

# Ofgem Incentive on Connections Engagement 2015 / 16

WPD looking forward report submission

***October 2015 Update***

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# Ofgem Incentive on Connections Engagement 2015 / 16

## WPD looking forward report submission

### October 2015 Update Resubmission

#### Overview

Western Power Distribution (WPD) has produced this updated version of our 2015/16 ICE Looking Forward report submission to provide our stakeholders with an update on our progress against our ICE Workplan and our KPIs.

Under the ICE Incentive DNOs have an opportunity to update their Looking Forward section of their ICE Submission and are able to make a resubmission to Ofgem in the October of the submission year. When providing the update, the DNO must explain the reasons for the resubmission.

#### Reasons for resubmission

As we explained in the original submission, WPD's ICE Workplan is intended to be a living document which evolves throughout the year. Through the ongoing work on the workplan actions to improve customer service, those actions expand and develop. This, along with our ongoing engagement activity, leads to new actions and initiatives on our workplan.

We are therefore submitting this update to show how we are progressing against our ICE Workplan actions and to add the further actions which have been identified.

We explained in our original submission that our outputs and measures help us and our stakeholders determine the success of our ICE Workplan. We are therefore also taking this opportunity to provide an update on our KPIs and the performance measured so far.

#### Update contents

Together with this overview page you will find an updated ICE Workplan in the section from page 11 and updated KPI information in the Outputs and Measures section on page 22.

#### Progress so far

##### Ongoing engagement activity

WPD have continued with our engagement activities detailed in our submission, as well as additional ad-hoc activities such as bilateral meetings with customers and with Ofgem regarding connections issues and events relating to the Competition in Connections Code of Practice (CiC CoP) arranged by the Electricity Networks Association (ENA) and the Metered Connections Customer Group (MCCG).

Along with our planned activities, this stakeholder engagement has provided further feedback to develop our ICE Workplan and to inform the priorities for next year's plan as part of our ongoing cycle of improvements. An example of this can be found by the additional action in our ICE Workplan in this update, which came from our CCSG Panel relating to the standardisation of approach by our teams to issuing new offers and variations (see action 5.7 in the workplan).

##### Competition in Connections Code of Practice

As well as working with the other DNOs and Stakeholders in the development of the CiC CoP, WPD have also developed and implemented a range of new processes and procedures to facilitate the requirements of the CoP.

WPD implemented the new policies, guidance and system developments to support these new process and procedures at the end of September 2015.

WPD staff have been briefed on the new requirements to ensure a consistent approach across WPD area and we have published information to assist independent providers in taking up these offerings.

The WPD ICE Workplan has been updated to show CiC CoP actions completed, however through the CoP Governance process and the actions set by Ofgem to implement further harmonisation by April 2015, we expect further actions will need to be added to the Workplan.

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# Ofgem Incentive on Connections Engagement

2015 / 16

## WPD looking forward report submission

### Introduction

Our impressive track record of stakeholder engagement has placed WPD at the forefront of implementing initiatives designed to help its customers – particularly those requiring connections advice and guidance. Our quarterly Connections Surgeries, which are held across our company, provide detail on a range of subjects like Distributed Generation, which was a feature of a successful workshop last November.

Through our Customer Connections Steering Group which I lead, I am also told personally about the challenges facing the connections industry. So for us, it is never about paying lip service to stakeholder engagement; it's about seeking out real, challenging engagement that leads to action and where we can help focus our plans to deliver tangible benefits for our customers.

We have successfully pursued new initiatives in connections triggered by customer engagement. In the Competition in Connections arena for example, we have introduced LV live jointing for Independent Connection Providers, HV jointing

trials and more recently, as part of our trial ICE plan last year, we have moved into trials with ICPs on part funded reinforcement. Each of these trials and processes has been developed with the input of stakeholders who will benefit directly from these activities.

The ICE Workplan 2015 / 16 within this document lays out our set of stretching deliverables that are endorsed by our stakeholders and which will achieve the improvement in service they require. It won't end there though; our continued objective to improve customer service will lead us to expand these actions as they develop and to focus on new initiatives through the year. In that sense this will be an evolving, living document. Our ongoing programme of engagement activity will enable us to keep stakeholders informed of our progress and to continually check that we are doing the right things.



### Submission Purpose and Structure

This report explains our customer engagement strategy and plans for improving our connections activities in line with the Ofgem Incentive on Connection Engagement (ICE).

The report covers both contestable and non-contestable connections activities for the nine Relevant Market Segments (RMS) detailed in the table opposite, in each of our four Distribution Service Areas (DSAs) in the South West, South Wales, East Midlands and West Midlands. Although ICE only requires DNOs to cover these nine market segments and only the non-contestable activities where we have passed a Competition Test, our report and the engagement strategy, activities and ICE Workplan cover all activities including those small scale connections not covered by the nine RMS. This is because it is important to us that our connection service delivers for all our customers so our plans do not only target those required by ICE.

It is essential that WPD has an Engagement Strategy for all types of stakeholder using a range of methods, to ensure we have the full picture of what we need to do to meet their service expectations. This submission sets out our high level engagement strategy and details the engagement activities we have undertaken in developing our improvement Workplan and also the activities we have planned throughout the year. Our continued engagement activities will enable us keep stakeholder informed of our progress, identify new actions to continually develop our Workplan and identify longer term objectives for future years, some of these activities are highlighted in more detail in this report.

Our ICE Workplan contained within this report, has been put together with the input and endorsement of a broad range of our stakeholders. Over 2,400 stakeholders from a full range of connection-related backgrounds have had the opportunity to have their say, mainly face-to-face, to identify the issues and areas for improvement. This engagement has led directly to the development of our ICE Workplan and in the actions we will take to address the issues. Our Connection Customer Steering

#### The Connections Market in WPD's Area:

To give an indication of the relative market size and levels of activity which is undertaken across WPD's four DSA's in each of the 9 Relevant Market Segments (descriptions of the RMS can be found [here](#)), the table below shows the number of connections completed in each segment by WPD and by independents ▼

Relevant Market Segments & Completed Connections 2014 / 15									
	Demand Connections				Distributed Generation		Unmetered Connections		
	LV work	HV work	HV & EHV work	EHV work & above	LV work	HV & EHV work	LA work	PFI work	Other work
WPD	20750	8000	2	2	70	400	2300	0	4350
ICP	50	50	1	1	0	100	17100	17900	950
IDNO	9600	15900	250	0	0	5	0	0	0

Note: the above numbers are approximate values estimated prior to final regulatory reporting. IDNO numbers are based on meter installation date. Unmetered connections include new and transfers.

Group (CCSG) adds another layer of refinement to our Workplan in helping us to refine and further prioritise the actions. Their support for our Workplan and the role they take is explained further within this report.

To give a clear picture of how we are performing against the Workplan and to ensure that the actions are delivering the improvements necessary, this report includes the outputs and measures we have designed, including our key performance indicators covering all aspects of our connections activity.



# Progress up to now...

## Background

This submission represents the first for the ICE incentive in RII0-ED1 however WPD has been working towards this process since it was initially proposed by Ofgem as part of their RII0-ED1 strategy.

Stakeholder engagement is embedded as a vital element in ensuring WPD is doing the right things for our customers. We did not want to stand still waiting for ICE to come along, so in order to make sure we hit the ground running with ICE we developed a connections engagement plan that ensured we engaged with over 2400 connections stakeholders and the CCSG in November 2013 (see pg.8). This engagement led to the development of our connections Workplan for 2014 / 15.

We used our CCSG Workplan to form the foundation of our submissions for the trial of the ICE incentive ran by Ofgem in 2014. The feedback and learning from running the CCSG, the ICE trial and ongoing engagement puts us in a good position going into the first year of the ICE incentive to be sure that we are engaging with our connection stakeholders effectively and doing the right things for our connection customers.

We had positive feedback on our ICE trial submissions last year from both Ofgem and our stakeholders in both the format of the submissions and more importantly, on the content. Feedback showed that our engagement strategy and our connections initiatives were well received and the presentation of

the submission found the right balance between the need to provide enough information but not put off stakeholders with too much content.

It is important that we continually improve and there were also areas identified in this feedback where we could improve the quality of our plans and submission. Stakeholders told us that it was difficult to follow our Workplan and track progress as it expanded through the year and to identify when actions were completed. They also told us that some of our actions were too vague. The feedback on our outputs and measures, suggested they were too high level, so that they did not cover all aspects of the Workplan. We took this feedback into account in our October resubmission for the trial and have carried this into this year's submission.

Using this feedback we have improved the level of detail in our Workplan actions and the explanation of timescales. We have also expanded our outputs to ensure that it is clear how the delivery of our Workplan is making a measurable difference to our connections services. We were told that it is important that we are specific about how our plan has been informed by engagement with connection stakeholders (including highlighting where they have taken into account ongoing feedback from stakeholders) and so we have ensured that it is clear throughout the document how actions and initiatives have come about and developed with our engagement.



## Evolving Plan

Our Workplan is not fixed at the beginning of the year, it is important that the actions and initiatives develop and grow in response to feedback throughout the year. We also add new actions where issues are identified during the plan period.

