this topic ranked in order during the electronic voting. It includes those priorities that had been previously suggested by stakeholders, as well as some new priorities that were suggested during the table sessions.

The table below includes new priorities that were suggested by stakeholders during the table sessions but were not included in the electronic voting afterwards. These are numbered for reference purposes. The order does not imply prioritisation.

Additional stakeholder priorities (not voted on during the electronic vote)			
11. Socially-minded aggregation	12. Affordable connections	13. Universal insulation	14. Adopt new tech for vulnerable / fuel-poor

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Where no commitments were suggested against a given priority, this has been noted.

Priority 1: Protect the interests of vulnerable customers in the switch to a smarter network — Proposed Commitments					
a) Launch new campaigns and use technology such as apps	b) Push for socially-minded aggregation	c) Give customers that can afford it an option to donate	d) Lobby and influence government to ensure that there are obligations to have low-carbon technology aimed at the fuel-poor	e) Lobby for grants for those in fuel poverty	f) Drive innovation
g) Work with landlords and social housing providers	h) Don't exclude certain groups from smart networks	i) Push for the roll-out of smart meters	j) Work to bridge the gap between smart and vulnerability	k) Retrofit old appliances	l) Reduce the complexity of services and initiatives so that they are accessible to all

"Maybe have campaigns run by people like WPD to support other people to help the education [process]. It might be an app that WPD develops that takes you through the steps of how to help someone elderly."
Utility

"As a category two responder, their legal obligation is to cooperate, share and inform. But there's more to it with the active contribution." **Local authority**

"Give customers that can afford it an option to donate."
Business customer

"The government is holding a lot of things back, for example, with air-source heat pumps, as the money does not exist. Insulation is great, but I think that it's not just WPD's responsibility."
Vulnerable customer representative

"WPD should be lobbying for the return of clean energy grants to households generating their own energy."
Business customer

"You could try and pass a two-tier pricing system onto government policy. It's still your responsibility and you could lobby government for this. Don't pass the buck."
Local authority

"You need to be honest and open with how you approach the customer tariffs and those innovation schemes, but it needs an open and honest debate. And saying you, WPD, are a commercial organisation."
Local authority

"There isn't enough consideration about the needs of the fuel-poor. They don't care about EV chargers or green energy. They're thinking about heating or eating."
Parish council

"You need to look at the circumstances of vulnerable customers. For example, if they are renting, you need to speak to the landlord instead. It's not your role to sit back but equally it's not your role to become social services. There are already external organisations coming in offering services in non-judgmental way like Warm Wales. It's a difficult area and you need to be mindful that if you expand your remit, you might not have the resources or government approval to pay for it. That's why collaboration is important: you could be a valued partner for a local area." **Local authority**

"The complexity of different standing charges makes it impossible to choose." **Local authority**

"WPD's responsibility is to not exclude certain groups in society, but not so much in the individual cases." **Major connections customer**

"WPD really needs to focus on getting smart meters working properly. The data that they can provide will really help both the company and customers." **Energy consultant**

"WPD shouldn't have to help people with the switchover to flexible services, but I'm glad that it is doing something. There's not enough awareness of how much effort it will take to get these people on board: do you really think that non-English speakers or people with dementia can have the idea sold to them as things stand?" **Vulnerable customer representative**

'The complexity to a tariff is so unnecessary. The number of different tariffs there are is just so difficult." **Local authority**

Priority 2: Education and communication about WPD services — Proposed Commitments

a) Use young people through schools engagement to educate customers	b) Engage with healthcare providers	c) Help to build trust with customers

"Prevention is better than cure, so if you start at a younger age, it's more efficient." **Utility**

"A priority should be to tell people what WPD actually does for vulnerable people." **Parish council**

"The frustration you'll find is that we don't have much engagement with health – there's an us-and-them attitude." **Local authority"**

Priority 3: Referral networks, data sharing and data quality — Proposed Commitments

a) Go to grassroots level and work with parish councils	b) Use team managers dedicated to this	c) Ensure that those people who are eligible for discounts are able to take advantage	d) Data share with other utilities and local authorities
e) Lobby Ofgem to get data shared across the energy networks	f) Encourage safe data sharing	g) Work with partners to ensure information can be shared	h) Work with Auriga

"Work at a grassroots level with parish councils." **Parish council**

"DNOs should work with suppliers to encourage those on the PSR to apply for financial support schemes to ensure that everyone who is eligible has access." **Utility**

"WPD should consider other ways to inform people about their eligibility for schemes rather than calling them, as it is difficult to know who is not a scammer." **Local authority**

"We should aspire to pass information on to other utilities, and to do a better job anonymising if necessary." **Local authority**

"I think that there needs to be a different approach to sharing information about vulnerable customers." **Vulnerable customer representative**

"If you know someone in a different part of an organisation that could use that information, you can collaborate with them." **Utility**

