

Western Power Distribution Stakeholder Workshop: Derby 27th January 2016



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1. Introduction

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

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

In January 2016, WPD hosted six workshops in locations across its network area in order to get feedback from stakeholders. The fifth of these workshops took place at the Breadsall Priory Marriott Hotel near Derby on 27th January 2016.



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

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

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

This report is a recording of the outputs from the stakeholder workshop. A copy of the presentation given by WPD can be found here¹.

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

2. Overview of the workshop

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

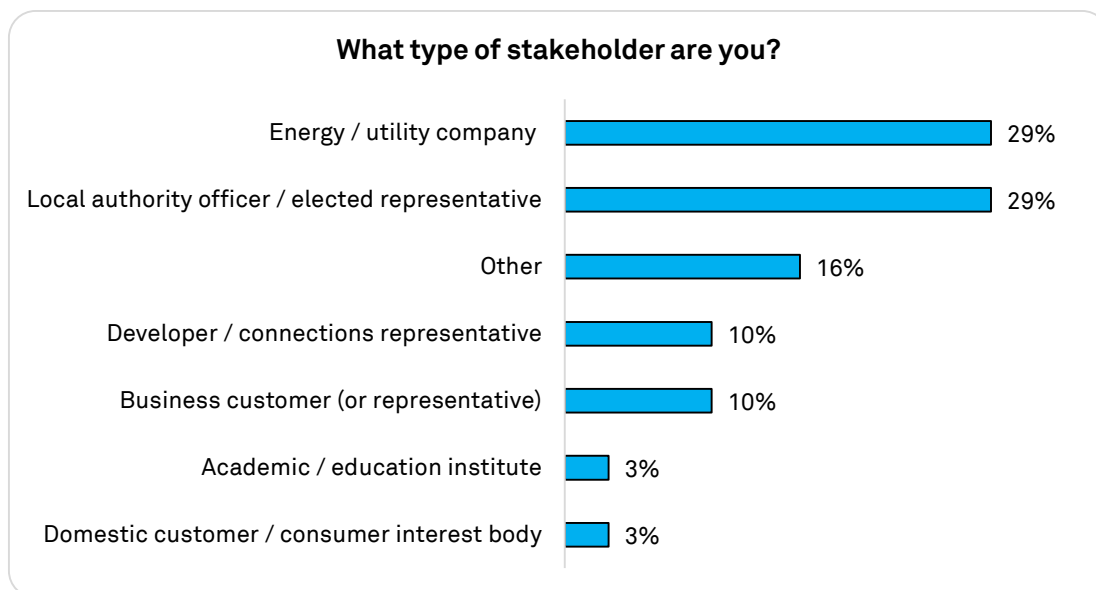
- **Workshop 1: Re-cap of WPD's long-term priorities.** The first workshop involved an update on WPD's long-term priorities in the last year and an interactive session where the groups ranked each of the nine priorities as high, medium or low.
- **Workshop 2: WPD's Business Plan & Current Performance.** The second workshop involved an outline of WPD's performance in the work plan and an interactive discussion on WPD's approach to reporting back to stakeholders.
- **Workshop 3: Long term – starting to address these priorities.** The third workshop involved a more detailed look into two specific long-term priorities: “*Smart networks*” and “*Affordability*”. This included an in-depth discussion on WPD's approach to “smart networks” and an interactive session on WPD's planned actions and ideas from other DNOs to address “affordability”.

Separate surgeries also took place on the Connections Improvement Plan, social obligations and the role of a distribution system operator (“smart networks”).

Attendees

A total of 32 stakeholders attended the workshop. There was a range of representatives from different backgrounds, including domestic customers, business, local authority, developer/connections, energy/utility, academic/education, law and technology sectors.

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



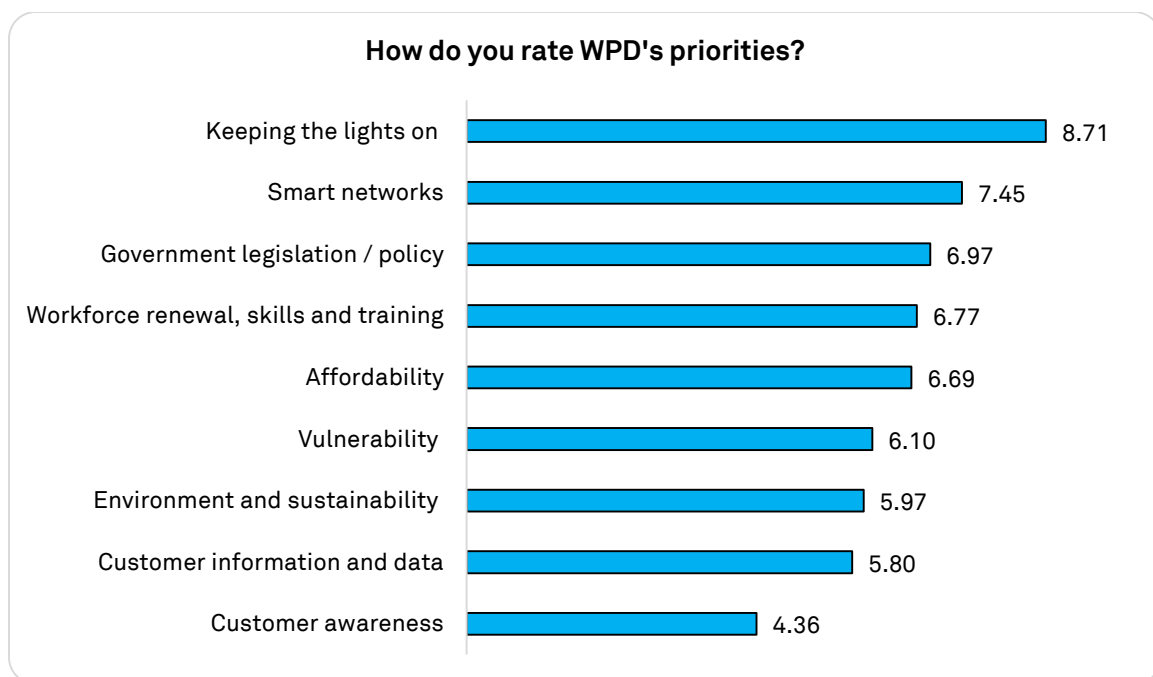
Alongside those attending in a personal or domestic customer capacity, the organisations represented were:

- Alstom Grid
- Ashfield District Council
- Babcock International
- CGI
- Charnwood Borough Council
- Colwich (Stafford) Parish Council
- Coventry and Solihull Waste Disposal Co
- Derbyshire County Council
- E.ON Energy Solutions
- EA Technology
- Energy and Utilities
- Energy Technologies Institute
- Engage Consulting
- GDF Suez
- Geldards LLP
- Green Energy Networks Ltd
- Haven Power
- Keele University
- Kier
- Leicester City Council
- Major Energy Users' Council
- Northern Power Grid
- Nottinghamshire County Council
- Selston Parish Council
- Siemens Plc
- SP Energy Networks

3. Summary of feedback

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

- A key concern of attendees was the connections process and how this could be improved.
- The swift implementation of “smart networks” was also highlighted as a ‘hot topic’ by attendees.
- Across the tables “keeping the lights on” and “smart networks” were ranked the highest and second-highest respectively, in importance among the priorities.
- “Customer awareness” was ranked least important among the priorities.
- Whilst “environment and sustainability” was ranked as being of relatively low importance, it should be noted that stakeholders from environmental organisations were present.



Workshop 2: WPD's Business Plan & Current Performance.

The second workshop involved a discussion on the reporting of WPD's business plan and current performance. The regulator, Ofgem, has asked all DNOs to report annually on the delivery of their business plans. However, they have asked companies to engage with their stakeholders around the format that this reporting would take. This discussion included a number of handouts in order to give stakeholders an indication of the types of format that WPD were considering.

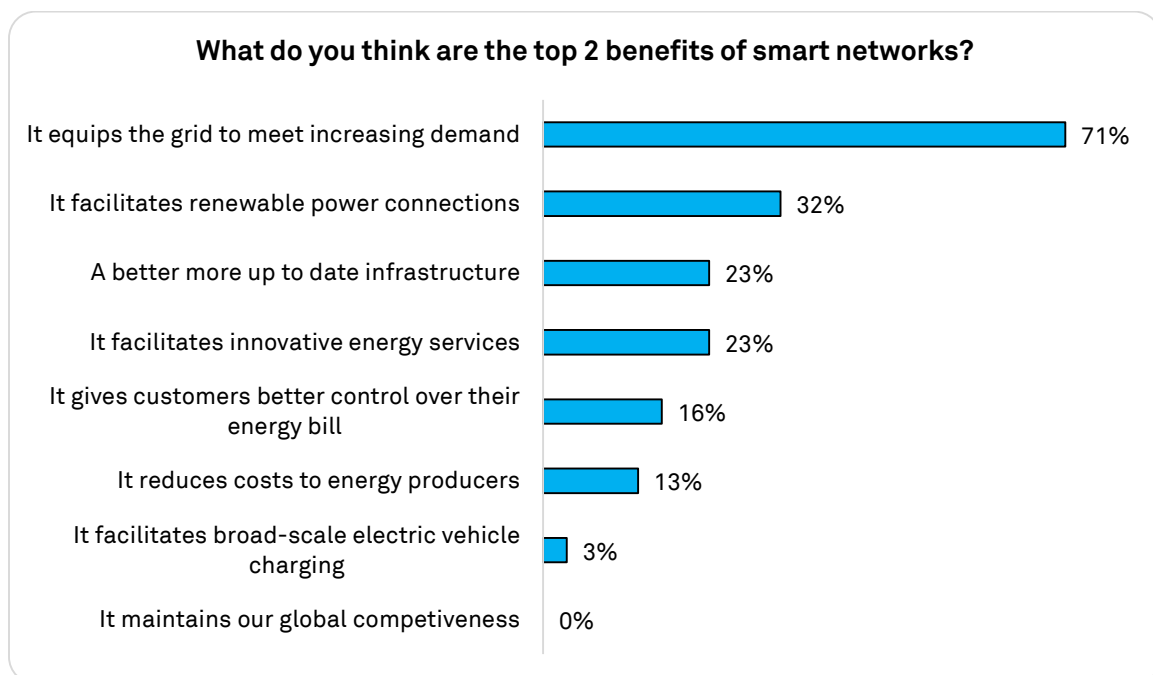
- Across all tables, the three levels of reporting were supported and it was recognised that each level suited a different audience.
- The shorter, 20-page document was seen as a good summary with helpful graphics and statistics.
- There were, however, suggestions to improve this by ensuring layman's terms were adopted and it was noted that many people (particularly domestic customers) would be unlikely to read it all.
- The longer document was considered most relevant to business customers and industry stakeholders.
- There were suggestions to make the longer report available online, with the option to read high-level information and then 'drill down' to read further.

In WPD's summary (20 page) report: What are your top 2 topics for inclusion.		
Topic area	Topic	% of attendees
Safety	Accident frequency rates	65%
	Public safety education	55%
Reliability	Power cut frequency and duration	90%
	Ofgem Guaranteed Standards failures	29%
Environment	Facilitating increased volumes of Low Carbon Technologies (e.g. solar PV)	61%
	Reducing the carbon footprint of the business	42%
Connections	Time taken to provide quotations and completed connections	61%
	= Customer satisfaction with the connections process	35%
	= Steps to facilitate a more competitive connections market	
Customer satisfaction	Customer satisfaction results	65%
	Complaints	61%
Social obligations	Data analysis to identify vulnerable customers and to better target services	71%
	Improving the support services for customers during power cuts	35%

Workshop 3: Spotlight on two WPD strategic priorities.

Smart Networks

- Across the tables, it was agreed that the WPD video provided a helpful definition of “smart networks” and that it should be shared with customers.
- The list of challenges WPD could face in transitioning to a “smart network” included the role of public perception, education and behavioural change.
- Demonstrating how customers could save money through the use of “smart networks” was said to be key.
- Other suggestions of issues WPD would face included managing supply and demand, and storage.
- It was highlighted that the right equipment, data and skills would be integral to the successful implementation of “smart networks”, and that innovation would help this.
- It was suggested that engaging with a range of stakeholders in the future - including consumers, developers and government - was important.