In our 2014 / 15 ICE trial Workplan, the number of initiatives grew substantially from the original trial submission to the October 2014 resubmission.

For example, our initiative to hold a workshop for community energy schemes, to better understand their requirements, was expanded into three further actions from the feedback we received at that event and from those stakeholders. From this we completed actions to publish a guide to getting connected which was sent to over 300 registered community energy schemes across WPD, an engagement plan and further workshops all aimed at community energy connection stakeholders.

We will be applying the same principle of continuing development for our 2015 / 16 ICE Workplan.

“ feedback and learning from running the CCSG, the ICE trial and ongoing engagement puts us in a good position going into the first year of the ICE incentive to be sure that we are engaging with our connection stakeholder effectively and doing the right things for our connection customers. ”

# Platform for success

## Building On The 2014 / 15 Workplan

Our 2015 / 16 ICE Workplan builds previous engagement with stakeholders to establish and develop our 2014 / 15 Workplan. We established our Connections Workplan ([click here](#)) for 2014 / 15 in early 2014; it included a number of stretching and challenging initiatives. Our continued engagement throughout the year enabled us to expand the Workplan with new initiatives and actions to address them as well as further actions following on as improvements progressed. The initial plan started with 19 initiatives and this progressed into 67 separate actions. 50 Actions were completed and 16 actions have been carried forward into actions within the 2015 / 16 ICE Workplan (one action was closed after an improvement to the process could not be identified).

This has all combined to deliver an already tangible benefit to connection customers and to provide a solid platform for future success. Stakeholders have seen that WPD's engagement leads to action and their input results in real service improvements.

## Key Actions Delivered

A number of key actions which have been delivered as part of our 2014 / 15 Workplan are highlighted below:

Initiative/Action	Output
<ul style="list-style-type: none"> <li>Improve availability of network information</li> </ul>	<ul style="list-style-type: none"> <li>Following initial review of information made available by WPD, new services were developed and implemented including: asset data for external use in both google earth, GIS and CAD file formats. A guide has been published to explain what is available to ICPs and customers (<a href="#">here</a>)</li> </ul>
<ul style="list-style-type: none"> <li>Develop a suite of alternative connection methods and offers for DG connections to avoid high reinforcement costs or network issues with export constraints</li> </ul>	<ul style="list-style-type: none"> <li>Three alternative connection methods developed and implemented with associated alternative offer letters in September '14. over 70 offers have been issued since implementation with more than a dozen acceptances. This has facilitated the connection of DG schemes which may have otherwise been delayed due to timescales for reinforcement, or not gone ahead at all due to timescales and cost.</li> </ul>
<ul style="list-style-type: none"> <li>Consult on processes regarding interactivity, acceptance validity, payments and reservation of capacity</li> </ul>	<ul style="list-style-type: none"> <li>Following consultation with our stakeholders, to which we received 13 responses, we then formulated a decision report based on that feedback. This led to 11 new actions, 8 of which have been completed including the publication of guidance on the treatment of complex interactive queues of connection offers, the procedure to avoid extension of these queues delaying offer acceptance, guidance on connection payments, how changes to applications affect queue positions, and publication of an online capacity register for visibility of connected and accepted DG schemes on the network.</li> </ul>
<ul style="list-style-type: none"> <li>improving the process of gaining legals and consents</li> </ul>	<ul style="list-style-type: none"> <li>Following feedback from our CCSG regarding inconsistency in our legals and consents processes, we completed 3 actions to update the policy, roll out internal briefings to our staff to implement consistent approach and to produce a guidance leaflet with input from our customers (<a href="#">here</a>). This area of improvement is also carried forward into our 2015 / 16 ICE Workplan.</li> </ul>
<ul style="list-style-type: none"> <li>Link Box Policy</li> </ul>	<ul style="list-style-type: none"> <li>We completed an action to review our policy regarding the requirement for a link box at the boundary between the WPD network and that of an IDNO following feedback at a CIC review event held by the MCCG and at our CCSG. We implemented a change to our policy in Nov '14 so that link boxes are no longer required in all cases, and if required are funded by the party requiring them.</li> </ul>
<ul style="list-style-type: none"> <li>Expand service for IDNO network emergency support</li> </ul>	<ul style="list-style-type: none"> <li>WPD have offered this service in our S.West area for a number of years and our IDNO stakeholders told us that they wanted WPD to provide this in all our areas. We included actions in our Workplan to develop the contractual arrangements and roll out the service offering. Working with the IDNOs these arrangements have been made available for all IDNOs to take up should they require them.</li> </ul>

# Stakeholder engagement strategy

## Engagement approach

WPD has a well established and comprehensive engagement strategy, which has been in place since 2007. It is updated and reviewed by our Chief Executive and Directors every year and our connections engagement under ICE is integrated into this strategy. It is externally assessed as part of annual Customer Service Excellence Standard and British Standard for Inclusive Services accreditation audits. In our CSE external assessment in April 2015, we were once again successfully reaccredited, including eight new compliance plus grades that means ten of the 19 elements assessed this year were assessed as compliance plus, the highest level of compliance. In particular,

we have been awarded compliance plus for **stakeholder and customer engagement**, including the new work on the CCSG and ICE incentive.

In short, our strategy (left) is to be fully inclusive, tailored (using the methods best suited to the knowledge and interest of our stakeholders) and meaningful, **always leading to measurable actions and outputs**.

Our engagement is business-led with staff at all levels involved in our range of activities – from CEO and Director-level involvement at our CCSG and workshops, to Planners helping customers at Connection Surgeries – it is seen as part of everyone’s job at WPD.

We are always determined that our engagement facilitates joint discussion rather than becoming a series of talking shops, and stakeholders are always given the opportunity to influence change in the way we operate. Our ICE Workplan will continue to evolve as new outputs come from our engagement and our strategy has been updated this year to ensure that engagement continues to lead to action. Our focus will be twofold:



▲ WPD Stakeholder engagement cycle



## Engagement methods - appropriate to stakeholder groups

It is important that we engage with our full range of connections stakeholders, using methods that are appropriate to their level of interest and knowledge about connection activities. Not all stakeholders will have the same desire to get involved in the detail of connections issues, as such we tailor our engagement methods to best suit the needs of the various stakeholders. This approach ensures our engagement has the correct breadth and thoroughness in order for us to gather the input we need to develop and endorse our Workplan to improve our connections performance and to keep stakeholders informed of what we are doing for them.

Methods such as our CCSG and our DG Workshop have been well received and importantly have led to the creation of a large number of actions in our ICE Workplan. The continuation of these events allows stakeholders to see how their engagement leads directly to action and change as the ICE Workplan details the source of each service improvement action.

How our engagement methods match the knowledge and interest level of our connection stakeholders, is set out below:

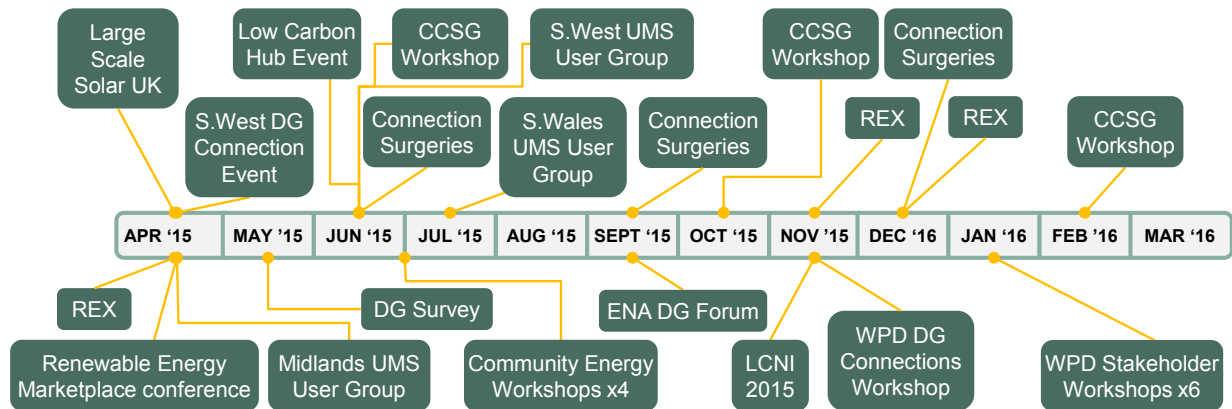
Stakeholder knowledge and interest level (High to Low)	Engagement methods:	
	Expert	<ul style="list-style-type: none"> <li>Level 1: Stakeholders we work closely with to build their knowledge to an 'expert' level, or those who already have an in-depth knowledge of connections activities</li> </ul>
Interested	<ul style="list-style-type: none"> <li>Level 2: Stakeholders who interact regularly with WPD for connections activities and have a sizeable knowledge and interest in this area</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder workshops</li> <li>Consultations</li> <li>Bilateral meetings</li> <li>DG survey</li> <li>Connections Surgeries</li> <li>Community energy events</li> </ul>
Little or no prior knowledge	<ul style="list-style-type: none"> <li>Level 3: Stakeholders who may only interact once or occasionally for connections activities and have little knowledge of WPD or this area</li> </ul>	<ul style="list-style-type: none"> <li>DG &amp; customer surveys</li> <li>Connections Surgeries</li> <li>Annual stakeholder &amp; ICE reports</li> <li>Website</li> <li>Media awareness campaign</li> <li>Social Media</li> </ul>
Future	<ul style="list-style-type: none"> <li>Level 4: Stakeholders who may want connections in the future and may have no knowledge of WPD or this area</li> </ul>	<ul style="list-style-type: none"> <li>Connections Surgeries</li> <li>Annual stakeholder &amp; ICE reports</li> <li>Community energy events &amp; guide</li> <li>Media awareness campaign</li> <li>Social Media</li> <li>Website</li> </ul>