"There are huge issues with data. Doctors should be able to pass on essential information. Parish councils aren't able to do this. Identifying people and maintaining the register has to be done. By way of a commitment, work with partners to ensure information sharing." **Parish council**

Priority 4: Maintain a Priority Services Register — Proposed Commitments

a) Ensure that the most in-need are on the PSR	b) Work with partners	c) Work with suppliers to ensure that the details of customers who need support are on the PSR	d) Communicate more and spread awareness of the PSR

"There is a duty of care on WPD in certain circumstances to ensure these people are getting looked after." **Energy aggregator**

"Where is WPD publicising the information regarding getting onto the PSR?" **Parish council**

"Perhaps having a closer relationship with PSR users would be helpful for maintaining the PSR." **Local authority**

"I think you should work with developers of big housing developments to make them more aware of the vulnerable and elderly people and the services available to them. Perhaps they could provide a welcome pack that you could all contribute to with information about the PSR." **Major connections customer**

"We have a network across all of Leicestershire on passing information of vulnerable people between us. There must be other networks like this and WPD could help to link up all these networks." **Local authority**

"People's suppliers could change too frequently for them to be highly involved with PSR maintenance." **Parish council**

"Obviously people who are on the register need to understand what service they will get and what it means. There needs to be more understanding of the PSR. I assume that with more local sources of energy, with regard to people who are reliant on things like medical equipment, there is more option for supplying that now than previously. Local resilience in this is important." **Local authority**

"Communication. There's a lot of really good work going on, but people don't know. The whole thing with the PSR is that a lot don't realise they're eligible, or what it does. I think the thing there is there are a huge number of people that fall into eligibility. Many used to think it was for older people only. And there are industry-agreed standards: all customers and suppliers follow it. There's an industry role for outreach, there." **Consumer body**

Priority 5: Identifying vulnerability — Proposed Commitments

a) Work with local authorities and parish councils	b) Work with disability forums	c) Show leadership in this area and foster a joined-up approach with relevant partners	d) Broaden the description of vulnerability in communications	e) Understand that the risk of vulnerability increases with electrification

"It's important to link in with other LA services such as disability grant schemes. These are important for handrails, for example. It is a good opportunity for PSR registrations." **Local authority**

"Parish councils could be a contact point for identifying vulnerable people." **Parish council**

"Is fuel poverty a WPD issue or is it a supplier issue? There needs to be more joined-up thinking. We don't want a piecemeal approach." **Vulnerable customer representative**

"So, in your annual call, you could mention a little more then to discuss who might be eligible, use the opportunity to speak and sell it a little more." **Parish council**

"We do a phone around every year, but just the medical ones." **Local authority**

"You are going to increase vulnerability by moving to being exclusively electric." **Parish council**

Priority 6: Partnerships and outreach services — Proposed Commitments

a) Engage with resilience forums and use mapping tools	b) Work with local authorities and parish councils	c) Coordinate your channels of communication with your partners	d) Work with community energy groups
e) Publicise the PSR	f) Review the way you budget and fund initiatives	g) Maintain the services you offer	h) Expand your network of partners

"Through Resilience Direct, there's a mapping function that with every single resilience forum, you get a message from central government in seconds. It's quick and efficient. It's a five- or ten-year plan. It will be a huge beast. It's working out where your priorities are, probably around outskirts rather than city centres. Usually everything starts in London, but do it the other way round." **Local authority**

"I assume that people in fuel poverty are those in fuel poverty. Therefore, working with local authorities would be good." **Local authority**

"Clerks are your arms into local communities. For all the flooding, I engage them around the table, not a public event. They know where the vulnerable people are. In Nottingham, that's nine meetings rather than 99." **Local authority**

"Wouldn't it be nice if a person went to a doctor who identified them as vulnerable? They then could identify them to local services who in turn could identify them to WPD." **Local authority**

"Stairlifts in homes are covered by batteries and generators in the event of outages. WPD needs to push that this exists to relieve anxieties. Better coordination of messaging could really help here." **Vulnerable customer representative**

"Surely community energy groups have a role to play with their understanding of local vulnerability." **Local authority**

"Where is WPD publicising the information regarding getting onto the PSR?" **Parish council**

"I think it is difficult because you get into part of corporate social responsibility. It is not part of WPD's license obligation. There is a limit to how much WPD can sensibly be expected to do." **Major connections customer**

"Continue fuel poverty work." **Consumer body**

"Continue to work with third parties. This seems extremely effective so far." **Local authority**

Priority 7: Two-tier tariffs (vulnerable / other) — Proposed Commitments

a) Lobby government / other partners

"Is there a chance of having a two-tier system charge? Could you charge one price for people that can afford it and a lower price for those who can't?" **Local authority**

Priority 8: Customer resilience — Proposed Commitments

a) Ensure that communities have well-insulated homes	b) Ensure that there is good quality of supply to improve resilience	c) Look at low-carbon options (batteries rather than generators) and automation to move to batteries	d) Change the PSR to take smart networks into consideration	e) Publicise the 105 number
f) Produce a definition of vulnerability for domestic customers	g) Use smart technology to increase resilience	h) Work with partners	i) Promote understanding of the PSR	j) Improve resilience at a local level