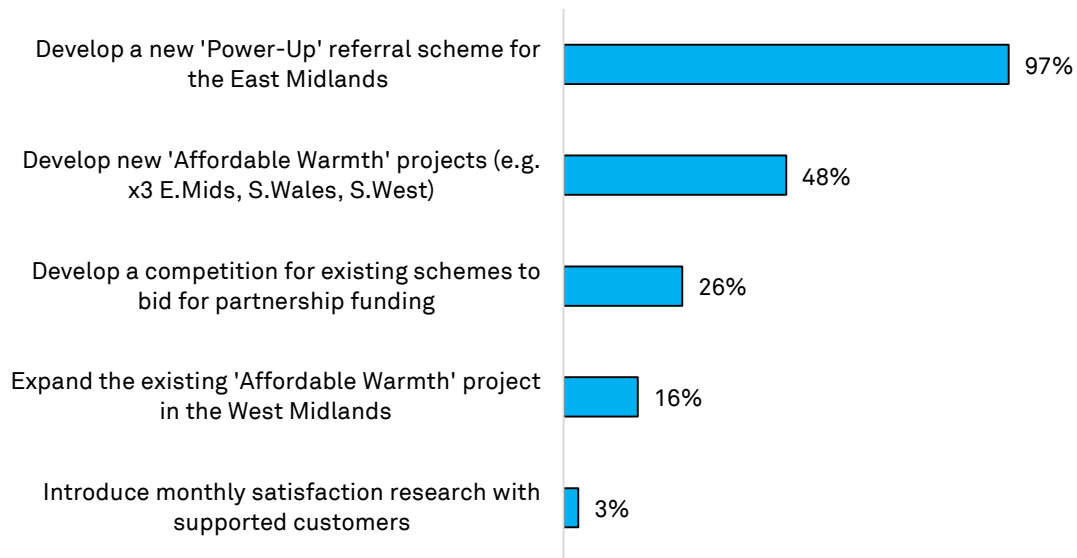


Affordability

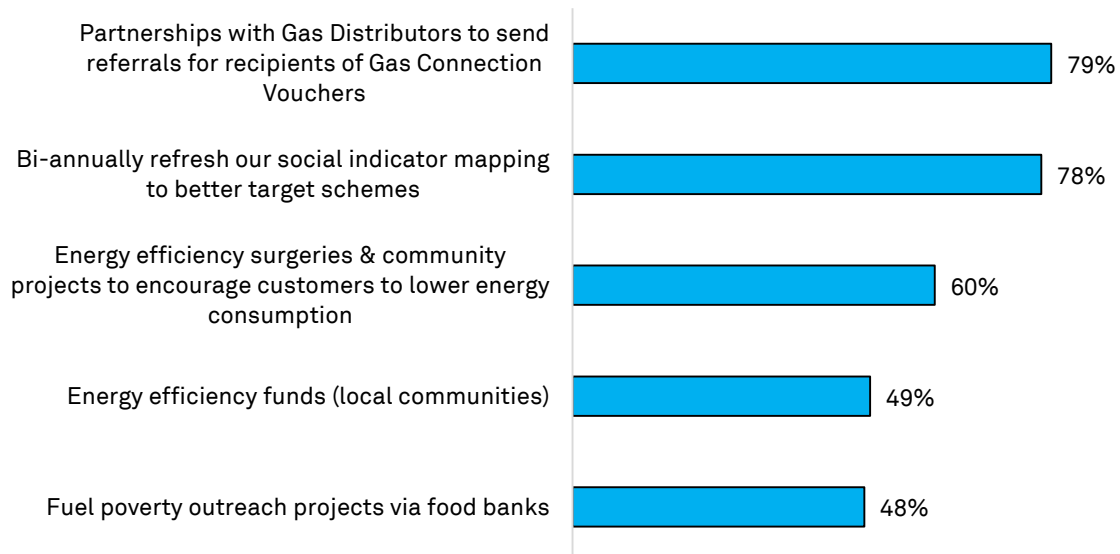
- Two tables thought WPD should be expanding and developing more ‘Affordable Warmth’ projects, whilst two tables thought WPD’s work in this area was ‘about right’, and two tables thought WPD should do be doing less of this.
- The majority of attendees thought that WPD should be developing a new ‘Power Up’ referral scheme for the East Midlands.

- Most tables agreed that WPD should partner with gas distributors to send referrals for recipients of Gas Connection Vouchers; and that they should bi-annually refresh social indicator mapping to better target schemes.
- Four of the six tables suggested that WPD should not participate in fuel poverty outreach projects via food banks, with a general consensus that this was outside of WPD's remit.

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



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



Written Feedback

- 69% of attendees found the workshop **very interesting** while 31% found it interesting.
- 59% of attendees **strongly agreed** with the statement that they had the opportunity to make their points and ask questions. 41% agreed with it.
- 69% of attendees **strongly agreed** that the right topics had been covered, while 28% agreed and only 3% disagreed.

Stakeholders were also given a chance to make additional comments on the feedback form. These included *'The session on affordability was very well thought through, provoking ideas about the role of a DNO', 'Good facilitation, open and honest discussion with group and especially WPD' and 'I would have liked to see more on the challenges of intermittent export to the network.'*

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

The first workshop focused on WPD's long term priorities. This involved discussions around the following key questions:

- What are your hot topics/priorities?
- Do you agree with WPD's listed priorities?
- Could WPD work with you more/differently to address these priorities?

4.1 What are your hot topics/priorities?

Table 1:

- A local authority officer representative said *'what is currently driving the industry forward?'*
- A housing/development representative commented *'why hasn't WPD updated the energy grid system sooner? Is it not getting too late? WPD needs to be clear on what its plans are going forward and how stakeholders can feed into this.'*
- An energy/utility representative stated that their company were *'selling off certain parts of the network. We're interested in providing direct power to a customer – Coventry University – how that would work?'*
- A housing/development representative asked *'what do "smart networks" entail? What money has been set aside to make them work?'*
- A domestic customer said *'as WPD maintain the network, for me it would make sense to invest in long-term solutions.'*

“ WPD needs to be clear on what its plans are going forward and how stakeholders can feed into this. ”

Table 2:

- A local authority officer representative proposed that “affordability” should be a slightly higher priority in the sense of *'a larger scheme, where it isn't always about the costs of power going in – for example wall insulation can involve external cables coming in that the householder has to pay for, and people aren't always aware of that.'* It was reiterated that *““affordability” should be high on the list of priorities but there's an issue of how you make the whole package for consumers affordable.'*
- A domestic customer noted as a related point that (s)he found it very hard to compete with WPD on the issue of installing LV cables and suggested *'WPD should publish*

information on the volume of competitive connections that are retained by WPD, they should be making LV connections more competitive.'

- A housing/development representative stated an interest in whether *'places like businesses or prisons can be included in the "vulnerability" category.'*
- A housing/development representative wanted to see "smart networks" *'improved to the point of instantly locating where you've got a fault, a leak.'*
- A housing/development representative said (s)he *'would keep a sharp eye on "workforce renewal skills and training", because there's a massive risk at the moment of that resource being reduced, broadband is different in Europe, home grown engineers are rising in other places.'*
- Ultimately, there was general consensus that "keeping the lights on" was the most important priority.

Table 3:

- A developer/connections representative stated *'I'm here about the development of "smart networks" and would love to talk about how you're implementing them.'*
- A local authority officer representative remarked *'for me it's more about connections and understanding grid capacity issues particularly as we've recently approved over a thousand new homes in our local authority and we'd love to understand how these will be connected to the grid.'*
- A developer/connections representative commented *'we've done lots of connections requests and feedback surveys but one of the things is some of these surveys aren't close enough to the point where you have the quotation so they're asking me how my experience was six months after the quotation! So is there any chance you can narrow down the feedback window, say in the following month so it's fresh in my mind?'*



Table 4:

- A technology representative said *'I am also a domestic customer but my husband and I also run a business which is a customer for WPD. I am here from a technological perspective but also to understand stakeholder priorities, how WPD is dealing with it and how our business can be tailored to help support that.'*
- A technology representative commented that their *'interests are to know more about what WPD is doing and also as a domestic customer I would like to get my views across.'*
- An energy/utility representative stated *'I am here to see what your strategies are.'*

Table 5:

- A developer/connections representative stated that they were most interested in best practice and learning from WPD. (S)he praised WPD, and said *'WPD are great at these stakeholder events.'*
- Another developer/connections representative said (s)he was most interested in *'cheap and easy connections, and also changes in government policy and innovation.'*
- An academic/education institute representative prioritised *'research and understanding into smart energy networks.'* (S)he was also interested in renewables more generally, as an extension to this.
- An energy/utility representative was mostly *'looking for opportunities and dangers that will affect customers.'* (S)he was also interested in connections, and using smart grids and demand side management (DSR).
- A local authority officer representative mentioned (s)he was *'interested in connections, as well as storage opportunities, also affordability, vulnerability, fuel poverty and household energy efficiency.'* (S)he wanted to have a clear understanding of what WPD want, so their house building projects can progress quicker.

Table 6:

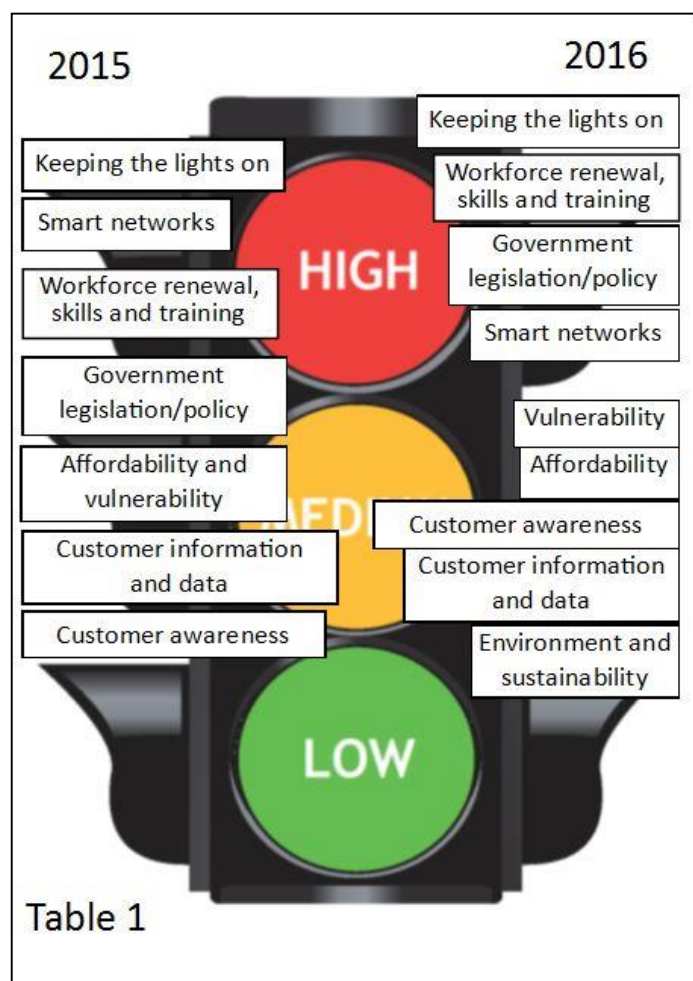
- A local authority officer representative said *'I am keen to know what WPD is doing and what their agenda is and changes to the grid in terms of new connections and generation, including solar. I am also interested in the fuel poverty topic and how that fits in with what you do.'*
- A technology representative remarked *'my organisation is driving energy innovation so my interest is in WPD's interest in that innovation process and how you are approaching innovation in government policy. My question is about how WPD innovates in that relationship between the three.'*
- A technology representative stated that *'I am looking at your five year strategy and what areas are targeted. I am also interested in how many new connections we can expect before reinforcement and how much generation from renewables we can expect compared to traditional diesel generation.'*

4.2 Do you agree with WPD's listed priorities?

Table 1:

- A housing/development representative said (s)he felt *'that skills should be prioritised.'*
- An energy/utility representative suggested that skills *'should go above "keeping the lights on".'*

- A developer/connections representative stated that *‘the industry contracts and grows too much, meaning people and skills can be lost along the way.’*
- A business representative put forward their belief that *‘some people will leave the industry altogether after this.’*
- A technology representative said that *‘if you can’t do that then everything else falls by the wayside. “Vulnerability” is nowhere near as important.’*
- A housing/development representative disagreed however, saying *‘it is important for WPD to know where these vulnerable people are.’*
- A technology representative commented that *‘WPD probably doesn’t have a huge amount of influence on “affordability”. There should be more of a focus around “vulnerability”.’*
- A housing/development representative highlighted how it was *‘important to make customers aware of how WPD can help if they have “affordability” issues.’*
- A domestic customer suggested that *‘everyone has a role to play in bringing down costs.’*
- A technology representative said *““smart networks” are about changing things in the future. There’s going to be big changes. Without “smart networks” you won’t be able to “keep the lights on”.’*
- A developer/connections representative stated that *‘I wouldn’t want to see my bills increase because of their carbon footprint.’*
- A technology representative agreed, saying that (s)he would *‘rather WPD dealt with vulnerable people.’*
- A business representative suggested that *““customer awareness” should be near the bottom.’*
- A domestic customer said *‘it is important – without it I wouldn’t know who WPD are.’*
- A domestic customer put forward their belief that *““customer information and data” would be low, below “affordability”.’*
- A business representative said that *““government legislation/policy” is really important in today’s world.’*
- A housing/development representative queried *‘how much can WPD influence government policy, in reality?’*



- A developer/connections representative disagreed saying *'it should be nearer the top than the bottom of WPD's priority list.'*

Table 2:

- A local authority officer representative and domestic customer thought "customer awareness" being low on the list was *'about right.'* An energy/utility representative said *'realistically something needs to come at the bottom.'*
- A local authority officer representative added *'others can share that awareness for you, it could link into innovation partnerships.'*
- A domestic customer thought "customer information and data" *'goes hand in hand with "smart networks" – it's on a par with "vulnerability" and "affordability", but intrinsically linked with "smart networks".'*
- A domestic customer said (s)he assumed *'safety isn't on WPD's priority list because it's just a given, a fundamental?'*
- A domestic customer expressed the opinion that *'because the solar market is disappearing, are "smart networks" such a priority?'*
- A domestic customer felt that "government legislation/policy" should *'maybe move higher up the priority list.'* A housing/development representative agreed, saying *'the population is increasing, transport is increasing, we're getting electric vehicles, the government needs to get more on top.'*