# Engagement activity

## Planned connection engagement activities for 2015 / 16

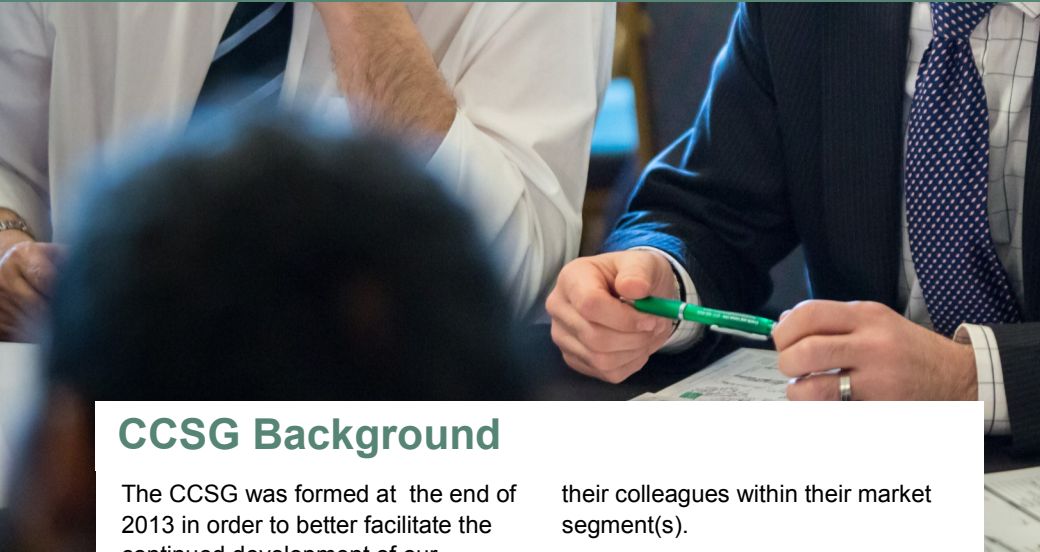
From April 2015 to March 2016 we will engage with a wide range of stakeholders through a variety of activities. More detail is provided on pages 22-24 about a selection of these key engagement activities that we have planned for this year. A summary of these is provided below.



Engagement Activity Summary		
Activity	Description	Estimated attendance
Broad Measure Survey	A WPD commissioned monthly customer satisfaction survey of connections customers covering the market segments under the ICE scope. See pg. 17.	2000
CCSG Workshops	Panel of experts across connections market informing, influencing and feeding back on WPD connections plans and activities see pg.8. The outputs from this group also feed into our overarching Customer Panel	15
WPD Stakeholder Workshops	Workshops covering wide range of topics including connections, with separate connection session in the afternoons. Held across six locations from Plymouth to Birmingham. With roundtable discussions facilitated by WPD managers and electronic voting on issues for prioritising objectives.	230
S.West DG Connection Event	WPD hosted event addressing the effect of the large number of requests for DG connection schemes in the S. West meaning much of the capacity available has now been allocated, at all	46
Community Energy Workshops	Series of workshops facilitated on behalf of WPD by Regen SW to help community energy stakeholders navigate connections processes and work with WPD see pg.22.	120
Connection Surgeries	allow customers to discuss face-to-face with one of our engineers about their connection requirements. Expanded in 2015 to CiC stakeholders. See pg.22.	120
UMS User Groups	Unmetered Supply (UMS) user groups for Local Authorities in the Midlands, South West and South Wales giving opportunity to discuss connection issues and performance	40
WPD DG Connection Workshop	Allowing DG connections stakeholders to understand and feedback on our improvement plans see pg.23.	60
ENA DG Forum	ENA organised fora giving opportunity to network with others from the industry and to discuss issues and potential improvements with DNOs. See pg.24.	100
DG Survey	Annual survey of WPD DG connection customers measuring satisfaction with service at quotation and connection stages of the process.	400
LCNI 2015	Low Carbon Networks & Innovation Conference: Industry event to share information and feedback on innovation projects including innovative connection-related projects.	800
REX: Renewable Energy Exchange Events	WPD host a series of surgeries at the REX in Wales, South West and Midlands. Expert-led sessions help inform those interested in investing in renewable or energy-efficiency tech, taking advantage of the Government's Feed in Tariff and Green Deal schemes. We hold discussions to help customers understand the connection process, timescales, and costs, as well as the requirements for different types and sizes of generation with optional one-to-one appointments.	150
Large Scale Solar Event	WPD will be presenting at this industry event held in Bristol to discuss ongoing development of innovative solutions to familiar issues regarding the connection of large scale solar DG	300
Low Carbon Hub Event	WPD event to disseminate the learning from the six techniques of the Low Carbon Hub ,along with the curtailment tool and discuss the commercial arrangements for Alternative connections.	60



# Connection Customer Steering Group



## Range of stakeholders

The CCSG is made up of a range of stakeholders representing a cross section of connection customers in order to provide a balanced view of connection issues. Members cover the full range of connection market segments across the four WPD regions:

- **Public Lighting Authorities**
- **Utilities**
- **Large commercial connection customers**
- **Connection consultants**
- **DG developers**
- **Community energy schemes**
- **Independent connection providers**
- **Independent network operators**

## CCSG Background

The CCSG was formed at the end of 2013 in order to better facilitate the continued development of our connections services. Chaired by our Chief Executive, Robert Symons and made up of a broad range of connection stakeholders from a range of sectors. The group comprises of a panel of experts who help to inform and guide our strategy and decisions, refining the issues that are identified through our broader connections engagement adding further detail and their own experiences.

Each panel member will represent their own views and the views of

their colleagues within their market segment(s).

The CCSG meets three times per year and the inaugural meeting took place in 2013. There will be a cycle of planning, update and review workshops.

Slides and minutes of the workshops are published on our website ([here](#)).

The group inform and support the priorities, actions, initiatives and targets forming the annual Workplan for WPD connections activities (detail on the Workplan is provided on the next page).

“ Another excellent workshop, good to see clear progress and an honest approach to future improvements. WPD continue to work on improving the experience for the end customer, this is evident in their plans

- CCSG Member feedback

## Terms of Reference

The CCSG's terms of reference are to:

- **Provide feedback on the effectiveness of WPD's connections service and plans for future developments**
- **Act as a source of and a sounding board for new ideas**
- **Advise and draw attention to key issues of current or emerging connection customer concerns**
- **Influence WPD's strategic objectives and future plans for connections services**
- **Influence and feedback on WPDs connections performance indicators**
- **Support and facilitate joint-working between WPD and connections groups**
- **Act as an arbiter for connections customers**

## CCSG Workshop cycle

The CCSG has a rolling programme of annual workshops with a cycle of planning, update and review:

<b>Feb</b>	<ul style="list-style-type: none"> <li>▶ Evaluate progress and successes in current Workplan</li> <li>▶ Present draft proposals based on priorities identified from Stakeholder feedback and agree priorities</li> <li>▶ Obtain stakeholder input that will be used to refine our thinking</li> <li>▶ Finalise and agree plan based on CCSG feedback</li> </ul>
<b>Jun</b>	<ul style="list-style-type: none"> <li>▶ Present a review of progress against the Workplan</li> <li>▶ Present any additions or modifications which may have been identified</li> </ul>
<b>Oct</b>	<ul style="list-style-type: none"> <li>▶ Evaluate progress and successes</li> <li>▶ Reassess the key outstanding issues</li> <li>▶ Identify actions and priorities for the following year</li> </ul>

# Our Connections Strategy

WPD's strategy in respect of connections and connections customer engagement is focused on listening to what our customers tell us in terms of their requirements and translating that into a set of connections outputs designed to fulfil those needs.

The fundamental objective of WPD's connections outputs is to provide excellent service for customers connecting to the network whilst facilitating competition in the connections market.

## The primary areas of WPD's connections outputs are:

- ▶ To provide a faster and more efficient connections service
- ▶ To improve communication with customers
- ▶ To enhance engagement with major customers
- ▶ To achieve guaranteed standards of performance
- ▶ To enable facilitation of the competitive market

The WPD ICE Workplan then takes these high level objectives and defines more specific initiatives such that the ICE Workplan can be tailored to focus on formulating actions that deliver the required changes to meet those objectives. An explanation of the primary connections outputs is provided below:

**To provide a faster and more efficient connections service** - The key output is improve the overall time to connect by 20%, whilst still maintaining excellent customer service such that WPD continues to be the top ranked DNO group by customer satisfaction surveys.

**To improve communication with customers** - This objective centres on delivering outputs that improve how our stakeholders can communicate with us and the information that we can provide them. There is a focus on developing and enhancing online connections processing including improved progress tracking.