"If there could be a way to reduce people's use of electricity, that would be a good thing, and is something that WPD could help people to do. Helping people to insulate better will mean that they use less electricity." **Connections provider**

"It's important to link with quality of supply as well as the intermittent aspect. Older customers may not be able to reset clocks properly on their heating. Low-carbon technologies are also an opportunity area for improving customer resilience." **Local authority**

"Automated systems with battery storage could be good for switching the main supply back on after outages." **Connections provider**

"What can be done within smart technology that can drive resilience?" **Business customer**

"You need to get more information from local councils about who can and can't afford their energy." **Local authority**

"If there is a long power cut in isolated areas where residents use electric vehicles, those areas may suddenly become a priority. PSR criteria should reflect smart networks." **Utility**

"I think the 105 speed dial number needs more publicity. It does work but people don't know about it." **Parish council**

"Under identifying vulnerability, what criteria is there? If you put business in, that would take the number up to say 7 million people and then it becomes a pointless tool." **Local authority**

"Obviously people who are on the register need to understand what service they will get and what it means. There needs to be more understanding of the PSR. I assume with more local sources of energy, for people who are reliant on things like medical equipment, there are more options for supplying that now than previously. Local resilience in this is important." **Local authority**

Priority 9: Volunteering (staff and customers) — Proposed Commitments

While this was established as a new priority, and received 5% of the vote from stakeholders, no formal commitments were articulated against this priority in the discussions.

Priority 10: Accessibility of our services — Proposed Commitments

a) Publicise your services with relevant numbers and links on your vehicles	b) Be clearer on all communications	c) Use a range of media to reach people, including TV and radio. Don't just rely on the Internet	d) Work with providers of shared accommodation
e) Find ways to engage customers who are off the (gas) grid	f) Work in collaboration with other utilities	g) Link up with suppliers	h) Simplify tariffs and work to make suppliers more transparent

"There are two parts to this. Younger vulnerable customers might be better with tech, so it's important to give them information in the right way. Older customers may not be able to access things through a smarter network. You need to communicate with people in the right way." **Local authority**

"Protecting the interests of the vulnerable and accessibility of services are linked in my opinion: for example, many elderly customers might prefer to be contacted by letter, but the young generation have smart phones. In terms of a commitment, it's about not just relying on the Internet." **Local authority**

"There should be more pressure on suppliers to be held accountable. There is not a lot that WPD can do in terms of changing tariffs." **Consumer body**

"I think you should work with developers of big housing developments to make them more aware of the vulnerable and elderly people and the services available to them. Perhaps they could provide a welcome pack that you could all contribute to with information about the PSR." **Major connections customer**

"It's not WPD's role to be a customer interface though. In the event of power cut, you wouldn't ring WPD, you'd ring your supplier, wouldn't you? How many people would know to ring you and not their supplier?" **Major energy user**

"Simplify tariffs to lead the industry." **Local authority**

"Have you thought about using your fleet to publicise services more?" **Parish council**

Priority 11: Socially-minded aggregation — Proposed Commitments

a) Help the fuel-poor to benefit

"Protecting vulnerable groups and fuel-poor households should be part of WPD's obligations." **Utility**

Priority 12: Affordable connections — Proposed Commitments

a) Work to establish a clear policy framework	b) Look at the broader poverty picture	c) Improve the modelling you use	d) Use smart networks and smart appliances to improve affordability

"I think it's important to consider how you treat connection costs and as we said earlier there are a few different approaches you could take. You can't always put charging points wherever you want. It is not a perfect way of identifying the circumstances. Connections for smart networks for appliances would be a priority." **Major connections customer**

"If you have vulnerable users, you need to get them to use less. If you could look at reasons for using less, like good insulation, and link up a concept of universality of good insulation, we would reduce our energy costs. One thing that uses less energy is good insulation." **Parish council**

"There is a certain minimum level of whatever these things are that vulnerable people should just get without having to opt-in. This is like having to hunt around for a good tariff. Why does it have to be so difficult and why can't they just be given the best tariff to start with?" **Energy aggregator**

"This could even include Internet connection and broadband because you might need this to control heating." **Major connections customer**

"People who are poor are poor in knowledge, in facility, in insulation, in education, in housing. Poverty includes anyone who is disadvantaged, and it is made worse by making them put coins into boxes. There needs to be a more realistic approach to poverty with a broader picture." **Parish council**

Priority 13: Universal insulation — Proposed Commitments

a) Promote energy efficiency, especially to the vulnerable and fuel-poor

"The insulation point could fit into the whole energy system about not retrofitting for houses and building new ones that already include these." **Major connections customer**

Priority 14: Adopt new tech for vulnerable / fuel-poor — Proposed Commitments

a) Roll out renewables such as PV cells on the roofs of vulnerable customers. Also, use battery storage as backup

"Is there a way of helping those that are vulnerable / fuel-poor get renewable energy?" **Local authority**

13 | SAFETY AND HEALTH (AFTERNOON SESSION)

While no stakeholders chose to rank the priorities by way of written feedback, stakeholders nevertheless attended the afternoon session, in which a range of new commitments were suggested for the next business plan.