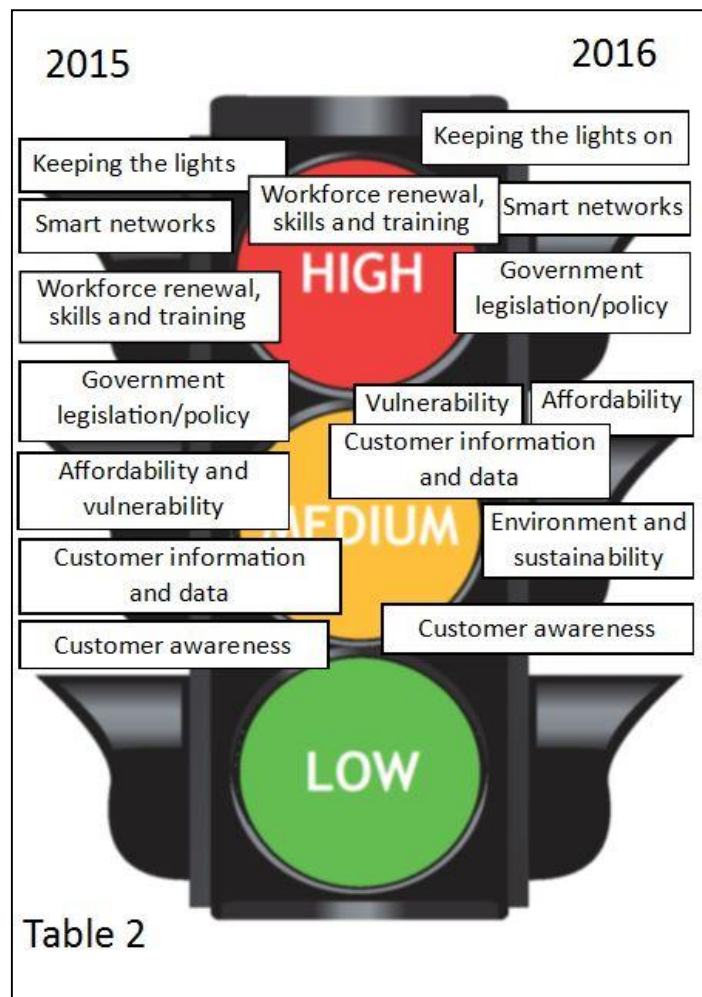
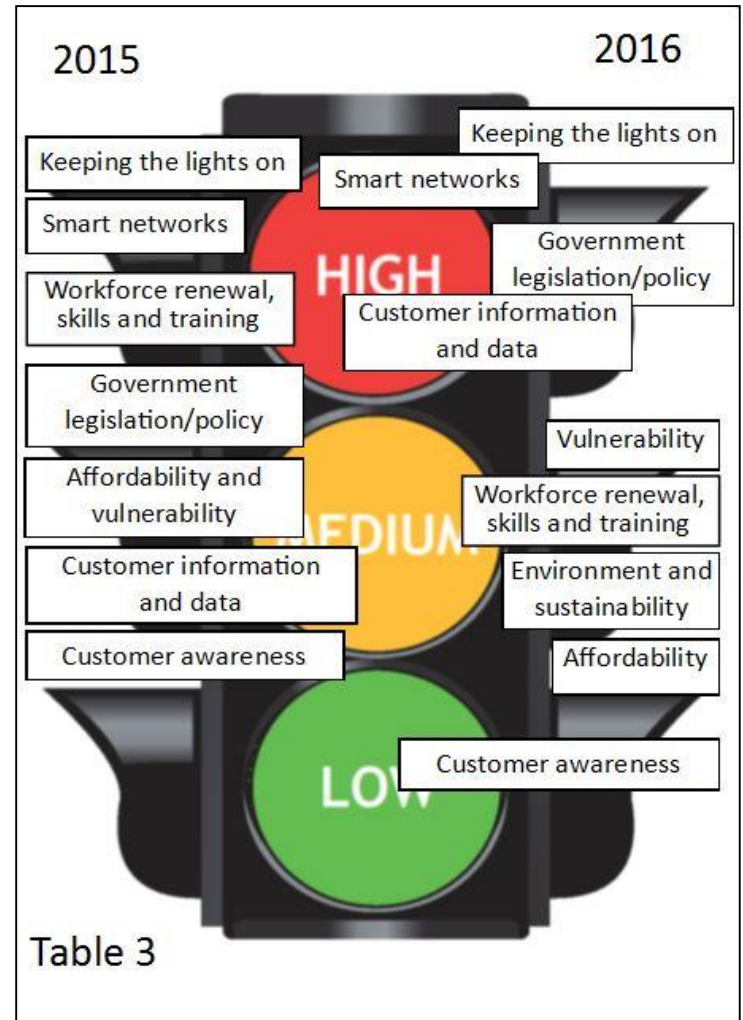


Table 2

- A domestic customer felt that "government legislation/policy" should *'maybe move higher up the priority list.'* A housing/development representative agreed, saying *'the population is increasing, transport is increasing, we're getting electric vehicles, the government needs to get more on top.'*
- A local authority officer representative also pointed out *'they seem to have no proper future energy policy or plan.'*
- An energy/utility representative also held a similar view saying *'they [the government] don't necessarily understand everything, impacts on business, costs.'*
- There was consensus for a closer working relationship with the government and awareness for things on the horizon, and a housing/development representative added *'they should look at how to work together as different units.'*

Table 3:

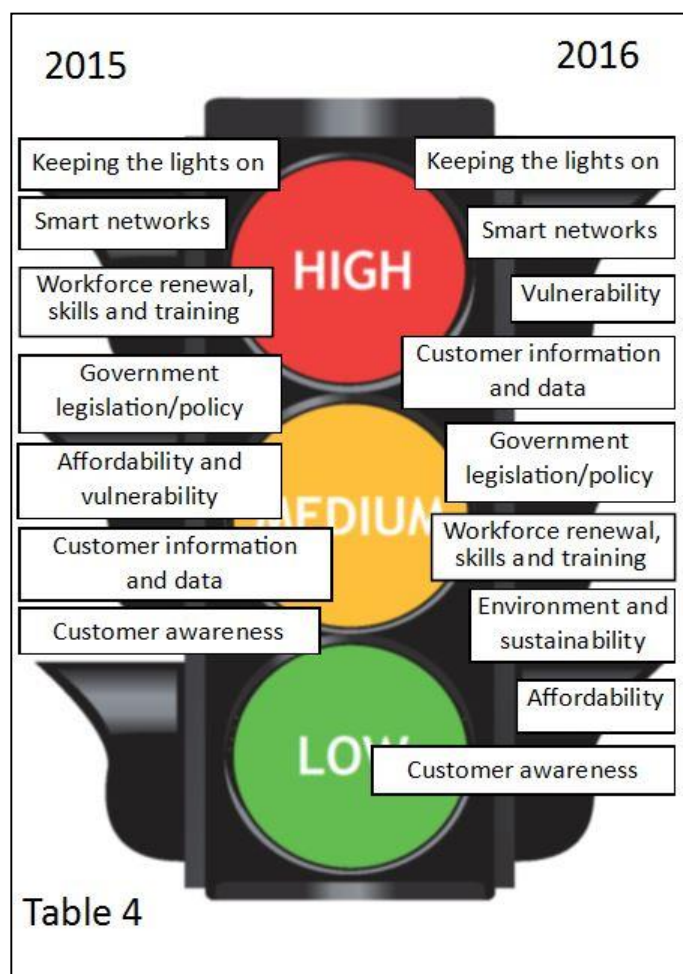
- A local authority officer representative felt that *‘it’s pretty critical so I’d have “keeping the lights on” as high as it can go.’*
- A developer/connections representative mentioned *“smart networks” and “keeping the lights on” go together; you can’t have one without the other.’*
- A local authority officer representative agreed that *‘they’re crucial; they’re a part of “keeping the lights on”. Particularly in the changing network distribution landscape that we’re in, you will have to understand how to increase grid capacity, improve distribution and ensure the lights stay on all at the same time.’*
- A local authority officer representative made the point that *‘I would say it’s a corporate responsibility, “workforce training and skills” are clearly important but for me personally it’s not an issue – I would have it low to medium.’*
- A developer/connections representative felt *‘that is about right I would put “workforce training and skills” in the middle to medium area.’*
- An energy/utility representative considered that *‘WPD have to follow “legislation and government policy” so it doesn’t matter too much.’*
- A local authority officer representative highlighted *‘I would say it is high, certainly I don’t see energy distribution is that high on the government agenda which will be an issue for you and your customers. You’re missing out on a huge policy debate in terms of energy so to miss out on that would be terrible, you should help to forge the policy and government agenda instead of merely following it – it should be higher.’*
- A developer/connections representative concurred *‘yes it should be higher, the influence on the government is crucial and I don’t think Ofgem do a suitable job on their own in terms of briefing the government on what they need to do.’*
- A law firm representative suggested *‘it’s more medium for “affordability”, however they’re all important priorities!’*



- A developer/connections representative remarked *“affordability” is around low to medium, it depends on what WPD thinks it can do to help and influence that. Responsibility towards “affordability” is there, WPD can probably help but it shouldn’t be a major priority for them - it should assist rather than directly focus on affordability issues.’*
- A local authority officer representative stated *“customer information and data” is relatively high, on the same level as legislation and policy influence.’*
- A local authority officer representative made the point that *‘it’s very basic and I think you can discharge responsibilities around that quite easily so I think it should stay quite a low priority.’*
- A law firm representative felt that *‘the “environment” should be the same as “customer awareness” for me.’*
- A local authority officer representative disagreed: *‘no I think I would put it further up towards “workforce renewal, skills and training”.’*

Table 4:

- There was general consensus that “keeping the lights on” should remain the top priority.
- A technology representative felt that *‘they have been discussed at length so I think they are spot on. The only thing I would say is that I see things quite simplistically so I think a lot of these things feed into “keeping the lights on”.’*
- An elected representative pointed out that *‘one thing that we need to look at is where we put the power lines. I like the idea of having a different attitude to it in the countryside where it is always just stuck on the roads. It doesn’t look nice and we need to be working on that.’*
- The table agreed that “vulnerability” was a high priority and that “affordability” should be a low one.
- A technology representative argued that *‘there is a part to play in “affordability” but you are not the key influencing factor. There are other things which would comfortably sit above it.’*



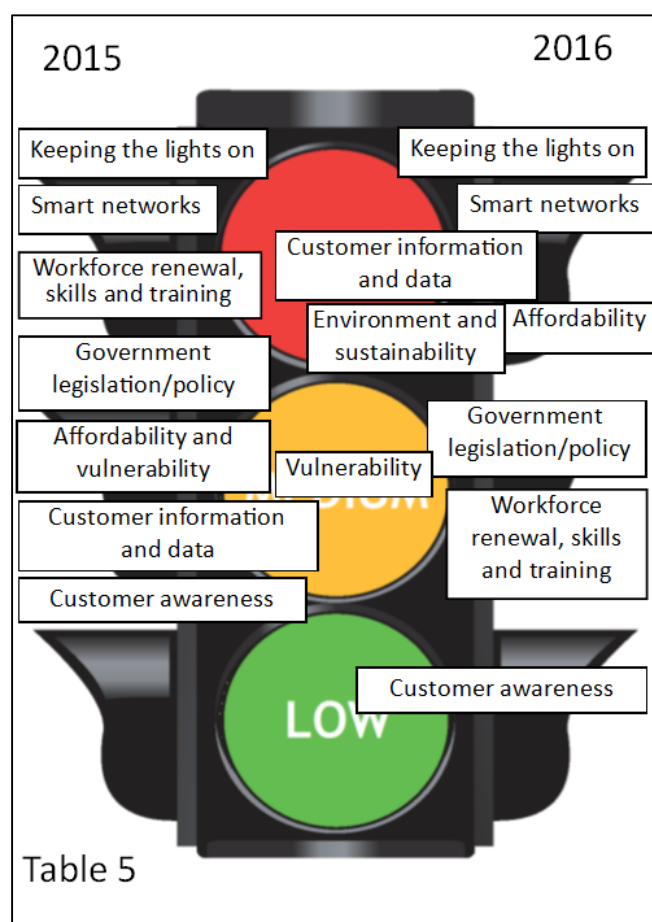
- An energy/utility representative agreed and added that *“affordability” is problematic because the suppliers bill the customers so a lot of it does not have to do with distribution companies.*
- A technology representative observed that *“vulnerability” is more of something you can directly control and influence and should take a higher priority.*
- An energy/utility representative considered that *‘in a way, “keeping your lights on” for vulnerable people is more important than “keeping your lights on” for everyone else.’*
- The table was mostly in agreement that “smart networks” were a high priority.
- A technology representative felt that *“smart networks” and “keeping the lights on” both intrinsically link for the future.*
- A technology representative said *‘I see why people would but isn’t it what we are expecting? It is the only road we can go down. It is not as though we can do things differently.’*
- A technology representative highlighted that *‘it feels more related to “workforce renewal, skills and training” because you are dealing with more of a cultural shift than a financial one. We have to think about things differently and if your work force has been here for years and has always done it the traditional way, you need to be able to change the culture and do it in a different way.’*
- “Customer awareness” was ranked as a low priority.
- An elected representative mentioned that *‘my neighbours who know everyone don’t seem to know about WPD. They seem to think of suppliers. They don’t know and they seem to get along quite well without.’*
- An energy/utility representative agreed that *‘it is quite low.’*
- A technology representative stated *‘I have to say my husband knows very little about the energy sector but through the great work WPD has done in engaging with the business, he knows what you do and the role you play. From my perspective, using him as an example, it is being done well so there are other priorities. I still think it is important, just not as important as others.’*
- An energy/utility representative made a point that *“customer information” is linked to “vulnerability”.*
- A technology representative emphasised that *“customer information” should stay the same. If you have got on the bandwagon and it is rolling along, that is enough.’*
- There was consensus that “government legislation/policy” should be a medium priority.
- An elected representative, however, argued that *‘it should be higher because you have got to do it. A company absolutely has to give priority to legislation policy. They have got to be up there.’*
- An elected representative insisted that *‘if you don’t have a skilled workforce, WPD can’t do its job and it certainly can’t keep people’s lights on.’*

“If you don’t have a skilled workforce, WPD can’t do its job and it certainly can’t keep people’s lights on.”