**To enhance engagement with major customers** - Outputs for this objective centre on ensuring we communicate effectively to gain feedback to better understand the requirements of major customers.

**To achieve guaranteed standards of performance** - The target to achieve zero failures of connections GSOPs ensures that we maintain our focus on the core connection activities required at each stage of the connection process.

**To enable facilitation of the competitive market** - WPD has a key role in the facilitation of competition in connections and it is important that we continue to work with customers and connection providers to ensure that we further develop competition in connections to ensure a level playing field in the connections market.

“ The fundamental objective of WPD's connections outputs is to provide excellent service for customers connecting to the network whilst facilitating competition in the connections market. ”

# ICE Workplan

## Workplan development 2015 / 16

The WPD 2015 / 16 ICE Workplan has been created using input from our stakeholders including the CCSG panel along with our broad range of connection stakeholders. The issues in the plan were identified as a result of our engagement activities throughout the 2014 / 15 period such as our DG Workshop held in November 2014 (see p.g.23 for details) and our WPD Stakeholder workshops in January 2015. We have used these discussions and feedback to prioritise the issues and to identify and formulate a set of actions to address them. The actions aim to provide the changes and improvements required by our stakeholders.

From the feedback received from our stakeholders on last year's Workplan and ICE trial submissions, we identified a number of key action areas to address through the actions in this year's Workplan (see right).

We have used this feedback and these key action areas to develop the initial actions in our 2015 / 16 ICE Workplan. Specific actions have been included to address issues and the reason for these actions is explained. The ICE Workplan will develop through the year where further actions are identified and added, these new actions will be clearly identified when we publish updates so that stakeholders can easily track our progress.

### Key areas for action:

- ▶ Consistency of process and communication across WPD
- ▶ Service provided post-acceptance of connection offer including transparency of work schedule and progress
- ▶ Availability of network information including available capacity
- ▶ Consistent and proactive communication throughout connection process
- ▶ Ability to have early discussion prior to connection application

## CCSG Workplan Signoff

As part of process to finalise the initial ICE Workplan for the year, we ask our CCSG panel to take the opportunity to agree to a joint statement in support of the plan and the process leading to its development, following the input the group has in guiding this.

Our CCSG members have, provided their support to the statement below ▼

*'As members of the WPD CCSG panel, we have been involved in the programme to identify and prioritise the actions for the WPD ICE Workplan. We have had the opportunity to contribute to what it is today and welcome the steps being made by WPD towards ongoing improvement in their connection services'*

“ A well drafted Workplan. A concise Workplan that will keep WPD ahead of all other DNOs and overall demonstrates WPD listen and engage with stakeholders and the CCSG.

- CCSG Member written feedback ”

## Workplan format

It is important to us that all of our stakeholders can engage with our Workplan to ensure that we are meeting their requirements. We have kept the format of the plan simple and straightforward to ensure that it is accessible for all stakeholders so that our Workplan objectives are clear and can be tracked throughout the year.

We have grouped the Workplan actions into a series of headline topics which identify the broad area or issue the actions are addressing.

Each of the actions in the Workplan are numbered for ease of reference and to track new actions as they are added. Each

has a description detailing the action and objective and a column explain the reason for the actions - whether it be carried forward from previous plans or explaining the source of the action. Each also has a target date for completion and a column indicating which stage of the connections process it corresponds with. As updates are published there will be a column indicating the current status and actual completion date. A series of columns at the end of the plan identifies for each action which market segments will benefit.

The Workplan can be found in the following pages of the report.▼

# WPD ICE Workplan 2015/16

						Market Segments Applicable														
						Demand Connections						Distributed Generation Connections		Unmetered Connections						
						Domestic L/V work (LVSSA)	I&C work (LVSSB)	One-off LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DG/HV/EHV	UMLA	UMPI	UM Other				
1. Communication and Engagement																				
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area															
1.1	Collaborate on industry issues: Work with the ENA and other groups to help address issues having an effect across the industry e.g. Collaborate on improvements and simplification of Statements of Work process, implement improvements where identified.	ENA DG Forum feedback	Ongoing: National SoW working group underway for the interface between DNO/Grid covering commercial, technical and regulatory aspects	Q1 '16	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.2	Work with other DNOs to consult on and produce Competition in Connections Code of Practice (CoP). Deliver actions identified as requirements under the CoP.	Ofgem CoP requirement	Complete: click <a href="#">here</a> for further info	Q4 '15	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.3	Carry out 2015 annual DG survey with a split for Major DG EHV schemes with significant sample size to assess service levels specific to this segment	ENA DG forum and CCSG feedback	Complete: information can be found in the KPI section of this document	Q3 '15	All	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	▪	▪	▪	▪
1.4	Work with industry groups to identify any changes required to facilitate adoption of unmetered supply inventories on IDNO networks.	MCCG action list re CoP feedback	Ongoing: WPD are working with two IDNOs around potentially offering Meter Admin services for unmetered inventories.	Q1 '16	Information & Application	▪	▪	▪	▪	▪	▪	▪	▪	✓	✓	✓	✓	✓	✓	✓
1.5	Produce annual Community Energy engagement plan	WPD stakeholder workshops following previous year's engagement plan	Ongoing: plan under development.	Q1 '16	All	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	▪	▪	▪	▪



# WPD ICE Workplan 2015/16

## 1. Communication and Engagement

						Market Segments Applicable										
						Demand Connections						Distributed Generation Connections		Unmetered Connections		
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DG/HV/EHV	UMLA	UMPI	UM Other
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area											
1.6	Continue and expand programme of Community Energy workshops	Community Energy workshop feedback	4 further events planned between Nov'15 and Feb'16.	Q1 '16	All	.	.	.	.	.	.	✓	✓	.	.	.
1.7	Investigate and implement, where appropriate, refinements to the WPD pro-active call-back procedures to tailor to customer requirements e.g. customers with high volumes of applications and offers may require alternative service.	CCSG feedback on initiative introduced in 2014	Ongoing	Q1 '16	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.8	Approach ENA to collaborate with DNOs to produce a list of DNO policies for Legals & Consents to highlight differences. Work with the group to promote harmonisation of best practice policies. WPD to implement changes where appropriate.	CCSG feedback and request	Ongoing: WPD awaiting feedback requested from other DNOs	Q1 '16	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.9	Investigate pre-application service and availability of advice to assist customers before commencing the application process. identify further actions as necessary to improve service.	WPD DG workshop feedback	Ongoing	Q1 '16	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.10	Work with NGET to clarify Statement of Works process for both individual and bulk applications. Publish updated guidance on our website.	CCSG feedback and request	on-going. See also 1.10.1	Q3 '15	Information & Application	.	.	.	.	.	.	✓	✓	.	.	.
 1.10.1	Move to individual application SoW process	New sub action	Ongoing: WPD are Moving to single application process with new team set up to manage SoW submissions.	Q3 '15	Information & Application	.	.	.	.	.	.	✓	✓	.	.	.

## 2. Availability of information & Online services

						Market Segments Applicable										
						Demand Connections				DG Connections		Unmetered Connections				
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area											
2.1	Implement web-based application and job tracking functionality for large / high volume customers including unmetered supplies for Local Authorities	Ongoing development from 2014/15 initially from CCSG and other stakeholder workshop feedback	Ongoing: Rollout with trial customers being planned.	Q1 '16	Information & Application	•	•	✓	✓	✓	✓	✓	✓	✓	✓	✓
 2.1.1	Conduct a trial of application system with a developer	New sub action	Ongoing: trial customers to be identified	Q1 '16	Information & Application	•	•	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.2	Improve availability of Network information. Implement access to further network information for customers by geographic and capacity information. Make improvements following further assessment of feedback on developments delivered last year. E.g. information required to facilitate self-POC assessment by ICPs.	Ongoing development using feedback from CCSG, WPD DG workshop and other engagement on the initiatives completed in the 2014/15 plan (i.e. capacity register, online mapping, provision of asset data etc.)	Complete: new information rolled out as part of CiC CoP.  Click <a href="#">here</a> for our CiC CoP Procedure	Q1 '16	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.3	Develop existing online DG capacity register further by moving to a monthly update and adding further information to show monthly changes in both connected DG and accepted not yet connected DG	Feedback from engagement with Welsh Assembly Government and Community Energy Wales	Ongoing: monthly updates complete, monthly changes are ongoing development	Q3 '15	Information & Application	•	•	•	•	•	•	✓	✓	•	•	•
2.4	Review the information available to independent connection providers and developers on our technical information website to ensure it has the appropriate information to facilitate the design process and also to review the communication of this information.	CCSG feedback to improve existing service	Complete: a survey was carried with external users and changes implemented as identified in survey responses.	Q1 '16	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**2. Availability of information & Online services**