These revolved around better communication from WPD as to what the general public should be reporting regarding safety concerns to improve an overall health and safety culture, as well as ensuring extra provisions are made whenever working with the elderly and those suffering from associated age-related diseases. Stakeholders also asked how WPD communicated with trade union bodies alongside the workforce, as well as the potential health and safety ramifications posed by the post-Brexit landscape.

PRIORITIES

As no written feedback forms were completed by stakeholders, the table below details the priorities for this topic in no particular order. It includes those priorities that had been previously suggested by stakeholders, as well as a new priority that was suggested on the feedback form.

SAFETY AND HEALTH (PRIORITIES)	VOTES
1. Maintaining a safe, healthy and motivated workforce	N/A
2. Ensuring we continue to plan, install and maintain our existing assets so that the safety or health of anyone who could be impacted by them is not compromised	N/A
3. Ensuring that we continue to meet our legal obligations to our staff regarding their health	N/A
4. Raising awareness of the dangers of electricity to members of the public	N/A
5. Raising awareness of the dangers of electricity to members of the public	N/A
6. Working collaboratively with stakeholders and legislators to share H&S best practice	N/A
7. Ensuring safety is considered in the development and roll-out of new technologies	N/A
8. Focusing on our health monitoring programmes and putting in place plans to minimise those areas highlighted that impact on our staff	N/A
9. Considering the potential post-Brexit legislative changes to health and safety law **NEW PRIORITY**	N/A

PROPOSED COMMITMENTS

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below. Those priorities that did not have any suggested commitments or were not commented on by stakeholders have not been included below.

Priority 1: Maintaining a safe, healthy and motivated workforce — Proposed Commitments

a) Ensure the mental health needs of the workforce are being properly met

"Mental health is the latest taboo."

Priority 2: Ensuring we continue to plan, install and maintain our existing assets so that the safety or health of anyone who could be impacted by them is not compromised — Proposed Commitments

a) Consider operational impacts on the elderly and associated age-related diseases	b) Be considerate towards the business-critical infrastructure of landowners i.e. farms	c) Ensure all assets are maintained on a regular basis

"If you were doing some work in an area, and there were two aged homes, you should acknowledge that they have dementia, for example, and extra measures should be taken."

"Make sure they are aware of the safety rules and regulations and health and well-being not only of themselves but of people nearby, including vulnerable people. You have a population living longer, people with dementia, things like that. Staff should be aware of that."

"When you are constructing something, you would look at your own equipment, but what about the land that belongs to the farmer?"

"Do you wait for things to break down or do you have regular maintenance? I'm sure the helicopters are worth their weight in gold."

Priority 3: Ensuring that we continue to meet our legal obligations to our staff regarding their health — Proposed Commitments

a) Ensure liaison and governance between WPD, workers and unions on health and safety matters is clear and effective

"Do you ever talk to the men as well as the unions?"

Priority 4: Continuing to provide suitable H&S training for our staff — Proposed Commitments

a) Check that training and information is given to workers when driving new vehicles

"Is it checked that your driver has the information needed if they are given a new vehicle?"

Priority 5: Raising awareness of the dangers of electricity to members of the public
— Proposed Commitments

a) Reach out to schools to inform children about the health and safety hazards that surround WPD assets

b) Communicate to members of the public about how they can report, and what they should report, on safety and health to improve the public health and safety culture

"As a local authority, we're having trouble with anti-social behaviour. We have extra police liaison officers. Do you go into schools and let them know how serious it is?"

"The final issue is the comms situation: letting the people know what you want them to report. They wouldn't know who to call."

Priority 6: Working collaboratively with stakeholders and legislators to share H&S best practice
— Proposed Commitments

a) Undertake bi-annual or annual meetings with stakeholders to share best practice

"You say you share best practice with stakeholders. Have you thought of having a six-monthly or yearly meeting with the stakeholders?"