- There was consensus that “workforce renewal, skills and training” was a medium priority.
- An elected representative said *‘I have been speaking to people in education and there is a gap between them and professional companies. The company has got to go to the educational institutes and let people know what they do.’*
- A technology representative indicated that *‘if there are relationships with universities already, it might take a lower priority. However, if there is more of a cliff edge to the problem, then it should be higher.’*
- An energy/utility representative acknowledged that *‘it’s high for WPD but low for me.’*
- A technology representative stated *‘I don’t think “environment and sustainability” is as important as the workforce.’*

Table 5:

- A developer/connections representative firstly highlighted that *‘innovation is very important, and crosses over most of these categories.’*
- An energy/utility representative believed that “keeping the lights on” is still the number one priority, as do many other representatives.
- However, a developer/connections representative saw it as *‘more a personal issue as a consumer, and not a massive issue for my specific business. It depends who you are specifically, and what your needs are.’*
- An academic/education institute representative pointed out that *‘a major part of “smart networks” is grid stability, which will lead to lights staying on. So from my point of view, this is a less important priority.’*
- Therefore, many at the table agreed that developing “smart networks” should be the second most important priority.
- A developer/connections representative again pointed out that *‘it is a topic very interlinked with innovation and other categories.’*
- A developer/connections representative said “affordability” is crucial, *‘especially in terms of affordability of connections. “Affordability” also needs to be considered for power generators.’*



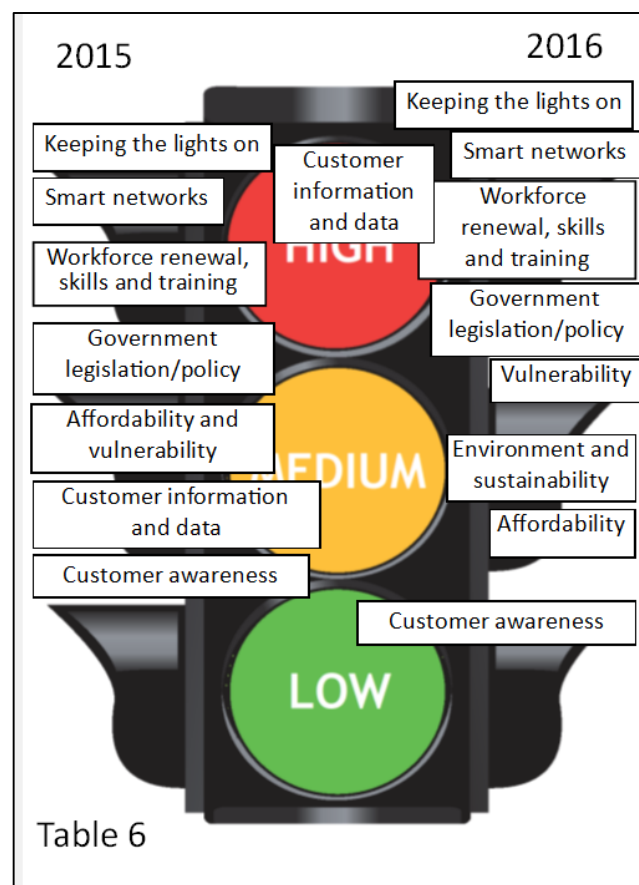
- Another developer/connections representative agreed, suggesting that *“affordability” and “smart networks” are coming together into one.* (S)he also added that *‘there are two very separate “affordability” areas of concern, first of all for customers, and secondly for those who make connections.’*
- An energy/utility representative said *“renewal, skills and training” ‘is important, but not as important as some of the other issues here.’*
- However, a local authority officer representative argued that *‘it is a priority, because we can’t do all the other things without it.’*
- A local authority officer representative praised WPD, and commented that *‘WPD have been very accommodating, and their stakeholder engagement is very good.’*
- A developer/connections representative promoted “government policy” engagement as crucial. An energy/utility representative agreed, and stated that *‘government determines if a project goes ahead or not.’*
- However, a developer/connections representative said *‘WPD have a different government engagement context than my business, we look at it from a different viewpoint. In short, it is important for both WPD and my business, but for different reasons.’*
- An academic/education institute representative believed that *‘WPD should be trying to influence Government policy as much as possible – nobody else here has the power to do it.’*
- A developer/connections representative felt that smart meters are a key feature in this “vulnerability” issue, and stated *‘smart meters should be thought of more as a way to deal with this issue. You should do everything to know your vulnerable customers are protected.’*
- An academic/education institute representative considered data to be crucial, and suggested *‘data sits alongside “smart networks”, the two are interdependent and rely on each other.’*
- A local authority officer representative was happy with the “customer awareness” arrangements at present, simply saying that *‘people know who to go to in a power cut.’*
- The consensus was that WPD are doing a good job at this already, so it’s not a big priority for improvement.
- When discussing “environment and sustainability”, an academic/education institute representative said *‘WPD do all this anyway.’* An energy/utility representative asked *‘does it include economic and social sustainability? I think it should.’*
- A developer/connections representative pointed out that *‘in the energy sector, if you are not lowering your carbon footprint, you don’t have credibility.’*

“ WPD should be trying to influence Government policy as much as possible – nobody else has the position of power to do it. ”

- Another developer/connections representative thought that WPD should *‘put your money where your mouth is on “sustainability” issues, and make more radical changes.’*

Table 6:

- There was general consensus amongst the group to keep “keeping the lights on” at top of the list of priorities.
- A technology representative argued that *‘I think that “workforce renewal, skills and training” is a higher priority than “smart networks” since you can’t do “smart networks” or “keep the lights on” without a skilled workforce.’*
- A technology representative countered *‘personally I wouldn’t have it second, but would still keep it in the high zone.’*
- A local authority officer representative explained that *“smart networks” should be the next one down; it makes best use of what we have on the grid to “keep the lights on”.*
- A technology representative remarked *‘it is about the same as the workforce issue, it lets you react to the situation by supplying data.’*
- A technology representative mentioned that *‘when considering “government legislation/policy”, for us it’s very important, but I would ask why you are doing it and what are you doing with that relationship. There should be an objective.’*
- A local authority officer representative added *‘it is the general agenda you need to look at, as well as getting the best deal - government legislation can stifle renewables so it depends what you are going to do.’*
- A technology representative said *‘I think it is at the top since it drives all the others.’*
- A local authority officer representative argued that *‘it is not what WPD is about to me.’*
- A technology representative stated that *‘I think I can see both sides, you need to negotiate with the government to get your interests shown.’*
- There was no consensus amongst group on the position of “government legislation/policy”.
- A technology representative made the point that *‘when considering “environment and sustainability” there are two parts to this, reducing a carbon footprint and working to*



protect the environment when working on sites. To me, there are the two very different issues and they should be brought out.'

- A local authority officer representative considered that *'there is that part about leaking gases which must be very damaging but I wonder what a wider role WPD can actually have.'*
- A technology representative commented that *'if it is about the environment as a whole, that is high priority, but if it is your own operations then that isn't as high a priority.'*
- There was no general consensus amongst the group for the position of the "environment and sustainability" in the list of priorities.
- A local authority officer representative said *'looking at "customer awareness" I don't think customers need to be particularly aware of WPD. As long as the lights are on they don't need to know.'*
- A technology representative added *'it is more about the suppliers, if there are planned outages just let them know and let the customer know. All planned outages are known in my area so I guess WPD is doing a good job.'*
- A technology representative pointed out that *'regarding customer information some smart data projects have suggested that they are not happy with WPD having that smart data. It is important the way people respond to this information; it is linked to "smart networks".'*
- A technology representative queried *'it depends what smart data we are talking about, a town age profile or some individual appliance information?'*
- A technology representative stated that *'managed well it will be a very important part of "smart networks".'*
- A technology representative suggested *'putting up with smart systems because it feeds into and influences it – I'd put it right next to "smart networks". A smart network is putting the equipment in then the question is what you do with that data.'*
- A local authority officer representative argued that *'regarding "vulnerability" I think it is a priority, if there are outages you need to be looking at the most vulnerable and help people in that situation. I agree that it has been separated from "affordability".'*
- A technology representative highlighted that *'I think "vulnerability" deals with the most fuel poor.'*
- A local authority officer representative felt that *"affordability" links with fuel poverty and this links with suppliers more than WPD. The DNO doesn't affect the supplier; your prices are regulated so what more you can do I'm not sure about as much. As long as you target wastage you are doing all you can.'*
- A technology representative asked *'how are you "keeping the lights on" and introducing "smart networks" whilst keeping "affordability". You should look to innovate to keep those costs to a minimum.'*



4.3 Could WPD work with you more/differently to address these priorities?

Table 3:

- A local authority officer representative considered that *‘there is at a planning level better integration with local authority plans and sub regional infrastructure growth plans, so assisting in the analysis means there’s a long lead in to the development of those plans. I think having an input with that model would be very useful.’*
- A developer/connections representative explained that *‘I have had quite a lot of experience with WPD and I have a lot of interaction with them still and I don’t find it hard to get to the bottom of what I want to know. People in the background in WPD are looking at issues that affect the network and are getting involved and sending emails to solve an issue - which is really good. Could you do anymore? I don’t know. I know how hard it is to work in a DNO but it’s definitely along the right lines and I think you are doing a good job.’*



Table 6:

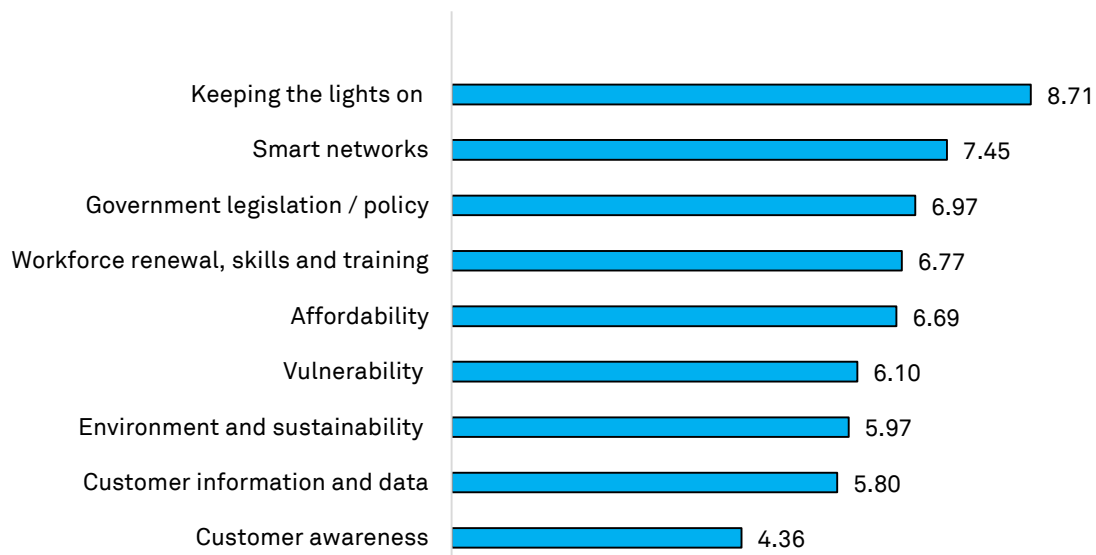
- A local authority officer representative commented that *‘I haven’t had a lot of engagement besides these events. I attended a community energy event and district energy project. Other than that I don’t see a lot.’*
- A technology representative complained that *‘I have engaged with WPD in a range of different programmes. I have seen a few WPD speakers at events and heard a message about WPD “keeping the lights on” and the system operating. I am worried there is not a lot about innovation in that message.’*
- An energy/utility representative raised the point that *‘WPD does seem to be willing to talk to people; I have had the odd power cut at home and have never felt threatened by it. WPD does reply to calls promptly, so they do try hard.’*

4.4 Individual voting results

After group discussions, the stakeholders were asked to vote individually on what they considered to be top priorities. Each person was able to cast a vote through an electronic voting system. The results are displayed below.

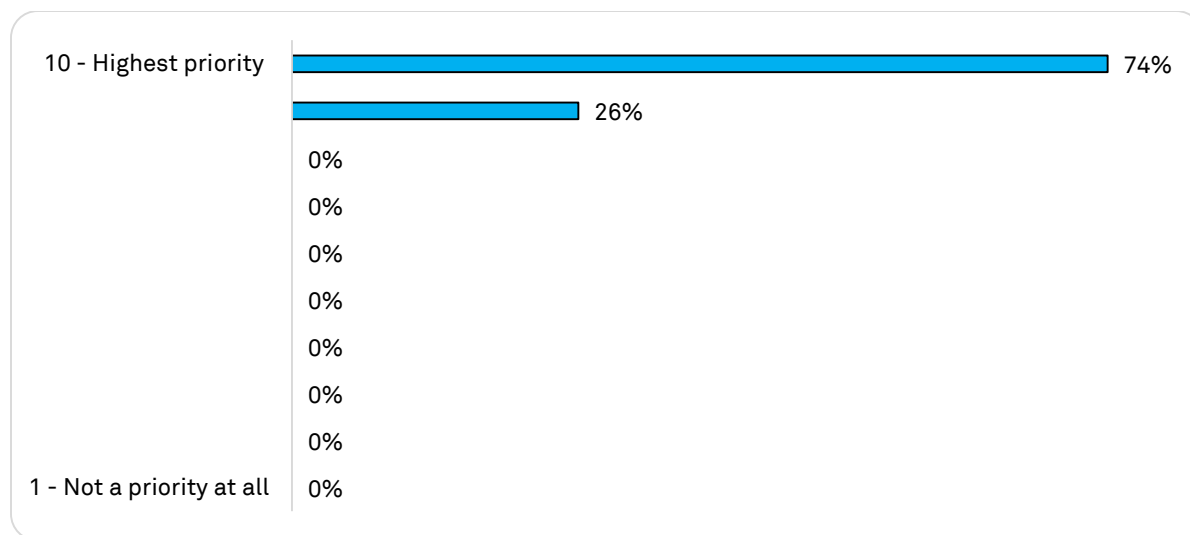
Overall results:

How do you rate WPD's priorities?