						Market Segments Applicable										
						Demand Connections				DG Connections		Unmetered Connections				
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area	Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other
2.5	Update WPD connections website to explain more clearly roles and responsibilities for the connections process with simple diagrams. Including the process for transitional arrangements from 'standard' application to alternative connection application	WPD DG workshop feedback	Ongoing: a new process flowchart was made available on website Oct '15 <a href="#">here</a> . Further update planned.	Q1 '16	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.6	Develop CIRT (web-based tool for application and tracking) to enable the posting of Offer letters on CIRT for customers to download rather than emailing or physically posting.	CCSG feedback	Complete: Sept '15 as part of CiC CoP CIRT upgrade	Q1 '16	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	.	.	.
2.7	Investigate capability of allowing multiple contact addresses per enquiry to be entered into the online applications system and CIRT	CCSG feedback	Complete: Sept '15 as part of CiC CoP CIRT upgrade	Q1 '16	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	.	.	.
2.8	Develop online register for ICPs to be able to upload details of the services they can offer in WPD's areas	MCCG action list	Complete: click <a href="#">here</a> to go to the webpage with link to the register.	Q3 '15	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.9	Publish detailed flow-charts showing WPDs land rights acquisition process	MCCG action list	Complete: Flow charts are produced and are available on WPD's tech info <a href="#">website</a> with: <ul style="list-style-type: none"> <li>• Process maps,</li> <li>• 'Who does what'</li> <li>• WPD policies</li> <li>• Process maps will be updated in accordance with feedback and also changes arising from 3.1 below</li> </ul>	Q3 '15	Information & Application	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

						Market Segments Applicable									
						Demand Connections					DG Connections		Unmetered Connections		
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHVEHV	UMLA	UMPLI
<b>3. Service provided post Connection Offer Acceptance</b>															
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area										
3.1	Improving the process of gaining legals and consents: identify further improvements to streamline processes and improve transparency and communication to ensure customers are kept informed of status and progress	Feedback from CCSG, DG workshop and other engagement	Ongoing: actions identified to speed up processes including: <ul style="list-style-type: none"> <li>• Transfer of funds to WPD lawyers upon instruction</li> <li>• All funds transfer by BACS</li> <li>• Double limit for WPD Layers self-authorized undertakings</li> <li>• Development of side letter for critical easement / land purchases</li> </ul>	Q1 '16	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.2	Develop set of internal standards and/or monitors for the WPD legals and consents process to help improve speed and efficiency.	Feedback at DG workshop and CCSG and MCCG action list	Ongoing: Development of legal process KPIs in progress e.g.: <ul style="list-style-type: none"> <li>Within 2 days:                             <ul style="list-style-type: none"> <li>• New instructions set-up and allocate – 2 days</li> <li>• PoA execution – 2 days</li> <li>• Issue cost undertakings – 2 days</li> </ul> </li> <li>Also, measure other side's lawyer for:                             <ul style="list-style-type: none"> <li>• Time to reply to initial letters</li> <li>• Time to return executed documents</li> </ul> </li> </ul>	Q1 '16	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.3	Investigate service provided post acceptance. Implement improvements identified along with staff training	Ongoing initiative building on action in 2014/15 based on feedback from DG Forum and CCSG	Ongoing	Q2 '16	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



						Market Segments Applicable														
						Demand Connections					DG Connections		Unmetered Connections							
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHVEHV	UMLA	UMPI	UM Other				
3. Service provided post Connection Offer Acceptance																				
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area															
3.4	Improve transparency and communication of post-acceptance timetable. Look at providing further information to customers regarding the schedule / timetable for their	Feedback at DG workshop and CCSG	Ongoing	Q2 '16	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.5	Investigate areas of inconsistency in process across WPD and identify further actions to address them. Continue to implement training and briefings to improve consistency across teams.	Ongoing initiative building on action in 2014/15 based on feedback from DG Forum and CCSG	Ongoing: training for all teams on inspections and monitoring rolled out, various new guidance issued to teams, for example: on excess capacity management, detailing project issues in offer letters. Policy and guidance issued on CiC CoP together with staff briefings to ensure consistency of service across WPD teams.	Q1 '16	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

						Market Segments Applicable										
						Demand Connections						DG Connections		Unmetered Connections		
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGH/EHV	UMLA	UMPI	UM Other
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area											
4.1	Continue trial and implement process to allow self assessment of POC for Independent Connection Providers (ICPs) for the majority of straightforward connections	Ongoing development from 2014/15 plan linking with CoP requirements	Complete: as part of CiC CoP	Q3 '15	Design, Quotation & Acceptance	✓	✓	✓	✓	.	.	.	.	✓	✓	✓
4.2	Continue to trial procedures to facilitate ICPs carrying out connections reinforcement. Instigate changes to make activity contestable subject to successful trial	Ongoing development from 2014/15 plan	Ongoing: trial is in place and has been communicated to ICPs. Currently no uptake. Click <a href="#">here</a> for more information	Q1 '16	Design, Quotation & Acceptance	.	✓	✓	✓	✓	✓	✓	✓	.	.	.
4.3	Extend Inspection and monitoring regime to enable self-inspection by Independent Connection Providers	Building on completed action in 2014/15 to implement consolidated I&M regime based on feedback from CCSG and on MCCG action list	Complete: as part of CiC CoP	Q1 '16	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.4	Develop and implement new design approval regime with ability for suitably accredited ICPs to self-approve their own contestable designs where applicable to connection type	Ofgem CoP requirement	Complete: as part of CiC CoP	Q3 '15	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4.5	Develop and publish a set of simple designs and guidance for simple HV and LV connections to allow submission by ICPs without need for design approval	MCCG action list	Ongoing: standard designs have been registered with two companies	Q3 '15	Design, Quotation & Acceptance	✓	✓	✓	✓	.	.	.	.	.	.	.
4.6	Develop and implement effective procedures to allow ICPs to carry out disconnections on Brownfield sites	MCCG action list	Ongoing	Q1 '16	Construction & Connection	✓	✓	✓	✓	.	.	.	.	.	.	.

						Market Segments Applicable											
						Demand Connections					DG Connections		Unmetered Connections				
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGH/EHV	UMLA	UMPI	UM Other	
<b>5. Offers &amp; Agreements</b>																	
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area												
5.1	Investigate use of e-signature for Novation Agreements and implement where possible	CCSG feedback building on action in 2014/15 plan	Complete: new process to accept scanned signed documents implemented	Q4 '15	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.2	Combined Feasibility/Offer process for DG connections: develop and implement process to utilise feasibility application date in offer letter interactive queue.	2014 interactivity consultation feedback, action carried-forward from 2014/15 plan	Ongoing: preparing to launch initial trial process	Q3 '15	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	▪
5.3	Reservation of Capacity - infrastructure: develop and implement policy on DG infrastructure schemes with associated offer letter	2014 interactivity consultation feedback, action carried-forward from 2014/15 plan	Ongoing: Offer letter agreement prepared and offers made to three trial schemes in the Midlands. Information to be published on website	Q3 '15	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	▪
5.4	Reservation of Capacity - excess capacity: implement changes to offers and agreements to restrict capacity in excess of installed DG being reserved.	2014 interactivity consultation feedback, action carried-forward from 2014/15 plan	Complete: connection offer and connection agreement terms developed and implemented with guidance issued to staff to ensure consistency	Q3 '15	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	▪

5. Offers & Agreements						Market Segments Applicable					Demand Connections		DG Connections		Unmetered Connections	
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other
						No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area					
5.5	Develop and implement information to include in offers to help customers to speed up the legal process by providing preparatory information they can gather together and pass to their legal advisors.	CCSG feedback	Ongoing	Q1 '16	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5.6	Investigate whether an 'important information' box can be provided in the offer covering letter to highlight project specific issues to flag up to customers particularly where they are receiving regular or high volumes of offer letters.	CCSG Feedback	Complete: Planners to flag up important information in offer letter, guidance issued to staff to ensure consistent approach.	Q1 '16	Design, Quotation & Acceptance	▪	▪	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>NEW</b> 5.7	Standardise approach when requote and offer letter variations are issued by planners	New action - CCSG June 2015	Ongoing	Q1 '16	Design, Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



						Market Segments Applicable											
						Demand Connections						DG Connections		Unmetered Connections			
						Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other	
<b>6. Innovation</b>																	
No.	Action	Reason for action	Status	Target Date (calendar yr.)	Process Area												
6.1	Continue planned deployment of Active Network Management schemes to facilitate connection of generation under alternative connection arrangements. Building of ANM assets to commence on 4 BSP Groups during plan period	Ongoing development	Ongoing: two ANM areas underway at Grendon & Bridgewater  Click <a href="#">here</a> for further information on ANM schemes	Q1 '16	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	
6.2	Investigate issues surrounding delivery of intertrip schemes for alternative connections	CCSG feedback action carried-forward from 2014/15 plan	Ongoing	Q4 '15	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	
<b>NEW</b> 6.3	Ensure protection settings, fault current and background harmonics data available within a target date for DG connection schemes.	New action - CCSG June 2015	Ongoing	Q1 '16	Design, Quotation & Acceptance	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪	

# Outputs & measures



## Outputs

In order to make sure that the actions that we have identified and included in our Workplan meet the requirements of our stakeholders and deliver the improvements they require, it is important that we can assess this performance. Having a set of outputs, targets and key performance indicators which enable us to measure this will ensure we have the ability to understand the successes and help determine where further work is required in future plans.