Priority 9: Considering the potential post-Brexit legislative changes to health and safety law
— Proposed Commitments

"What will be the impact of Brexit? A lot of the EU regulations were brought in as extras and won't be relevant. Will that be a detriment, or will the issues that are going back to the EU, are they going to be carried on?"
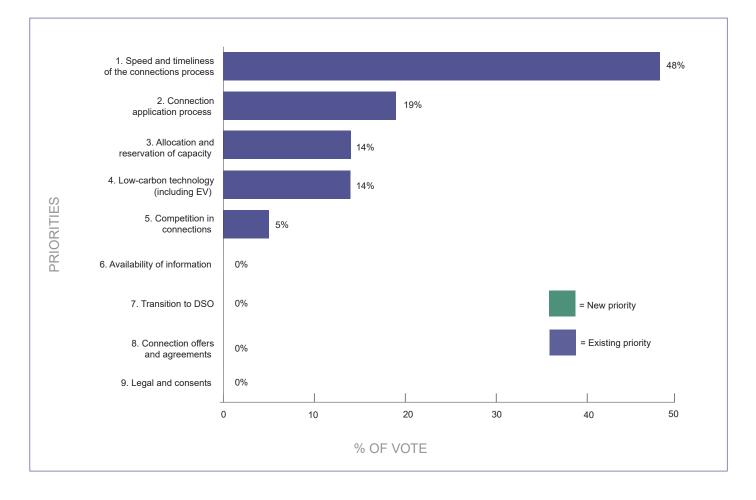
14 | CONNECTIONS (AFTERNOON SESSION)

This session covered priorities and commitments for both the upcoming business plan as well as the 2020/21 ICE work plan.

In terms of the next business plan, stakeholders overwhelmingly felt that 'speed and timeliness of the connections process' was the most important priority with 48% of the vote. One stakeholder in particular felt that the current connections process was quite long. The second priority was the 'connection application process', gaining 19% of the vote, while 'low-carbon technology (including EV)' was ranked joint third with 14% along with 'allocation and reservation of capacity'. Stakeholders wanted to see WPD facilitate more renewable generation, although concern was expressed about the role of batteries. Of note was that, under the priority of 'connection offers and agreements', stakeholders wanted WPD to commit to more flexible offers particularly at the lower voltage levels.

With regard to the ICE plan for 2020/21, stakeholders ranked 'network capacity allocation and reservation' and 'low-carbon technology' as joint first with 24% of the vote each. However, the commitments stakeholders put forward for the ICE plan related to 'availability of information' and 'communication' and were around the provision of clear, simple information for customers and the suggestion to hold connections workshops.

PRIORITIES (BUSINESS PLAN)

The graph below details the priorities for this topic ranked in order as part of a written feedback form completed at the end of the session. It includes those priorities that had been previously suggested by stakeholders. There was an opportunity to propose new priorities on the feedback form, but no stakeholders did. In total, seven stakeholders completed these feedback forms.

PROPOSED COMMITMENTS (BUSINESS PLAN)

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities in the electronic voting. Those priorities that did not have any suggested commitments or were not commented on by stakeholders have not been included below.

Priority 1: Speed and timeliness of the connections process — Proposed Commitments

a) Speed up the connections process

"Your offer of work tends to take quite a while, even though you've agreed to do it. You've got a long gestation period and long ordering process. It's about speed. We're all after a fast connection. Your processes slow that down. In terms of priorities for the future, it's about speeding up your processes."

Priority 2: Connection application process — Proposed Commitments

a) Consider the application process for protected sites and national infrastructure

"In terms of protected sites and national infrastructure, what about that process of connecting hospitals? I know for instance that getting feasibility studies is quite convoluted. Is it an area you'd want to think about? The studies can cost thousands of pounds."

Priority 3: Allocation and reservation of capacity — Proposed Commitments

a) Provide more certainty about the cost of capacity

"The costs for a development can change quickly so is there any way that there can be more certainty around cost of capacity?"

Priority 4: Low carbon technology (including EV) — Proposed Commitments

a) Increase the number of EV charge points powered by renewables	b) Facilitate low-carbon power generation	c) Consider batteries as a generation asset

"I live in a very small village and where I come from there are 77 small villages. In those areas you are reliant on a car and each family has at least two cars. Out in the countryside, are you going to be supplying the connection to the house?"

"One assumes that you'd be working with the powers that be to increase the percentage of green generation over time and ensure that you are making that more easily achieved in terms of electricity generation."

"How do you ensure that the electricity supply is powered by renewable energy? You need to ensure that these EVs are powered by renewables, otherwise its useless."

"Were you not looking at whether batteries should be included as a generation asset or not? Have you done or are you doing any work to change the fact that batteries are being used as generators? Are you pushing back against that, given that there will be more and more of this?"

Priority 5: Competition in connections — Proposed Commitments

"From my point of view as a domestic customer, it seems to just complicate things. Some competition is useful but gets ridiculous when it's so fragmented."