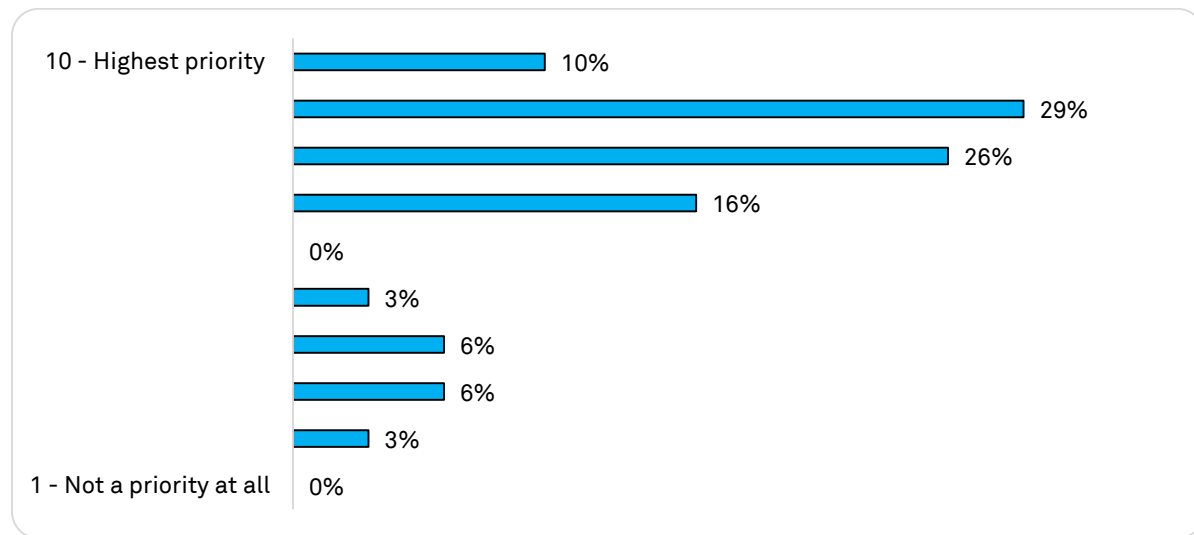


Priority-by-priority results:

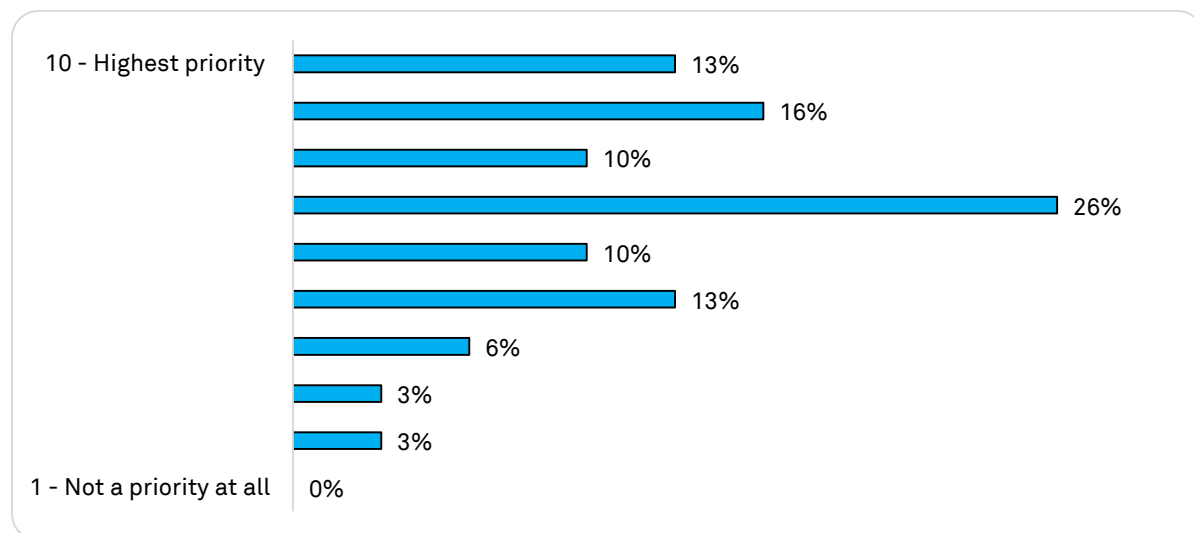
How do you rate “keeping the lights on” as a long-term priority?



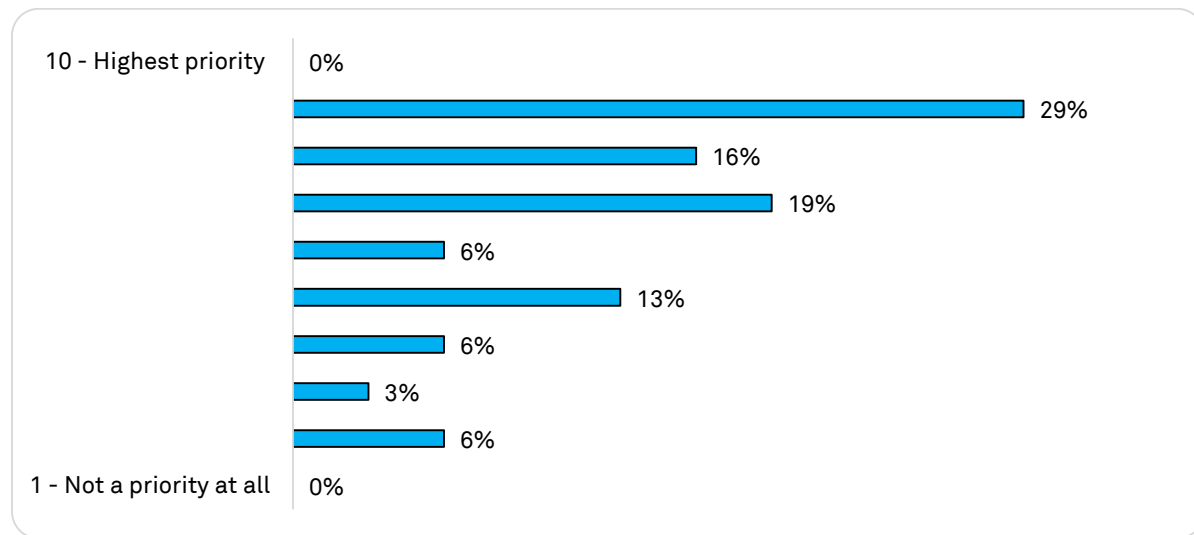
How do you rate “smart networks” as a long-term priority?



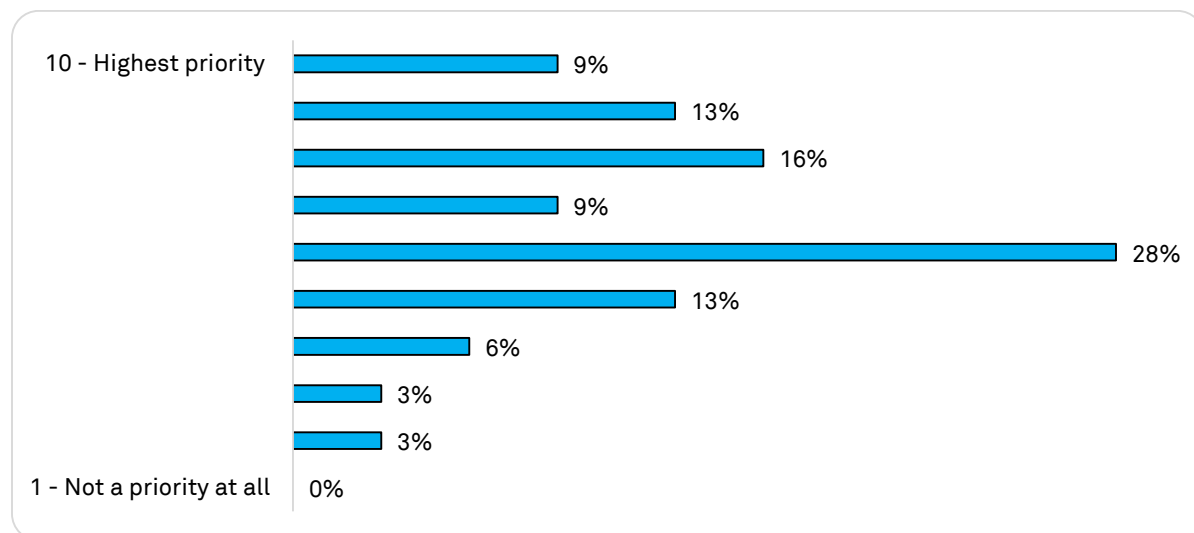
How do you rate “government legislation/policy” as a long-term priority?



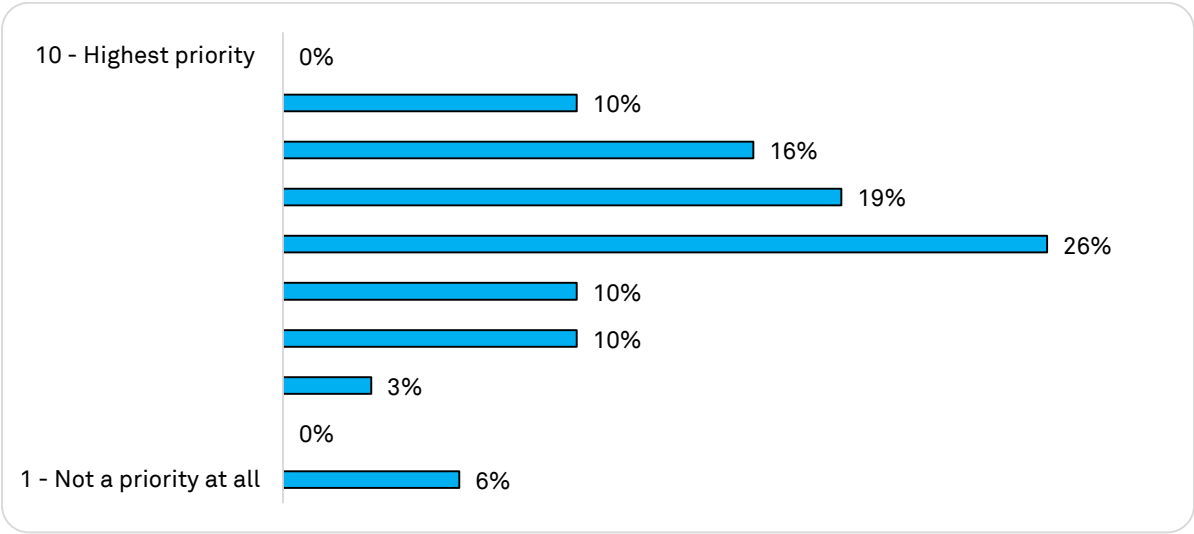
How do you rate “workforce renewal, skills and training” as a long-term priority?



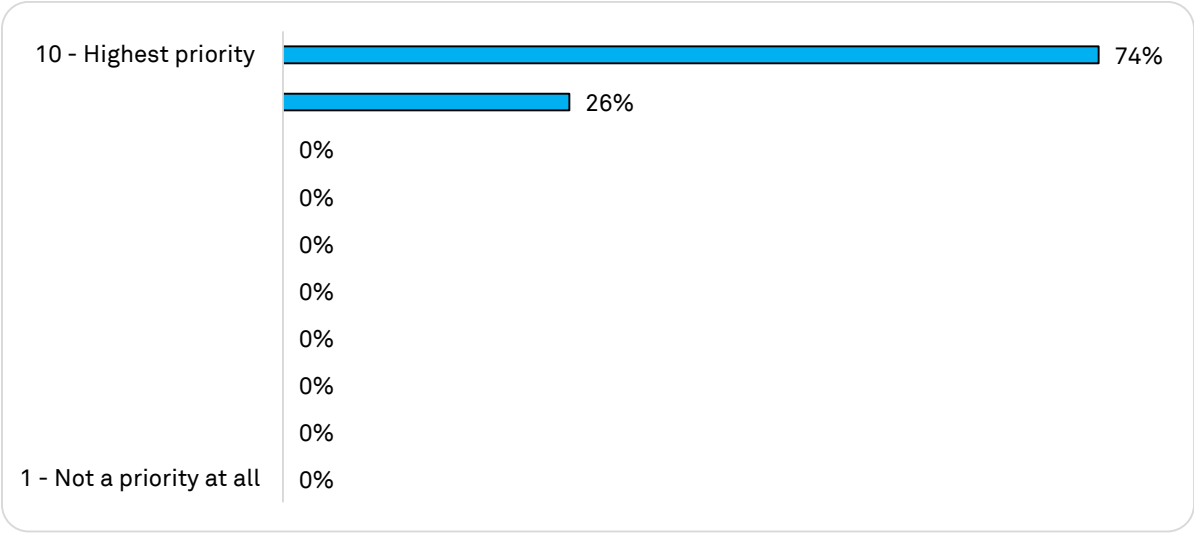
How do you rate “affordability” as a long-term priority?



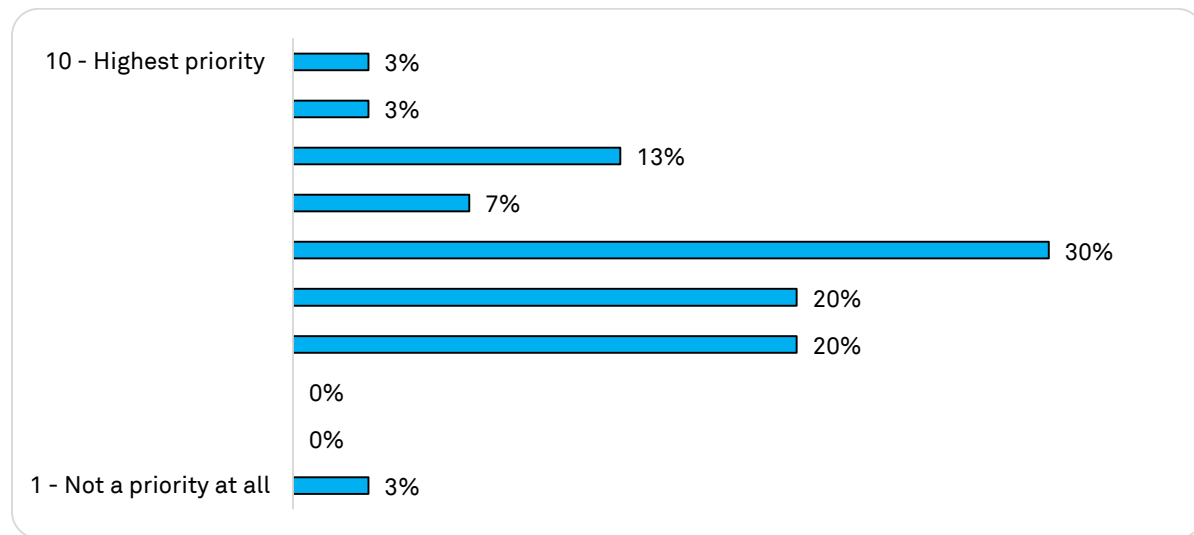
How do you rate “vulnerability” as a long-term priority?