Our outputs will be defined by the completion of the actions on time we have set out in the WPD ICE Workplan and by the

positive effect these actions have on the set of KPIs explained below. The level of stakeholder engagement we undertake is vitally important to the success of WPD understanding how we are performing and what more we need to do. We therefore include measures on the levels of stakeholder engagement - number of events, attendees and actions coming out - to ensure that we maintain and improve the engagement we undertake.

These outputs will enable us and our stakeholders to determine the success of our ICE Workplan.

## Customer Survey

Since its introduction in the last Price Control in 2010, the Ofgem Broad Measure of Satisfaction has been an important part of how we obtain feedback from a broad range of connection customers, how we measure our performance and how we drive performance improvements in our connection service.

From April 2015 the scope of connection customers surveyed in the connections element of the Broad Measure Survey has been reduced to cover only those with connections in the small connection scheme market segments: LV SSA and LV SSB.

Whilst we still believe that our performance in this survey is still a strong indicator of how we are performing for larger connection scheme customers—due to the WPD business structure and consistent service - we still believe it is important for us to be able to survey the full range of connection customers.

As such WPD are committing to continue with the wider scope of the previous Broad Measure Survey as part of our KPIs. Following on from our annual DG Customer survey, we have commissioned the same survey company to continue the monthly surveys.

We will report these results as part of our KPI updates and will continue to use this customer feedback to identify areas of improvement and drive performance.

## Key Performance Indicators

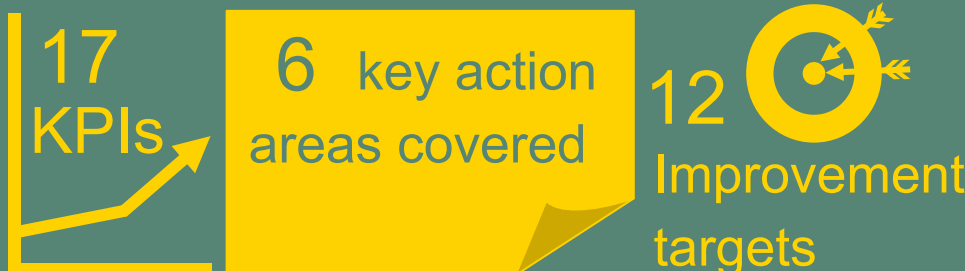
We have designed a set of KPIs which will measure important aspects of our connection service and whether the actions we undertake as part of our ICE Workplan deliver improvements in these measures. These KPIs will enable us to track performance and improvement as new initiatives and changes are delivered and we will publish updates on our performance on our website alongside updates of our ICE Workplan.

We have set improvement targets against the KPIs which are stretching but will ensure that we are focussed on delivering the changes our stakeholders will benefit from. Some of the measures we are developing are being put in place as part of this first year of the ICE incentive and therefore

this year will be a benchmark year to enable targets to be set for future years.

The KPIs cover a range of areas designed to capture performance in all aspects of the ICE Workplan. They are set out under the same headline areas as those in the ICE Workplan and each KPI has columns explaining which area(s) of the connection process they cover and which market segments they are applicable to.

These KPIs have been developed in consultation and with the commitment of WPD senior management. The KPIs will be embedded in the way in which we will manage the performance and improvement in our connection services.

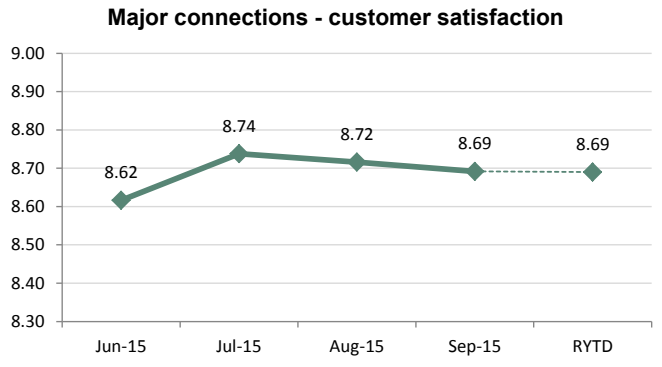


# Outputs & measures

## ICE Key Performance Indicators Update

Together with the updated actions in our ICE Workplan provided in this re-submission, we also provide an update below on a selection of our KPIs. Some of our KPIs will be in place following development of actions in our ICE Workplan on which they depend.

### Customer Survey



We have been carrying out our major customer satisfaction survey, as per our commitment to continue to survey the customers with connection types no longer in the scope of the Ofgem Broad Measure Survey. Along with the overall satisfaction score, the survey also provides us with a significant amount of

detailed feedback which we are able to use to develop existing and future improvement actions. The frequency and strength of view on issues raised in the survey also inform our priorities for future ICE Workplan actions.

Whilst satisfaction is high to date, we still have improvements to make.

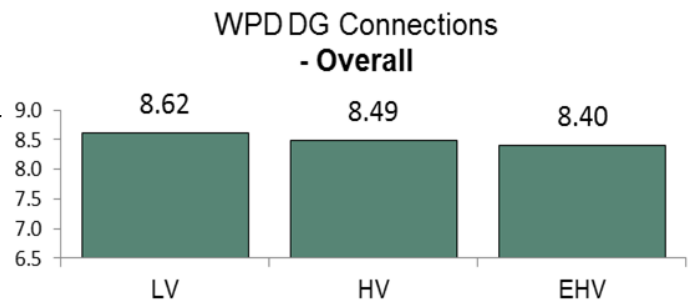
### DG Survey

For the fourth consecutive year, WPD commissioned surveys with DG connections customers who had quotations completed connections in the year. modelled on the Broad Measure surveys, the DG survey enables comparison with results for customer satisfaction in other market segments.

As per the feedback we received from our stakeholders, this year we split the survey into

LV, HV and EHV segments to assess satisfaction with our service for those customer groups.

Despite a challenging year for DG connections, whilst we have not achieved our target 8.8 overall score, satisfaction remains high in some areas, but we are getting a clear message of the areas where we need to improve.



### KPI Summary

The latest performance against some of our 2015/ 16 KPIs is displayed below:

KPI	Target	Performance	Update
<ul style="list-style-type: none"> <li>Customer Survey</li> </ul>	<ul style="list-style-type: none"> <li>WPD Score &gt;8.8</li> </ul>	<ul style="list-style-type: none"> <li>8.69 Reg YTD</li> </ul>	<ul style="list-style-type: none"> <li>Monthly surveys ongoing, detailed feedback used for improvement and prioritisation for future actions</li> </ul>
<ul style="list-style-type: none"> <li>DG Survey</li> </ul>	<ul style="list-style-type: none"> <li>WPD Score &gt;8.8</li> </ul>	<ul style="list-style-type: none"> <li>LV 8.62</li> <li>HV 8.49</li> <li>EHV 8.40</li> </ul>	<ul style="list-style-type: none"> <li>Annual results and detailed feedback will be used to develop existing and future improvement actions</li> </ul>
<ul style="list-style-type: none"> <li>Awareness of competition in connections</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark year</li> </ul>	<ul style="list-style-type: none"> <li>Reg YTD 78%</li> </ul>	<ul style="list-style-type: none"> <li>Awareness of CiC questions are asked as part of the major customer survey.</li> </ul>
<ul style="list-style-type: none"> <li>Guaranteed Standards</li> </ul>	<ul style="list-style-type: none"> <li>100% success</li> </ul>	<ul style="list-style-type: none"> <li>99.99%</li> </ul>	<ul style="list-style-type: none"> <li>We have had one GS failure in the year to date.</li> </ul>
<ul style="list-style-type: none"> <li>Volume of alternative connection offers</li> </ul>	<ul style="list-style-type: none"> <li>Increase over 2014/15 benchmark: 77 offers 23 Acceptances</li> </ul>	<ul style="list-style-type: none"> <li>Quotes 190 Accepted 37</li> </ul>	<ul style="list-style-type: none"> <li>Already exceeded target which was based on last year's outturn.</li> </ul>
<ul style="list-style-type: none"> <li>ANM scheme construction</li> </ul>	<ul style="list-style-type: none"> <li>Commence 4 sites</li> </ul>	<ul style="list-style-type: none"> <li>1 commenced</li> </ul>	<ul style="list-style-type: none"> <li>1 scheme commenced at Corby/Grendon</li> </ul>

# WPD ICE Key Performance Indicators 2015/16

				Market Segments Applicable										
				Demand Connections						Distributed Generation Connections		Unmetered Connections		
				Domestic LV work	One-off I&C work	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DG/HV/EHV	UMLA	UMPI	UM Other
<b>1. Communication and Engagement</b>														
Metric	Description	Target	Process											
Customer Survey	Conduct monthly satisfaction survey for large connection customers, covering the market segments under the ICE scope.	WPD Score >8.8	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DG Survey	Conduct annual satisfaction survey. Monitor split between DG LV, DG HV and DG EHV segments	WPD Score >8.8	All	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪
Awareness of competition in connections	Measure customer awareness of competition in connections through customer survey.	2015/16 is benchmark year - target to increase in subsequent years	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Guaranteed Standards	Maintain 100% success in achieving Connections Guaranteed Standards of Performance	100% success	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Energy Engagement events and attendees	Monitor the numbers events held and participants in our Community Energy stakeholder engagement activities.	maintain 2014/15 levels	All	▪	▪	▪	▪	▪	▪	✓	✓	▪	▪	▪
Stakeholders Engaged	Measure the numbers participants in our stakeholder engagement activities.	maintain 2014/15 levels	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actions arising as a result Stakeholder engagement	Actions within ICE plan	deliver 100% of actions	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Complaint Handling	Measure number of complaints received and the time to resolve them to track our performance.	target resolution time in upper quartile amongst other DNOs	All	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