"For the contestable work, we've used an IDNO, though we've not had the offer yet for our new connection. We're happy with the contestable side."
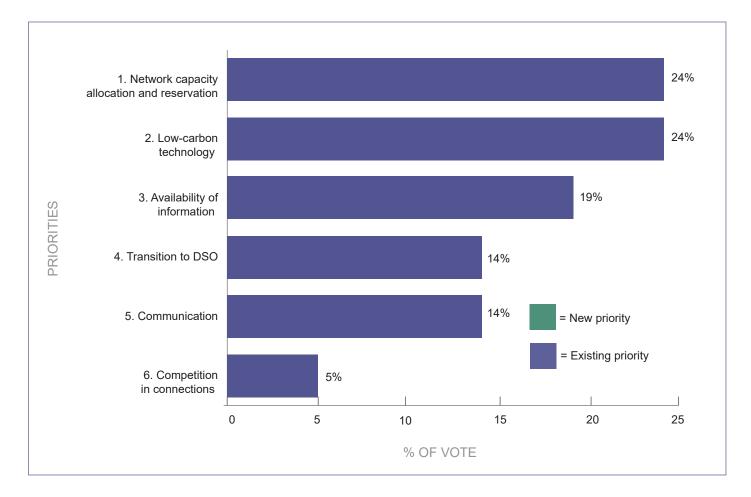
"It's also confusing. I want reliable quality rather than energy at the lowest price."

Priority 8: Connection offers and agreements — Proposed Commitments

a) Offer more flexible connections, particularly at 11kV

"Smartness of your connections is key. You're looking at flexibility at a high level but flexibility connections at our 11 kV level would be useful. I know it's hard, but you need to move with the market."

"In terms of the next few months, you could be potentially thinking about flexible connections and engaging with us now. Demand is only going to increase so supply is going to be less reliable."

PRIORITIES (ICE PLAN)

The graph below details the priorities for the 2020/21 ICE plan ranked in order as part of a written feedback form completed at the end of the session. It includes those priorities that had been previously suggested by stakeholders. There was an opportunity for stakeholders to suggest additional priorities as part of the feedback form, but no new ones were proposed. In total, seven stakeholders completed these feedback forms.

COMMITMENTS (ICE PLAN)

Stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below. Those priorities that did not have any suggested commitments have not been included below.

Priority 3: Availability of information — Proposed Commitments	
a) Promote the legal tracking tool and how to access it	b) Ensure that information about the connections process, especially for heat pumps, is clear and simple

"There's a role for you promoting the legal tracking tool and how to access it."

"In terms of connections processes for heat pumps, etc., it should be simple, visible and easy to use. Some of these connection things are quite complicated. You shouldn't really need a consultant."

Priority 5: Communication — Proposed Commitments	
a) Educate the 11kV planners	b) Hold a series of connections workshops for customers

"The priorities for me are your first level planners at 11kV. How much effort do you put into the education of your planners? It's knowing that you're going to concentrate on it and put some effort in which is what I need."

"Do you intend to do a connections workshop this year?"

"An event purely focused on connections would be really useful in terms of Continuing Professional Development (CPD) for us and information on the end-to-end connections process. I'd suggest a series of CPD workshops and networking for your customers to interact."

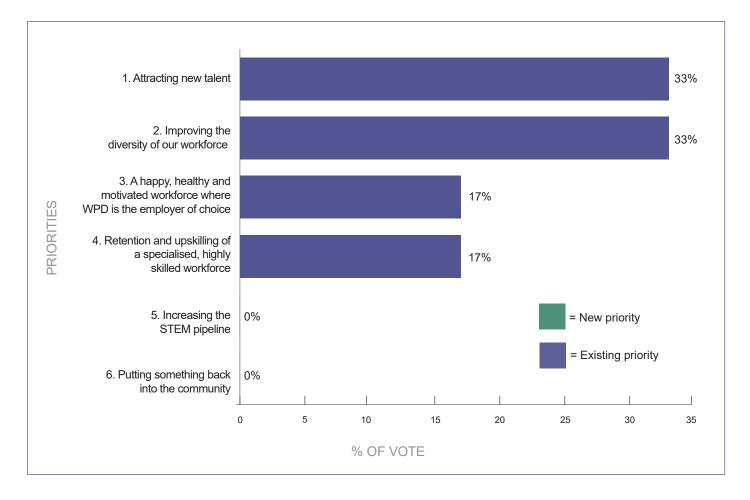# 15 | WORKFORCE RESILIENCE (AFTERNOON SESSION)

Two stakeholders ranked the priorities in this session, following which it was identified that 'attracting new talent' and 'improving the diversity of our workforce' were of joint highest importance. 'A happy, healthy and motivated workforce where WPD is the employer of choice', and 'retention and upskilling of a highly skilled workforce' were also seen as having some importance.

The discussion centred around several themes including ways of engaging with the education sector, for instance by forging closer ties with higher education through co-creating sandwich courses or providing bursaries, as well as equipping teachers with an understanding of WPD's role by shadowing staff members and giving pupils that same insight. Using the workforce to attract new female staff, whether family members or friends, to join WPD was also raised as a way of improving the diversification of WPD's workforce.

A whole range of commitments were identified for inclusion in the business plan. As well as including commitments against some of the themes and priorities highlighted above, a series of commitments were suggested for how to retain and upskill the workforce, including developing a flexibly skilled workforce prepared for new roles that may emerge from the new DSO structure and ensuring better online communication to support a happy, healthy and motivated workforce.