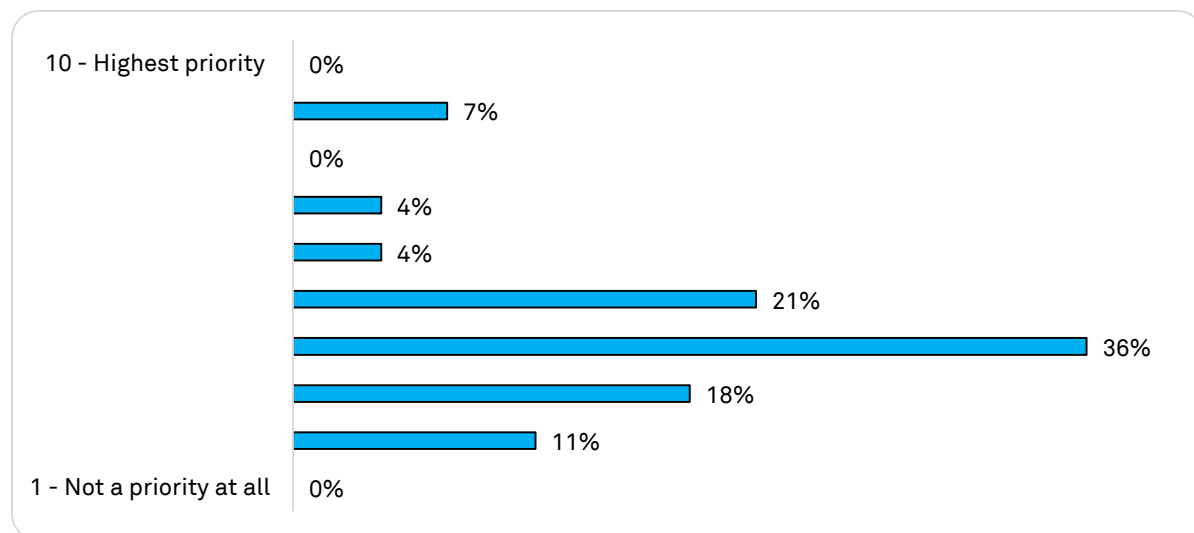
How do you rate “environment and sustainability” as a long-term priority?



How do you rate “customer information and data” as a long-term priority?



How do you rate “customer awareness” as a long-term priority?



5. Workshop 2: WPD's business plan & current performance

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

This workshop included a number of handouts in order to give stakeholders an indication of the types of format that WPD were considering. This involved discussions around the following key questions:

- Is our proposed approach (three levels of reporting) still suitable?
- What do you like/dislike about the short summary document?
- What do you like/dislike about the detailed report of performance?

5.1 Is our proposed approach (3 levels of reporting) still suitable?

Table 1:

- A local authority officer representative said *'it makes perfect sense to have a summary of information that you can then dig down into.'*

Table 2:

- An energy/utility representative claimed *'I actually prefer the long document, but recognise that's more because of where I'm coming from in terms of a detailed view of what's happening and what's happening going forwards - you definitely need to do all of them, really.'*

Table 3:

- A law firm representative queried *'so currently what style of document are you using – all three?'*
- A local authority officer representative explained *'this is a similar style to the council information leaflets: a traffic light report, a more detailed report and a high level detailed one is perfectly fine.'*
- A local authority officer representative commented *'I think with all these things you're in a similar position*

“It makes perfect sense to have a summary of information that you can then dig down into.”

where you have to define who your customers are, we have a wide range of customers in residential and corporate settings so it's very hard to get a one size fits all document!

- A local authority officer representative remarked *'for many people being able to see the summary and being able to access the detail is the crucial point. I'm not as sure what the glossy part in the middle is doing - what sort of role is that playing?'*

Table 4:

- A technology representative said *'I don't see anything wrong with it.'*
- An energy/utility representative thought that *'it seems like a very sensible approach.'*
- An energy/utility representative raised a point that *'the traffic light is quite helpful really but somehow there should also be a weighting according to how much stakeholders really value each topic. It would make it more complex but could be useful.'*
- A technology representative felt that *'seeing as there are multiple areas which WPD operates in, it would be good to have localised reports because it is more relevant to each area.'*

Table 5:

- There was consensus around the table that the current approach *'is about right.'*

Table 6:

- An energy/utility representative suggested that *'the most important thing is that they are in a format to be able to benchmark against other DNOs. That is possibly a job for Ofgem since all DNOs will have different views. How you deal with that I don't know. I'm not saying any of these are wrong but it will be worthless if the other DNOs come back with a different list of 3.'*
- A technology representative felt that *'in that context of no official benchmarking from Ofgem, I think this is a very good approach to take.'*
- An energy/utility representative explained that *'unless you can benchmark this it is pretty worthless since it is so subjective.'*
- A technology representative remarked that *'even if you can't benchmark there is real value in creating transparency.'*



- An energy/utility representative mentioned that *‘the three levels of detail works well.’*
- A technology representative stated that *‘I would get all three published online; currently it looks like only the detailed report is there. You may miss when the others are sent out so you would then want to see it online. You may then download which you require.’*
- An energy/utility representative said *‘I don’t see what all of this will achieve unless you can compare yourself to the other DNOs.’*
- A local authority officer representative made the point that *‘it does let you know what WPD are up to. Unless data sits alongside other figures and companies, it doesn’t help.’*
- A local authority officer representative considered *‘we only sit in one DNO area so it is very hard for us to know what the others do.’*
- An energy/utility representative commented that *‘if one DNO does better than another you would like to know why. If Ofgem says you do well the other DNOs are very affected by that.’*
- A technology representative pointed out that *‘this is showing well how WPD is working against targets it created for its submission to Ofgem. There is a question of self-assessment.’*
- A local authority officer representative said that *‘if you have an area of output that you would like to read more of, it’s good to have there.’*
- A technology representative remarked that *‘it is good to know there is information if you are suspicious about something.’*
- An elected representative added *‘financial data should be included in the documents.’*

5.2 What do you like/dislike about the short summary document?

Table 1:

- A technology representative suggested that *‘you only need a one-page for the summary document.’*
- A housing/development representative commented that *‘you just need bullet points saying really high level stuff. A problem though is that many people will just put the leaflets right in the bin.’*
- There was general agreement that the document should not go to all customers.
- A technology representative said *‘the short document should be available electronically, with an option to request a paper version.’*
- An energy/utility representative said *‘most people throw these leaflets straight in the bin. You really don’t need to print it out.’*

“The short document should be available electronically, with an option to request a paper version.”

- A housing/development representative asked *'will customers know where to look though? Perhaps there is an argument for sending it out, to priority customers at least.'*
- A developer/connections representative said *'people who've had issues would get far more use from the shorter document. But with so few problems, people will generally throw it in the bin.'*
- A business representative argued that WPD should *'just signpost the issues in normal correspondence, and not necessarily send it through separately.'*
- A developer/connections representative commented that *'lots of percentages are used, but they mean very little. There needs to be more explanation in layman's terms. I only understand this stuff because I work in the industry.'*

Table 2:

- A local authority officer representative noted *'you've got this 'what next' category, but it doesn't always equate to actual physical things, it should maybe be more like 'what we did', like 'we did this and then we're going to do x number of tree trimming projects'.'*
- A housing/development representative expressed *'I like this a lot because you're getting a very high level of info, it's a nice summary – and the trends category is good because if there's a problem you know where it is.'*
- A domestic customer said *'I actually prefer Ofgem's because it's more residential customers-ish, than the industry one.'*



Table 3:

- A developer/connections representative made the point that *'at the end of the day it's just a bit of paper with stats on it! It really doesn't mean a lot to most people. It's not an independent assessment, it's something WPD have put together so they can say whatever they like! What does it mean to the person that's receiving it, if it just says WPD is number one again you could just put a sticker about it at the top. It doesn't really affect me as Ofgem is the person that's policing the DNOs so the fact you're telling me how you're performing is neither here nor there really. It might be of interest to some people but not for me.'*

- A local authority officer representative considered that *‘if you take the planning service we run, we benchmark that on a quarterly basis in terms of how things are running so we are able to contrast and compare which is very useful and I’d encourage you to do that too. Ultimately what’s far more important is how you use this information rather than what it says. The traffic light system works quite well for us and gives a quick overview of each of the areas.’*

Table 4:

- An energy/utility representative pointed out that *‘the traffic light should be in different colours to the WPD green because it sort of merges in at the moment.’*
- An energy/utility representative complained that *‘what we see doesn’t tie in to the commitments we heard earlier. For example, is reliability the same as “keeping the lights on”? I think there should be some sort of tie in.’*
- A technology representative argued that *‘this could just go over the head of people. I have worked in power lines in the past and there are a lot of pictures of engineers doing stuff and if it’s going to a stakeholder, they are probably more interested in content or infographics.’*
- A technology representative agreed and added that *‘a lot of pictures are related to overhead lines and a lot of them don’t depict land being dug up. Maybe being more diverse in terms of pictures would bring things more to life and allow people to understand why roads are being dug up. They would understand that that is what is “keeping the lights on”.’*
- A technology representative highlighted that *‘there should be a comparison with other DNOs to show how WPD is performing in relation to them.’*
- An energy/utility representative raised a point that *‘there needs to be the right level of graphic information. I don’t think you should just sneak important numbers into graphs because it is not always clear when you are looking for specific figures.’*
- An energy/utility representative mentioned that *‘this should perhaps be put on some kind of social media such as Twitter or on their Facebook page.’*
- An elected representative considered that *‘as a councillor, I would read this one because I don’t need it on a day to day basis.’*

“ There should be a comparison with other DNOs to show how WPD is performing in relation to them. ”

Table 5:

- An academic/education institute representative suggested that the reliability section could be split into two with *‘one covering weather-based losses beyond WPD’s control*

and a second for losses which are WPD's fault, through poor maintenance or planning. This way it is clear who is responsible for an outage.' (S)he then suggested that WPD could report this information back to Ofgem.

- A developer/connections representative said that *'it is really annoying when your supply goes out and you don't understand why.'* Hence, (s)he believed that *'helping the customer understanding of an event is really important.'*
- An academic/education institute representative stated that *'for a report of this size, you aren't going to get much more detail packed in than this. If you want any more detail, you can go to the more detailed version.'*

Table 6:

- An energy/utility representative argued *'you should consider how many people access it online. I think 98% of people won't read it, this has too much information.'*
- A technology representative considered that *'to me this actually asks more questions than it answers, are certain areas worse because of other reasons that I want to know more about – will that be in the more detailed report? For example, will you include population data or extra storms affecting things like the statistics on outages?'*
- A local authority officer representative suggested that *'this isn't sent to everyone, just people looking for the information – as long as this is linked onto the longer report it does well.'*
- An energy/utility representative argued that *'it's good but I doubt many will look at it.'*
- An energy/utility representative agreed *'it is good but you have to look at it online.'*

5.3 What do you like/dislike about the detailed report of performance?

Table 1:

- A housing/development representative said *'this would definitely be valuable online.'*
- A developer/connections representative commented that *'I would want this in business terms, if you're spending so much is it going to the right places? This is really good. But definitely don't send to everyone via post.'*
- A domestic customer argued that *'residential customers probably wouldn't want to read any literature. They would only want to read things that are totally relevant to them.'*
- A business representative commented that *'this needs some more business information, and further detail on what the plan will be for next year.'*

Table 2:

- A housing/development representative thought *'it's too dry for me, but would be happy if it was online to see a 'read more' linked sort of structure if I wanted to delve into it.'*

Table 3:

- A local authority officer representative highlighted that *'I would read the summary but I wouldn't read this big detailed report! I simply don't have the time. Having it online and accessible is good but I wouldn't want it mailed out.'*

Table 4:

- An energy/utility representative said *'I quite like data so I prefer the longer one.'*
- A technology representative observed that *'it keeps the style of most regulatory documents so if you are used to that kind of reading, this will be fine.'*
- An energy/utility representative agreed that *'it is always nice to know, that there is more to dig down into.'*
- An energy/utility representative said *'I do wonder if you could read the second level one and go down into the next level. I think both reports should have the same headings or if it's on the website, there should be hyperlinks which took you to the right place on the next report.'*



Table 5:

- A developer/connections representative felt that *'so long as there is a route to ask for more info, this document is fine.'* (S)he preferred reading things like this online, so *'it should be made easy to read on a screen, not just to be printed off. You need to have the ability to find the detail easily.'*
- A developer/connections representative also wanted the online version to be *'tested for compatibility on different browsers and devices so that these documents are widely compatible.'*

Table 6:

- A local authority officer representative highlighted that *'this is what I would expect to see in a document, but I need more time to look. I hope this will involve more information than the other report.'*
- An energy/utility representative considered that *'there is a bit of benchmarking in here, that's good. Perhaps have more bar charts and things for tables.'*
- An energy/utility representative felt that *'it is good and nicely detailed.'*

5.4 Are there any other points you would like to make?

Table 2:

- A housing/development representative suggested *'a different colour pamphlet for vulnerable costumers, like red instead of green, because my mother is technically vulnerable and as a relative I would immediately know if she had been captured on the system or not.'*
- A domestic customer and an energy/utility representative both highlighted (s)he would like it *'emailed as well as available on website.'*