				Market Segments Applicable										
				Demand Connections						Distributed Generation Connections		Unmetered Connections		
				Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other
<b>2. Availability of information &amp; online services</b>														
Metric	Description	Target	Process Area											
Percentage of online applications	Use percentage of applications requested online as an indicator of the awareness of customers and usefulness of our online application services	Increase over 2014/15	Information & Application + Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Online application survey	Conduct survey on user satisfaction for online application facility to assess performance and identify further improvements	2015/16 is benchmark year - target to increase in subsequent years	Information & Application + Quotation & Acceptance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>3. Service provided post Connection Offer Acceptance</b>														
Metric	Description	Target	Process Area											
Time to connect	Reduction in overall time to connect by 20% across all market segment of connections.	20% reduction in each market segment per Licence	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legals & Consents internal standards performance	Measure the performance against the internal standards once implemented for the connections Legals and Consents processes. Meet 100% of the internal standards	100% success	Construction & Connection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



				Market Segments Applicable										
				Demand Connections					Distributed Generation Connections		Unmetered Connections			
				Domestic LV work (LVSSA)	One-off I&C work (LVSSB)	LV works	HV Works	HV & EHV works	EHV and Above	DGLV	DGHEHV	UMLA	UMPI	UM Other
<b>4. Extension of Contestability</b>														
Metric	Description	Target	Process Area											
Volume of PoC self-determinations	Measure the volume of POCs determined by ICPs under trial and business as usual processes. In addition express these volumes as a percentage of the total POCs provided by WPD and ICPs.	2015/16 is benchmark year - target to increase in subsequent years	Quotation & Acceptance	✓	✓	✓	✓	✓	•	•	•	✓	✓	✓
Volume of HV self-connections	Measure the volume of HV connections by ICPs under trial and business as usual processes. In addition express these volumes as a percentage of the total HV connections for ICP PoCs.	2015/16 is benchmark year - target to increase in subsequent years	Construction & Connection	•	•	•	✓	✓	•	•	✓	•	•	•
Volume of Design self-approvals	Measure the volume of self-approved ICP designs under trial and business as usual processes. In addition express these volumes as a percentage of the total design approval volumes for ICP connections.	2015/16 is benchmark year - target to increase in subsequent years	Quotation & Acceptance	✓	✓	✓	✓	•	•	•	•	✓	✓	✓
<b>5. Offers &amp; Agreements</b>														
Metric	Description	Target	Process Area											
Volume of alternative connection offers	Measure the volume of offered and accepted alternative connection offers for DG. In addition express these volumes as a percentage of the total DG connection offers.	Increase over 2014/15 benchmark: 77 offers 23 Acceptances	Quotation & Acceptance	•	•	•	•	•	•	✓	✓	•	•	•
<b>6. Innovation</b>														
Metric	Description	Target	Process Area											
ANM scheme construction	Commence construction on 4 BSP Groups Grendon/Bridgwater/West Burton/Indian Queens	Commence construction	All	•	•	•	•	•	•	✓	✓	•	•	•

# Connections Code of Practice

## Background

During 2014 Ofgem undertook a six month review of the electricity connections market following the closeout of the Competition Test process. Whilst Competition in Connections (CiC) has been growing quickly in the last few years, Ofgem found areas where it was not developing as well and found problems that combine to limit the development of competition. They found that for a lot of the areas where CiC development was being restricted related to the DNO's role in the connection process. Whilst WPD was highlighted as being praised by stakeholders responding to Ofgem's consultations for our

efforts to improve, Ofgem felt that all DNOs needed to do more.

As such, Ofgem set out their remedy in the form of a new electricity distribution licence obligation for DNOs to develop and have in place a Code of Practice (CoP) for input services in CiC activities, taking legal effect in September 2015. The key aims of the CoP is to bring all DNOs to the same high standard of performance in the CiC services and to ensure harmonisation of their processes to help development of competition.

## Developing the CoP

Ofgem directed that the development of the CoP be carried out by the DNOs in consultation with CiC stakeholders. This has been done through the ENA with representatives from each DNO and facilitating workshops and consultations.

In their remedy proposal Ofgem set out a set of minimum requirements which the CoP must cover and a set of other issues where DNOs may also have a role to play in the facilitation of the competitive connections market. The minimum

requirements cover a range of input services where the DNOs have a role in facilitation of an ICP making a connection to the DNO's network for their customer (these are set out on the right). Through the ENA, the DNOs have consulted on best practice in each DNO and set this out as the basis for the CoP. The CoP will have a Governance process in place which will facilitate the ongoing development of the CoP where changes are required as further service improvements are made.

## WPD's approach

WPD confirmed its support to Ofgem's proposed approach in our response to their consultations, we welcomed their recognition of the efforts we had made in facilitating CiC, however we understand that our stakeholders still want us to continue to develop further improvements.

We have already taken steps to address the issues highlighted by both Ofgem and by the MCCG in their list of issues affecting CiC, for example the change to our policy on link boxes for IDNO LV connections in our 2014 / 15 Workplan. Our 2015 / 16 ICE Workplan includes actions addressing these issues and to bring us in line with the minimum requirements of the CoP.

The obligation on harmonisation is a challenge, as DNOs are currently at different stages of CiC development and have also developed different approaches to address the same problems. Whilst ensuring compliance with the CoP, we do not see this as constraining WPD developments where they go beyond the CoP minimum requirements. Hence we will continue to develop activities in accordance with the feedback we receive via engagement such as the CCSG and incorporate these into our ICE Workplan. We are keeping our CCSG informed regarding the CoP development and using their feedback to inform our approach to the developments we are

undertaking. WPD do not intend to be held back by the lowest levels in the minimum requirements of the CoP. Our 2015 / 16 ICE Workplan already includes actions which will go beyond the CoP minimum requirements, for example our ongoing trial to extend contestability to part-funded reinforcement works and our action to facilitate ICP self-inspection. Where appropriate, we will continue to develop services beyond the requirements in the CoP and seek to incorporate stakeholder views.

### CoP minimum requirements

- ▶ **Accreditation** - transferrable accreditation for ICPs to work across each DNOs' network
- ▶ **Point of connection** - ability for the ICP to design their own connection to the DNOs' network
- ▶ **Design approval** - mechanisms to all ICPs to become approved so their connection designs do not require DNO approval
- ▶ **Link boxes** - the party which requires a link box between networks must fund it
- ▶ **Inspection** - common inspection regime consistent for work carried out by the DNO or the ICP
- ▶ **Accepting non-contestable quotes** - the DNO must provide an offer for connection allowing choice between full works by DNO or partial works and the contestable works by an ICP

## CoP Timetable

The timetable set by Ofgem for the development and implementation CoP:

18 February	Initial response from DNOs explaining how they intend to work together to develop Code of Practice
18 March	Remedy consultation closes
"Spring"	Ofgem informal consultation on Licence Condition
29 April	Ofgem decision on code minimum requirements
5 June	DNOs to submit Code of Practice to Ofgem
30 June	Ofgem decision on acceptability of Code of Practice and possible statutory consultation on licence condition
Sept 2015	Licence condition in place – enforceable CoP live

# Customer engagement highlights

## Connection Surgeries

Stakeholder Focus: *Connection customers, developers, landowners, community groups and ICPs*

In 2014 we rolled out our Connection Surgeries as a business as usual activity following positive feedback on the successful trial in 2013. As a result of our 2014 / 15 engagement, stakeholders told us that it would be useful for WPD to expand this to hold with CiC Surgeries and this was also identified as good practice through the feedback in 2014 by the MCCG to Ofgem review of CiC. We have therefore expanded the scope of these events to CiC issues, allowing ICPs to make appointments to discuss specific schemes or broader process related topics.

At these events we explain:

- The connections process
  - Timescales
  - Costs
  - Technical requirements
  - Possible network constraints
- These surgeries offer us another avenue for engagement with stakeholders who may not attend other forums. We will use these surgeries as another potential source of actions to inform our ICE Workplan development and prioritisations.

## Electricity Network Connection Surgeries



**FOR WPD CUSTOMERS AND INDEPENDENT CONNECTION PROVIDERS.**

Western Power Distribution (WPD) is the electricity distribution network operator (DNO) for South Wales, South West England and the Midlands.

We operate the regional electricity network and provide New Connections to homes, businesses and generation sites at voltages from 230 volts to 132,000 volts.

Ahead of applying to us for a new connection and particularly for Generation Connections, our customers and Independent Connection Providers (ICPs) often have questions and want to understand more about the process, timescales, technical matters, consents/legal requirements and possible constraints of making a connection to the network in a particular area.

With this in mind we are running a series of Connection Surgeries where our engineers will be able to assist you.