PRIORITIES

Stakeholders were given three votes each to allocate to their choice of priorities below by way of a written feedback form completed at the end of the session. The list of priorities was those that had been previously suggested by stakeholders, although there was space to write down new suggested priorities at the bottom. The graph below details the priorities for this topic ranked in order. In total, three stakeholders completed these feedback forms.

PROPOSED COMMITMENTS

During the afternoon sessions, which were run without facilitation, stakeholders were then asked to start identifying commitments against these priorities. These have been set out under the priority headings below, which are in the order that stakeholders ranked the priorities when individually ranking via written feedback forms. The afternoon sessions were more informal and were not led by facilitators. Owing to the unconstructed nature of these discussions, in some instances priorities included on the written feedback forms had no specific commitments attached to them or were not commented on by stakeholders and are therefore not included below.

Priority 1: Attracting new talent — Proposed Commitments				
a) Ensure the apprenticeship programme accommodates mature apprentices	b) Understand the expectations of younger people joining the workforce	c) Work with Higher Education Institutions to develop tailored degrees and provide bursaries	d) Consider reaching out to military and service personnel	e) Increase outreach at educational open days

"You must not focus fully on young people when it comes to apprenticeships though. Apprentices in their forties are far more settled and want to make a career out of it. They also have better life skills. You must take a broad approach when recruiting these apprentices."

"Do you have bursaries to sponsor a person's academic training? Or some kind of sandwich course that can be offered?"

"Do you approach the military to see whether former soldiers might be suitable for a role? Soldiers will come with the right mentality."

"Ex-military people will understand hierarchy and will always do their roles without question. Their work ethic is amazing."

"WPD should ensure that it has a more proactive presence at seminars and open days to sell the business to young people."

"Young people's expectations are different. I thought that I would have a job for life when I started, but it's not like that now. You need to adapt your mindset towards employing younger talent to understand what they're looking for in a role."

Priority 2: Improving the diversity of our workforce — Proposed Commitments
a) Consider a recruitment drive for staff to encourage female family members or friends to work at WPD

"Could there be a commitment to more of an internal push for workers to encourage their female family members and friends to take up a role at WPD?"

Priority 3: A happy, healthy and motivated workforce where WPD is the employer of choice — Proposed Commitments		
a) Show a greater appreciation for / recognition of workforce	b) Deliver workshop-style events for internal staff members	c) Communicate via company website / intranet

"There needs to be some kind of commitment to recognising staff. You mustn't assume that all the clever people are in the head office. Your hands-on staff can contribute too."

"It's crucial to show your workers that you care about them and not just treat them like numbers."

"I think that you could make greater use of these types of events for engaging with your own workforce. I'm sure that your staff will be full of great ideas that you could capture. Putting on internal engagement events will help them feel more empowered too."

"How up-to-date is your website? Staff can engage with you using that."

Priority 4: Retention and upskilling of a specialised, highly skilled workforce — Proposed Commitments

a) Provide clear pathways for personal development and progression through the business	b) Develop a flexibly skilled workforce prepared for new roles in future

"You don't want people to be constantly moving and you need to commit to putting in place a clear structure to facilitate their path upwards through the organisation."

"I don't know whether it needs to be a new category per se, but any of your long-term planning needs to factor in making the workforce as flexible as possible with the new DSO structure. Nobody knows how many electric vehicles will really be taken up, so you don't know whether you'll be powering 500,000 charging points or 3.5 million charging points. This workforce resilience will be crucial for you."

Priority 5: Increasing the STEM pipeline — Proposed Commitments

a) Consider creating a sponsorship programme to support new recruits through their academic training	b) Establish stronger links between industry and the national curriculum through school partnerships

"When people have left school and start on their apprenticeship programme, they have to do additional maths to get their skills sharper again. They have the skills, but there's a gap there. You should commit to providing greater support with maths and science to get them up and running."

"What about if you took a teacher out of their school for some work experience shadowing someone at WPD? As a result, they would have real insight about how the distribution industry works and they can then sell it to their pupils and get them thinking."

Priority 6: Putting something back into the community — Proposed Commitments

"Depending on the project and what your needs are, I think that community work will be great."

"If you could do something else to spread the word about WPD, that would be even better."

16 | DIGITALISATION, DATA AND DSO (AFTERNOON SESSION)

This session followed a different format from the other sessions. There was a short presentation summarising WPD's digitalisation strategy followed by some open questions asking stakeholders for feedback on what they'd heard.

There was discussion about WPD's role in mapping EV charge points, with stakeholders feeling that WPD should make the data available so that there could be a common map covering all charge points regardless of manufacturer. Stakeholders then wanted to understand what other data might be available, for example primary and second substation data. They also wanted to understand WPD's ethos in terms of data sharing, with the example of whether WPD would be happy in principle for data companies (like Google) to use its data to generate profits.