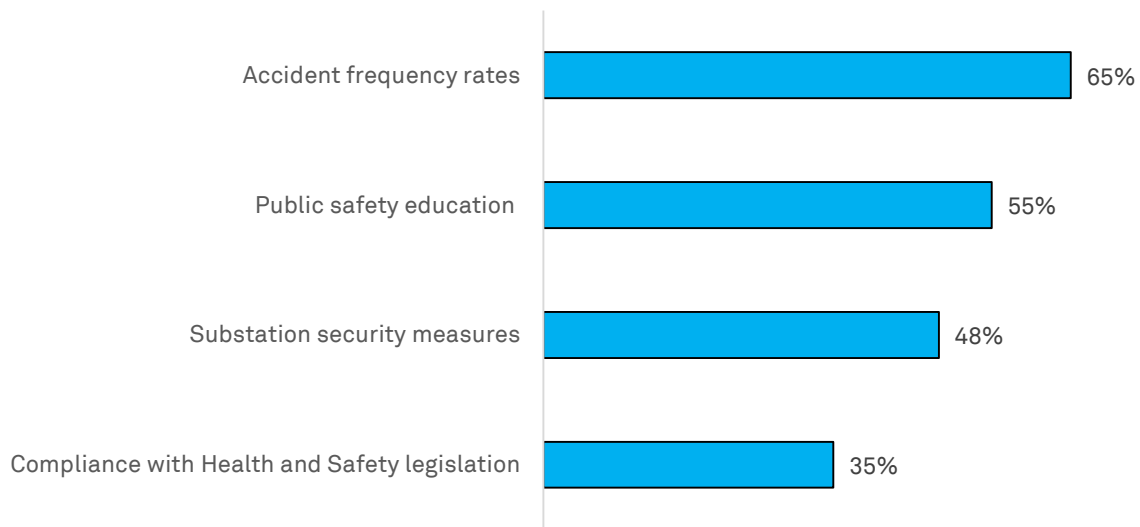
Table 5:

- An academic/education institute representative raised the idea that his/her institution has an app and said *'it can show planned outages on the app, and communicate with people during power cuts. The major problems with power outages come when people don't know what is going to happen and when, and it isn't explained to them. It's the lack of knowledge people struggle with.'*
- (S)he continued by pointing out that *'surprise outages is what people hate, when their well-laid plans are messed up by unplanned or badly communicated outages.'*

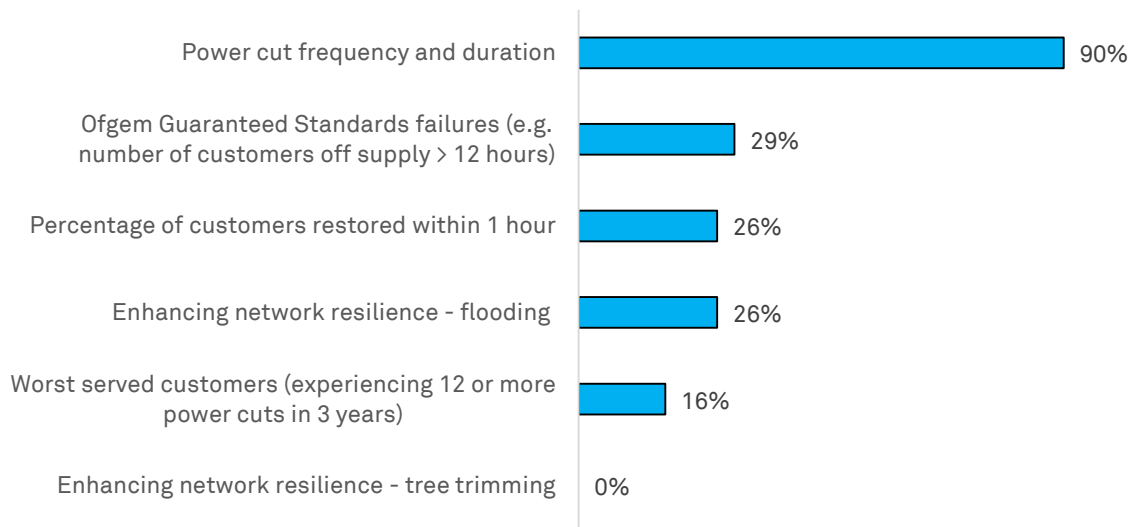
5.5 Individual voting results

After group discussions, the stakeholders were asked to vote individually on their top two topics to be included in each section of the summary report. The results are displayed below.

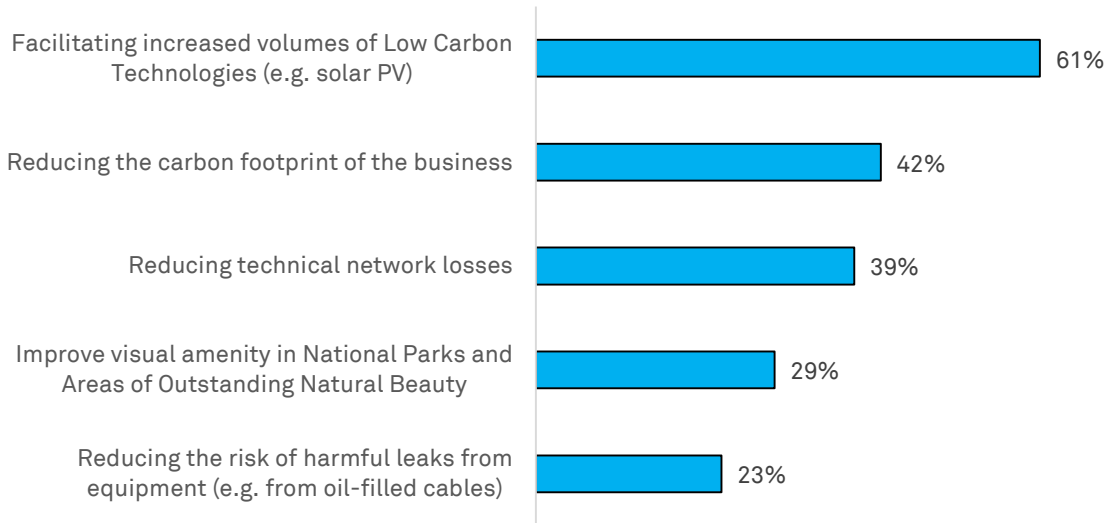
In WPD's summary (20pg) report: What are your top 2 safety topics for inclusion? WPD's performance in relation to:



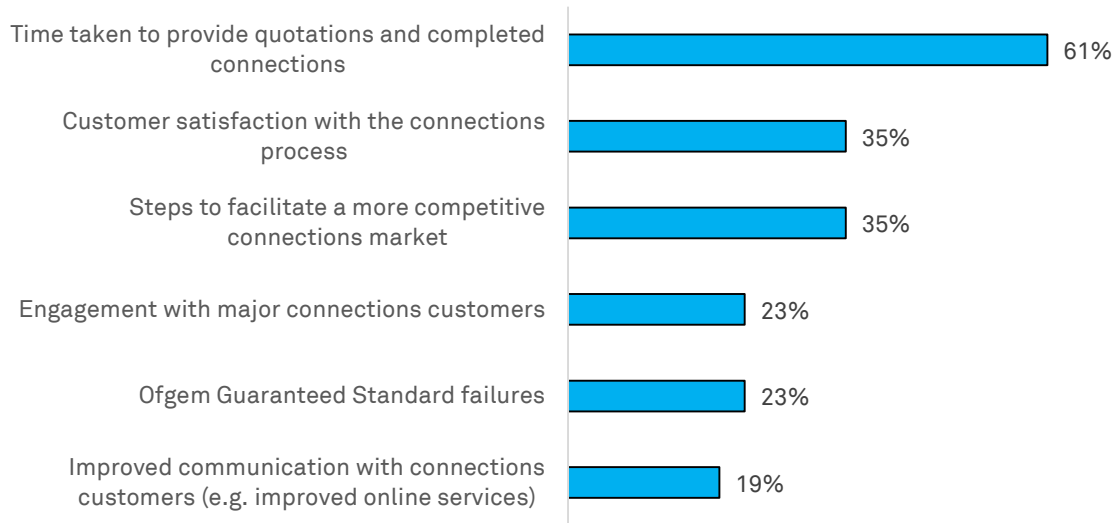
In WPD's summary (20pg) report: What are your top 2 reliability topics for inclusion? WPD's performance in relation to:



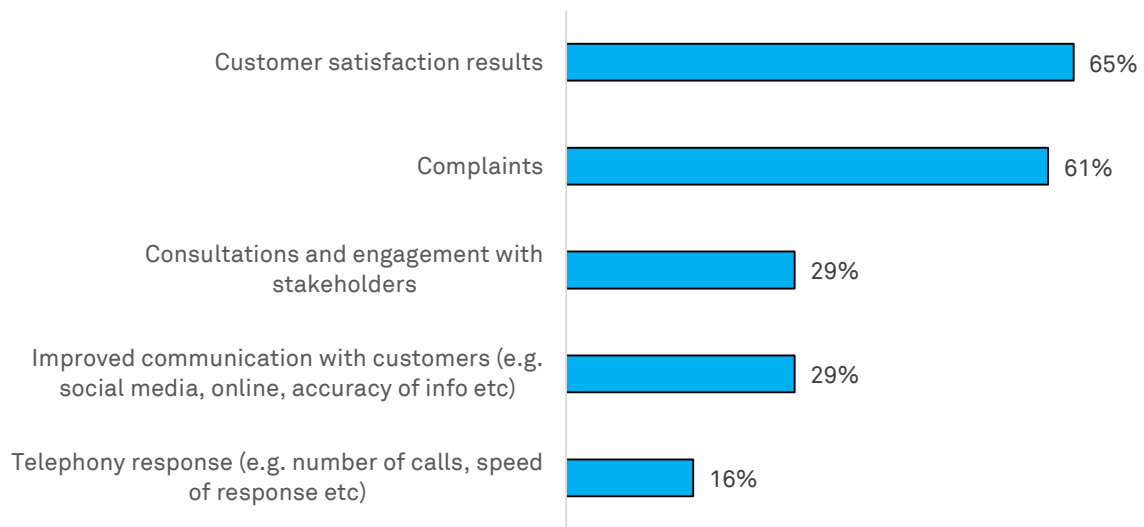
In WPD's summary (20pg) report: What are your top 2 environment topics for inclusion? WPD's performance in relation to:



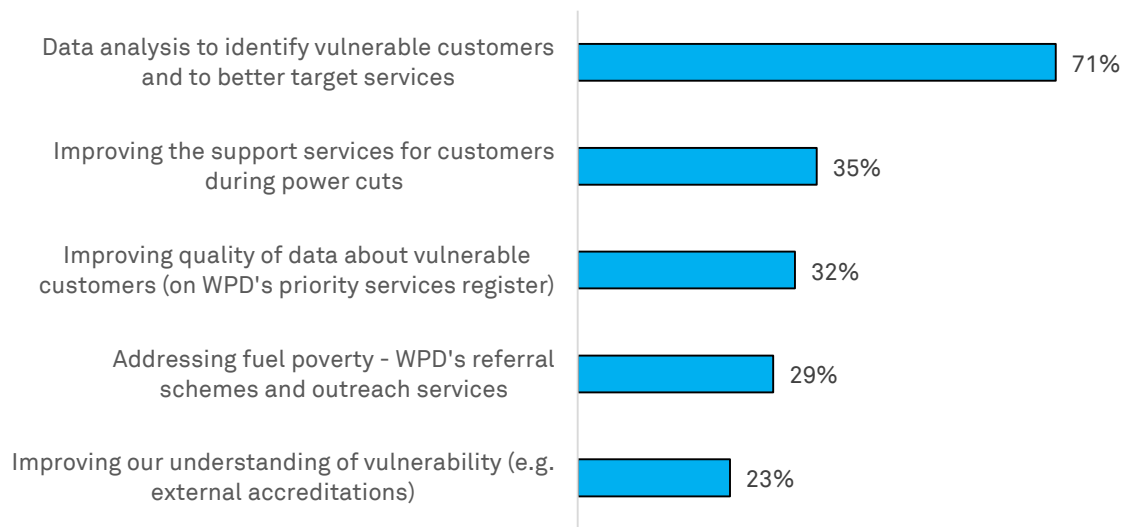
In WPD's summary (20pg) report: What are your top 2 connections topics for inclusion? WPD's performance in relation to:



In WPD's summary (20pg) report: What are your top 2 customer satisfaction topics for inclusion? WPD's performance in relation to:



In WPD's summary (20pg) report: What are your top 2 social obligations for inclusion? WPD's performance in relation to:



6. Workshop 3: Spotlight on two WPD strategic priorities

The third workshop involved a detailed look at two specific WPD priorities:

- “Smart Networks”
- “Affordability”

Smart networks

6.1 Do you understand what a smart network is and what its advantages are?

Table 1:

- An energy/utility representative suggested that *‘more needs to be done to maintain and increase capacity in the grid. If that doesn’t happen, then a smart network will not be able to fill in the gaps.’*
- A business customer representative asked *‘why aren’t smart networks happening already? They seem essential to maintaining our grid in the long term.’*
- An energy/utility representative stated that *‘there needs to be more of an emphasis on smart metering. This is one of the most crucial aspects of transitions to a smart grid. I would like to see WPD working with partners to get these rolled out.’*
- A business customer representative highlighted that *‘batteries are one of the best ways to store large amounts of renewable energy for short periods of time. I would like to see research and development focusing on rolling these out.’*
- A domestic customer said *‘while I understand the benefits of a smart network, I’m not totally sure I understand how it works.’*

Table 2:

- A housing/development representative, domestic customer and local authority officer representative agreed that they liked the video.
- A housing/development representative asked *‘is this being used in the children’s education programs WPD is doing?’*
- A local authority officer representative raised a concern *‘about the smart future depicted, how do I engage with this, is it just done to me or am I doing something here, what do I do?’* (S)he also thought it was *‘very good at the level of raising interest.’*

“The challenge is showing people it’s in their interest, to use their energy more efficiently.”

- A local authority officer representative thought *'the challenge is showing people it's in their interest, to use their energy more efficiently.'*
- A domestic customer and housing/development representative concluded they probably wouldn't have entirely been able to identify what a smart network was before watching the video.