The surgeries will run on the dates listed below and enable interested parties (like landowners, ICPs, developers and community groups) to make a 45 minute appointment with an engineer to discuss their requirements and the connection process, ahead of making an actual application for a connection to the network.

### Connection surgery dates

Our connection surgeries will be held at various WPD offices and will be as close as possible to where most participants live.

- |                 |                     |
|-----------------|---------------------|
| 26th March 2015 | 10th September 2015 |
| 17th June 2015  | 10th December 2015  |

For details of our operational area please visit our website [www.wpd.co.uk](http://www.wpd.co.uk)



► WPD Connection Surgeries Advertisement

## Community Energy Scheme Workshops

Stakeholder Focus: *Customers, developers, Landowners, community groups and government*

As a direct result of feedback at our stakeholder engagement workshops we added actions to our 2014 / 15 Workplan to engage specifically with, and develop assistance for community energy scheme stakeholders.

We held a series of community energy scheme workshops across the S.West, S.Wales and Midlands and added representation at our CCSG. From this we also took actions to develop a community energy engagement strategy and develop a simple guide to getting connected (see pg.4).

The events titled, Connecting Community Energy, are facilitated by Regen SW and five events were held between June '14 and February '15 at locations across WPD. Over 100 attendees covering 58 community energy groups, the Welsh Assembly Government and DECC took part in sessions with senior WPD representatives including presentations and surgeries with opportunities for networking.

The events are pitched at a broad range of stakeholder interest and knowledge level, catering for those with very limited experience in connections to those who have gone through the process.

The stakeholder feedback from attendees was very positive, of the 22 responses on the feedback form, 36% thought the event was excellent, 59% good and 5% unsure.

As a result of the positive feedback received at these events and the valuable input to of connections service improvement plans, we are holding further events in 2015 / 16, expanding into other areas. We expect these events to provide further useful feedback leading to further actions on

our ICE Workplan this year and next.

### Direct input into ICE Workplan

Following feedback at these events and with community energy stakeholders we have included actions in the 2015 / 16 ICE Workplan to expand these workshops into other areas and to further develop our online capacity register by moving to a monthly update and adding further information to show monthly changes.

“ Great to see WPD putting the effort into working with us

- 2014 Community Energy Event attendee ”

From stakeholders who provided written feedback:

95%

Though the event was 'excellent' or 'good'.

33%

told us they the 'guide to the connection process' the most useful part of the agenda.



# Customer engagement highlights

## WPD DG Connection Workshop

In November 2014, WPD hosted a workshop for Distributed Generation (DG) stakeholders to communicate the work that WPD has been doing to improve performance in providing DG connection services and to gain feedback on this and our improvement plans. Held at the Birmingham Botanical Gardens on 26th November 2014 and independently facilitated. A total of 57 DG stakeholders attended from both the DG LV and DG HV & EHV market segments, representing all WPD areas and a wide range of sectors including: utilities, connections companies, ICPs, consultancies, developers, technology companies, membership organisations and universities.

The workshop consisted of a series of presentations by senior WPD representatives each followed by round table discussions facilitated by trained facilitators with comments captured by scribes. On each of the tables, a member of WPD staff was on hand to answer technical questions. In the afternoon there were optional surgeries on a range of specific topics to discuss these in more detail.

A copy of the presentation given

by WPD can be found on our website [here](#) and the workshop report including the detail of the discussions and comments recorded at the workshop can be found [here](#).

At the workshop we received a huge amount of useful feedback including positive comments on WPDs services and also areas where stakeholders require us to make improvements with 22 suggested initiatives. We published a response document setting out how WPD will address the suggested initiatives proposed by stakeholders at the event which can be found [here](#). This feedback has been used to develop actions which have been included in our 2015 / 16 ICE Workplan.

Following the success of this workshop we plan to hold the event again in 2015, to follow up on improvements planned as a result of the first workshop and to gather further feedback on our service. The feedback we receive from those working in or closely to DG connections is crucial for the continuing development of our ICE Workplan.

“ covered a lot in a short time – well organised  
- 2014 DG workshop attendee ”

“ very good platform to get your points across  
- 2014 DG workshop attendee ”

From stakeholders who provided written feedback:

95%

‘strongly agreed’ or ‘agreed’ that we covered the right topics on the day.

100%

told us they found the workshop either ‘very interesting’ or ‘interesting’.

### Actions for our 2015 / 16 ICE Workplan:

- ▶ Investigate pre-application service and availability of advice to assist customers before commencing the application process. Identify further actions as necessary to improve service.
- ▶ Update WPD connections website to explain more clearly roles and responsibilities for the connections process with simple diagrams. Including the process for transitional arrangements from ‘standard’ application to alternative connection application
- ▶ Improve transparency and communication of post-acceptance timetable. Look at providing further information to customers regarding the schedule / timetable for their connection scheme.
- ▶ Investigate areas of inconsistency in process across WPD and identify further actions to address them. Continue to implement training and briefings to improve consistency across teams.

# Customer engagement highlights

## South West Distributed Generation Connections Event

Stakeholder Focus: *Customers, ICPs developers, landowners, community groups, and government*

WPD are willing to undertake challenging engagement, not just when we have to communicate or receive positive feedback, but where for example the message we need to communicate may not be good news or the feedback we expect to receive may not be positive.

An example of this is the South West Distributed Generation Connections event WPD held on 14th April 2015 at Sandy Park Conference Centre in Exeter, attended by 46 developers. The Event addressed the effect of the large number of requests for the connection of embedded generation schemes in the South West which means much of the capacity available has now been allocated, at all voltage levels including up to 132kV leading to long lead-times of 3-6 years in some cases and potentially high connection costs for reinforcement works. Four main topics were covered:-

- ▶ Current Network Constraints
- ▶ Alternative Connection Options
- ▶ Queue Arrangements
- ▶ Interface with National Grid, including Statement of Works

The Event focused on the capacity restriction on WPD's 132 kV line known as "F-route" which runs 82km from Bridgwater Grid Supply Point (GSP) to Seabank GSP, comprising two separate circuits carried on steel towers. F-route is an important route

out of the South West for generation. As a consequence, the connection of generation in any part of Cornwall, Devon, Dorset (WPD's area), Somerset and Bristol Docks causes power to flow through F-route. The amount of connected and committed generation in the South West has caused the predicted flows through F-route to reach the maximum ratings of the circuits.

Rather than avoid explaining these issues to the DG stakeholder community, WPD set up this event to get this information out to stakeholders and explain what this means for their projects and the work we are doing to ensure the impact is as minimal as can be. Our ICE Workplan includes actions to work with NGET on the statements of Work process and to publish updated guidance on our website.

Whilst the message was not good news, stakeholders were pleased to see that WPD were willing to engage with them on these issues.

In addition to setting up this event, WPD also presented to around 150 people at the Renewable Energy Marketplace conference on 21st April and took over an hour of questions. We also briefed Ofgem, DECC and NGET on these issues.

Details of the event, the slides presented and the briefing note we published can be found on our website [here](#).

## ENA Distributed Generation Forum

Stakeholder Focus: *Customers, ICPs, developers, community groups, Ofgem and government*

On 23rd September 2015 we will once again be hosting one of the ENA's three annual DG fora. Held in Cardiff, this conference will give DG stakeholders across all market segments the opportunity to network with others from the industry and to meet and discuss issues and potential improvements with DNOs.

With presentations by Robert Symons, WPD Chief Executive and other WPD experts, the conference will again provide another important means for us to engage with a broad range of DG stakeholders on the issues faced in the DG sector and how WPD meeting their requirements.

The event held in Cardiff last year was an important source of feedback to inform the actions we added to our 2014 / 15 Workplan and to inform the priorities and actions in our 2015 / 16 ICE Workplan.

From the 2014 event, an example of where we used this information and feedback to inform our ICE Workplan initiatives, is in the requirement from the DG stakeholders for better communication post connection offer acceptance. This was a key theme raised at the forum and one which is which is part of the 2015 / 16 plan.

The key areas which stakeholders told all DNOs and areas specific to WPD are listed on the right. Our ICE Workplan has actions which aim to deliver service improvements in these areas.

This event is important for us to understand how we are performing for our stakeholders and to capture new issues which we will need to address through our ICE Workplan's ongoing development. The event in 2015 will give us another opportunity to update stakeholders on our progress and for us to take on feedback about changes we have delivered and on what we should be prioritising next.

### Key areas of feedback for WPD from 2014 Forum:

- ▶ Coordination with NGET for transmission interface now more important for schemes
- ▶ Communication - many of the attendees were unaware of various initiatives and consultations held by DNOs
- ▶ Innovation to avoid reinforcement
- ▶ Capacity Hoarding – DNOs were challenged to take more action and need to prevent capacity being held on schemes which are not/will never be progressing
- ▶ More communication of what help we can offer and of new processes as they become available
- ▶ Need to improve engagement with DG customers in order to have input into our ICE plans and feedback at each year end
- ▶ Consistency of service and policy between areas, at different voltages and between different teams/regions
- ▶ Consistency of service post-acceptance – do away with "radio silence"
- ▶ Consistency of service – DG EHV customers – challenged that service was not as per our survey results on major schemes



### Incentive on Connection Engagement

If you have any questions about this report:

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