There was considerable discussion about WPD's view on flexibility services and whether it would be looking to expand this as part of the next business plan. There was a desire to understand whether flexibility was fundamentally changing the way that WPD considers developing the network. Furthermore, there was concern that the DSO would need to work closely with the ESO to balance services, but that time was limited to achieve this.

"Is there a way of seeing what these acronyms mean? Such as DER?"

"Is there map data for charging points available?"

"Your car will tell you where charging points by that manufacturer are, but there is a need for centralised networks."

"Why would you manage EV charging point maps? Because of regulator pressure, or for commercial reasons?"

"Why wouldn't you want to offer to make a common system available?"

"A centralised network would ensure that you had charging points where they're needed and where supply is reliable."

"It could be WPD's role today to take the role of centralising the network, but in the future the commercial aspect will mean you can move out of it to make way for contractors."

"It almost has to be split. WPD's role is to make their wealth of data available for the common good. It's then on private enterprise to follow the TfL model to go somewhere with it."

"You mentioned you were monitoring primary and secondary substation data in future. What kinds of data?"

"Would you be open to Google taking your data and making AI to profit from it?"

"Does the investment in flexibility services at the end of RIIO-ED1 stay in ED1 or does it move across into the next business plan?"

"Are you looking to expand or are you happy with what you're doing at the moment? Offering expansion is a moot point unless there are commercial aspirations to do with local energy markets. Does this form part of DSO work within local areas?"

"Is part of DSO flexibility changing the way you look at growth? As well as looking locally in terms of the spread of charges?"

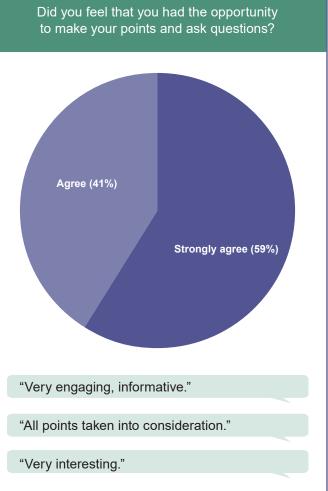"If you're a DSO, do you see yourself as providing services to individual customers?"

"There is an issue that the DSO and ESO have to work a lot more closely together for balancing services, but there simply isn't sufficient time for this. Some balancing services almost have to be a one-stop shop."

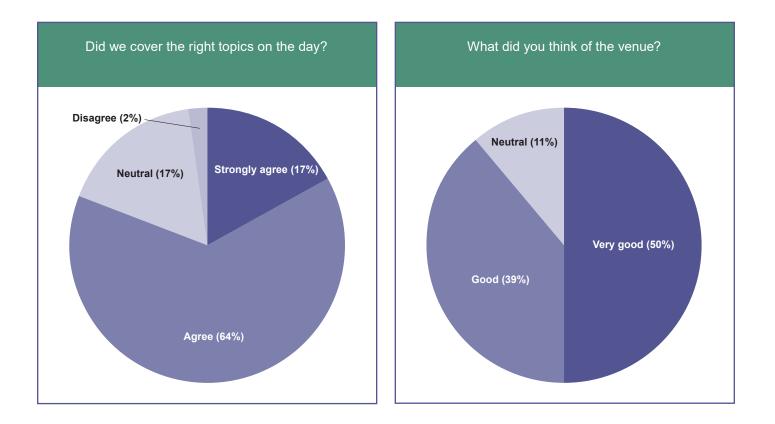"In terms of GDPR planning, is there any provision for commercial data?"

17 | <u>WORKSHOP FEEDBACK</u>

After the workshop, stakeholders were asked to complete a short feedback form. The feedback was as follows:

Overall, did you find this workshop to be:

Interesting (50%)

Very interesting (50%)

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

Agree (41%)

Strongly agree (59%)

"Very engaging, informative."

"All points taken into consideration."

"Very interesting."

Did we cover the right topics on the day?

Disagree (2%)

Neutral (17%)

Strongly agree (17%)

Agree (64%)

What did you think of the venue?

Neutral (11%)

Very good (50%)

Good (39%)

What did you think about the way that the workshop was chaired by your table facilitator?

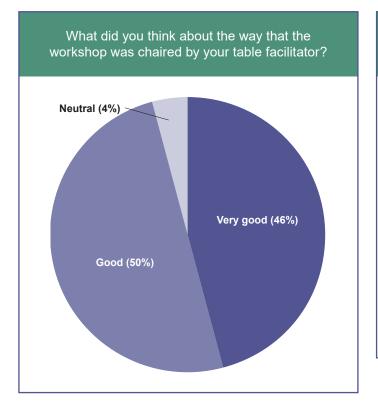Neutral (4%)

Very good (46%)

Good (50%)

Any other comments?

"Well organised. Useful to have WPD staff available to discuss points raised. Nice to see senior management involvement."

"Interesting listening to other opinions."

"A well-managed and informative discussion with plenty of opportunity to contribute."

"Enjoyable and interesting."

"A wide-ranging and informative day."