Table 3:

- A law firm representative remarked *'that video was very helpful; it put it into layman's terms. It's about meeting demand in an efficient cost effective way.'*
- A local authority officer representative stated *'it analyses the different elements that feed in from the power station and the local generation areas and analyses what's being used at what time and which way the power is going so tries to minimise the wastage within the network.'*
- An energy/utility representative felt that *'it's primarily a financial advantage for the end customer and WPD.'*

Table 4:

- Everyone understood what a smart network is and its advantages.
- A technology representative highlighted that *'the problem is demand is changing quickly. It doesn't really matter how much data you have about storage. The amount of technology we now have in our house with three kids is immense.'*
- A technology representative explained that *'within smart networks, we have an element of academia involving some of these projects. To me, I think, the DNOs understand the networks and the technology is usually on its way. It is just about how you create the market and mechanisms to make them work.'*
- A technology representative pointed out that *'it also links back to the previous point about government policy because that influences the uptake of smart networks heavily. It is a loop.'*



Table 5:

- A local authority officer representative said (s)he *'thought the video was quite easy to understand, it was visual and simple.'* However, a developer/connections

representative pointed out that the video *'is now a bit out of date'*, despite being only a few years old.

- A local authority officer representative said *'the benefits of smart networks are clear. From a customer point of view, I hope it will keep electricity prices down.'* (S)he also hoped *'that generators in our solar programmes will be able to connect more easily.'*

Table 6:

- An energy/utility representative complained that *'smart networks and smart metering should be considered together. Unless you know how the electricity is being used you can't do anything. One of the biggest problems is you don't know what everyone is doing.'*
- A technology representative raised the point that *'I think that will come in when the smart metering comes in by 2020. Smart metering falls within smart networks.'*
- An energy/utility representative added that *'every transformer will need a smart meter.'*
- A technology representative said *'to answer your question about smart networks. I think the piece missing is what your role is compared to that in communities.'*
- A technology representative explained that *'you presented things well today about smart meters.'*
- An energy/utility representative remarked that *'I'm interested to see what will happen in the South West, especially since you will get so much solar from that region. You may have to do something wacky to reduce the problem.'*
- A local authority officer representative mentioned that *'storage could be a solution for bottlenecks in the grid in order to use the energy when it is later needed.'*
- A local authority officer representative stated that *'if people have storage at home that will affect WPD.'*
- A technology representative made that point that *'that includes Tesla and new technologies that can make a difference.'*
- A technology representative considered that *'one of the biggest factors will be the cost of that though.'*
- A technology representative complained that *'we have looked at community storage schemes to flatten the load but there is no value given to that by WPD.'*

6.2 Have WPD correctly identified the key issues in transitioning to be a smart network?

The issues that WPD identified were:

- Voltage rise/drop
- Two-way power flows

- Thermal capacity
- Fault level
- Equipment suitability

Table 1:

- A business customer representative asked why *'education on how to transition to a smart network is not made better available. People should also be educated on the importance of saving energy.'*
- A housing/development representative built on this saying *'a smart grid will only work if people are prepared to be much more careful with energy in the future.'*
- An energy/utility representative said that *'management of consumer expectations is very important if WPD are to improve their network. Just look at what happened with energy suppliers last year, and their public perception.'*
- A business customer representative asked what *'effect will electric cars have on the grid? I've heard Amber Rudd doesn't want them to take off as she's worried that there isn't enough capacity.'*
- An energy/utility representative added to this, asking if it *'will have long-term ramifications?'*

“A smart grid will only work if people are prepared to be much more careful with energy in the future.”

Table 2:

- A local authority officer representative wondered *'where does WPD's responsibility stop, at what level are you not responsible for someone's house?'* An energy/utility representative agreed there needed to be a *'delineation of responsibility, and a sense of working together.'*
- A housing/development representative saw the central issue as perhaps being *'how [you're] going to get customers to save when they think you're not fixing leaks - you need to get them to engage with you first before they do their bit.'*

Table 3:

- An energy/utility representative mentioned *'I think changing customer behaviour is important as their behaviour is very likely to change in the future.'*

Table 4:

- An energy/utility representative commented that *'these are the right technical challenges but we should bear in mind that they are also driven by what people do.'*
- A technology representative felt that *'they are all interdependent.'*

Table 5:

- An academic/education institute representative highlighted the need for WPD to *'stay up to date with electricity demand as users become more smart.'*
- A developer/connections representative saw the main benefit as *'managing supply and demand.'* (S)he also said *'management of data across the network is crucial to enable capacity at the right time.'*

Table 6:

- A local authority officer representative commented that *'I think we should put storage on there since it will be an issue and part of the solution.'*
- A technology representative argued that *'I would say it is the five you have on page 54 which are really hitting the right buttons.'*
- A technology representative complimented that *'Nigel's summary in the presentation is exactly what we wanted to hear.'*
- A local authority officer representative pointed out that *'customers understand getting a cheaper tariff and saving money by using power at cheaper times. There is a little bit of education needed but the market is ready for that, a certain group are keen to make a saving where they can.'*
- An energy/utility representative added that *'this is a technical relationship with customers, WPD and Ofgem but that is almost reaching another sort of challenge whereas this is the technical challenge.'*

6.3 What do you think of WPD's 5 strategy areas?

The strategy areas WPD identified were:

- Data integrity
- Market integration
- IT systems
- Customer propositions
- Equipment

Table 1:

- An energy/utility representative commented that *'any network management is inherently complicated, because there are so many factors to work out. People use energy at different times and lots of data will need to be collected to inform WPD on this.'*
- A domestic customer said that *'energy suppliers have to decide how they will work with their customers on this. It is so important that they are kept informed during this process.'*

Table 2:

- A local authority officer representative felt *'equipment suitability is most important.'*
- An energy/utility representative continued *'and what do we really mean by suitability, is it government suitability - what do people buy, because you might need a meter but will that work with your washing machine? How do you get these things to integrate and still be able to integrate with changes in the next five years?'*
- A local authority officer representative asked *'how does this message go out if we're not buying anything off you?'*
- A housing/development officer representative argued that climate change was maybe *'a missing item, a massive challenge.'*



Table 3:

- A developer/connections representative commented *'that very last one with coordinating DNOs with National Grid could also work with suppliers too; there should be a sharing process that works with suppliers too.'*
- A developer/connections representative felt that *'the most important is possibly IT systems in terms of knowledge reporting and understanding what is going on. I don't know what they've put it in for but if it ties into communications and connects everything together it's critical in terms of understanding because without that you won't know what's going on.'*

Table 4:

- A technology representative emphasised that *'you need to include people and skills. You have covered all the things needed from a technical market point of view but it comes back to needing people to operate.'*
- A technology representative raised a point that *'shared learning within the industry should be included so everyone can work towards building a greater picture.'*
- An energy/utility representative highlighted that *'the big issue is customer buy-in and propaganda. You have Daily Mail publishing things about "big brother" and other sort of propaganda. Somehow that needs to be turned around.'*
- An energy/utility representative said *'data is the most important. You have to understand the network before you do things to it.'*
- A technology representative insisted that *'market integration is the most pressing for me. If it's not a joined up strategy, it is going to be very difficult for networks to manage. It needs to be a holistic approach.'*
- A technology representative felt that *'they are all important. If you haven't got a market, everything else is void.'*
- An elected representative complained that *'from the customer's point of view there are rumours around that a smart meter could switch you off.'*
- A technology representative explained that *'it is a similar principle to someone having a normal meter and switching to a pay as you go meter. It is more of a dynamic way of looking at it.'*
- An energy/utility representative agreed and added that *'there is a big thing going on between smart meters and communications with customers. It would be nice if smart grids could be wrapped up into that such as explaining varying tariffs to them.'*
- A technology representative commented that *'this goes back to the thing about market integration. The relationship is between the supplier and the customer so maybe it should be left to them to educate the customer.'*
- A technology representative argued that *'that is not always a great relationship though.'*
- S(he) added that *'WPD should focus on the brand awareness of the network operator and brand separation from the supplier. I have very negative opinions of suppliers in terms of customer experience which makes me think a DNO might offer more.'*
- A technology representative pointed out that *'if any DNO spends any time engaging with customers, you might be mentally aligned in customers' heads with suppliers.'*
- An energy/utility representative made a point that *'if the customer is unable to differentiate the players in the industry, it would be good to have a whole industry approach rather than a DNO approach, a supplier approach and so on.'*
- An elected representative stated *'in my experience with the gas industry, the whole thing was forecasting and estimating. You needed to have a lot of good data for it to*

function. Now you have a bigger problem in the sense of wind turbines and solar energy because things are becoming more unpredictable.'

Table 5:

- A developer/connections representative pointed out that as WPD have not got many major network consumers, *'it is a massive challenge for DNOs to get hold of that transmission data.'*
- An academic/education institute representative felt that micro-grids can play a role in reducing strain on DNOs. An energy/utility representative agreed, and said *'it helps take strain off the main grid.'*
- A developer/connections representative stated that smart grids *'must inevitably require huge amounts of investment, particularly in connections.'*
- An academic/education institute representative believed smart meters are important too, and suggested *'using smart meters to manage demand response, and setting up potential customer arrangements.'* (S)he also believed that some major customers should be *'compensated for load shedding.'*
- A developer/connections representative felt that *'investors want certainty on the network above all, but this all depends on individual customers aside from that fact.'*
- An academic/education institute commented that *'there needs to be incentives for people to change their electricity usage, otherwise there's no reason for them to change their behaviour.'*
- An energy/utility representative agreed that there needs to be a financial incentive for the end user.
- An academic/education institute representative mentioned *'once the grid becomes smarter, it could be more efficient than the gas grid. Eventually everything could use electricity, with very little gas use, with district heating and so on. This would be an additional challenge that WPD need to prepare for.'*
- An energy/utility representative suggested that *'DNOs need to engage with other private firms which can upgrade themselves.'*
- However, a developer/connections representative said that *'even with micro grids WPD will have to play some sort of role, to provide supply when required.'* (S)he pointed out that *'also crucial is forecasting the ability of customers to opt out of WPD at a certain time of day and avoiding the dangers of over generation at certain peak times.'*

“ There needs to be incentives for people to change their electricity usage, otherwise there's no reason for them to change their behaviour. ”

Table 6:

- An elected representative queried *‘how many customers would actually have the technical knowledge to make propositions, I wouldn’t know where to start!’*
- A local authority officer representative countered that *‘a smart meter can do a lot of work for the individual; you don’t need to understand things. If there is a different tariff and you pay for what you use that could be good enough.’*
- A technology representative added that *‘it is coming in from a supplier in a pay as you go way.’*
- A technology representative suggested that *‘customers are really important but it needs innovation to respond in that way. This sort of process starts to open up your Ofgem limitations.’*
- An energy/utility representative argued that *‘a question could be how you are going to encourage people to use more energy when they put solar panels on their house!’*
- A technology representative highlighted that *‘regarding priorities I would put customer proposition top in priorities.’*
- A technology representative felt that *‘from a selfish point of view I would put equipment top, there is a lot of system operations needed. We already do it on a transmission level and you do need to do things on a level with regulation.’*



6.4 How should WPD engage with stakeholders on this issue, in the future?

Table 1:

- A housing/development representative said that *‘at a consumer level I am not too concerned with being contacted on this issue in the future, but I’m sure that some of the more essential stakeholders will have more to say on this.’*
- A business customer representative said *‘I would be interested to know how WPD engages with its other stakeholders. It seems like it takes engagement very seriously, which is good to see.’*

Table 2:

- A housing/development representative contended that *'if you're saying you are not sure what the future is going to look like, I'd like to see you engaging with future developers.'* A consensus was reached on an example of a place to do this being WPD's DG forum.
- A local authority officer representative brought up *'if I want to know more, or get a clear answer on integration you don't want to be told one thing by a supplier and another thing by a distributor.'*
- There was a consensus about maybe engaging with schools on the issue.
- An energy/utility representative thought *'it hinges on education, what it is and the benefits more than anything - there won't be any uptake on things if they don't know what they can get out of it as a customer.'*

Table 3:

- A developer/connections representative highlighted that *'looking at it from a developer point of view I think a lot of renewable energy has been developed with no regard to how it complements the network so there's a lot of generation that has developed without much thinking about how to link it up to the network. I've acted as a consultant for large solar farms but it's not how I would have handled it. There's been very little thinking on how to connect up to the grid. The government put out an incentive to allow people to make a lot of money from microgeneration which allowed a lot of growth with very little regulation as to how you physically connect it to the grid. I don't think any of the DNOs engaged with any of the larger developers at the time because they were carrying out a regulatory obligation while the other side was chasing a financial incentive.'*
- A developer/connections representative agreed *'it's a relevant point, you don't see a supplier having a workshop to educate people on better power usage as they're interested in just getting people to use more energy and get more money. In the old days back in the 1970s the distributor and the supplier had ultimate control over everything and there was joint interest to reduce power and save money where now the suppliers just aren't interested.'*
- A local authority officer representative considered that *'there's a lot of comparable research you can look at from the house building industry and there are a lot of PhDs around this, around how local networks work and how they're managed along with behavioural changes, how you recognize value and benefits and so on.'*
- A developer/connections representative explained that *'stakeholder engagement conferences are expensive and they take up people's time, but people don't fill in a*

“Face to face communication at workshops is a good method of engagement as long as you make sure you have a good spread of people.”

spreadsheet and they often send back comment sheets with blank comment boxes. Face to face communication at workshops is a good method of engagement as long as you make sure you have a good spread of people.'

- A local authority officer representative pointed out that *'you have to get to your suppliers, get them on board and use them to spread the message. I don't think the consumer makes the link that what they pay on their electricity bill is a result of what they actually use, so it's got to be focused more on the supplier. However, they obviously have a vested interest and customer care isn't great so that will always be a risk you have to consider.'*

Table 4:

- An energy/utility representative commented that *'there are loads of conferences around and WPD tends to go to most of them.'*
- An elected representative brought up that *'they should be in touch with major energy associations.'*

Table 5:

- An energy/utility representative encouraged *'more mapping of available capacity and communicating that information to customers.'*
- However, a local authority officer representative said the maps online at the moment *'are very high level.'* (S)he suggested *'online tool for planners and developments would be useful if there is not one already on the WPD website.'*
- A developer/connections representative said that *'engaging with individual businesses is very important.'*



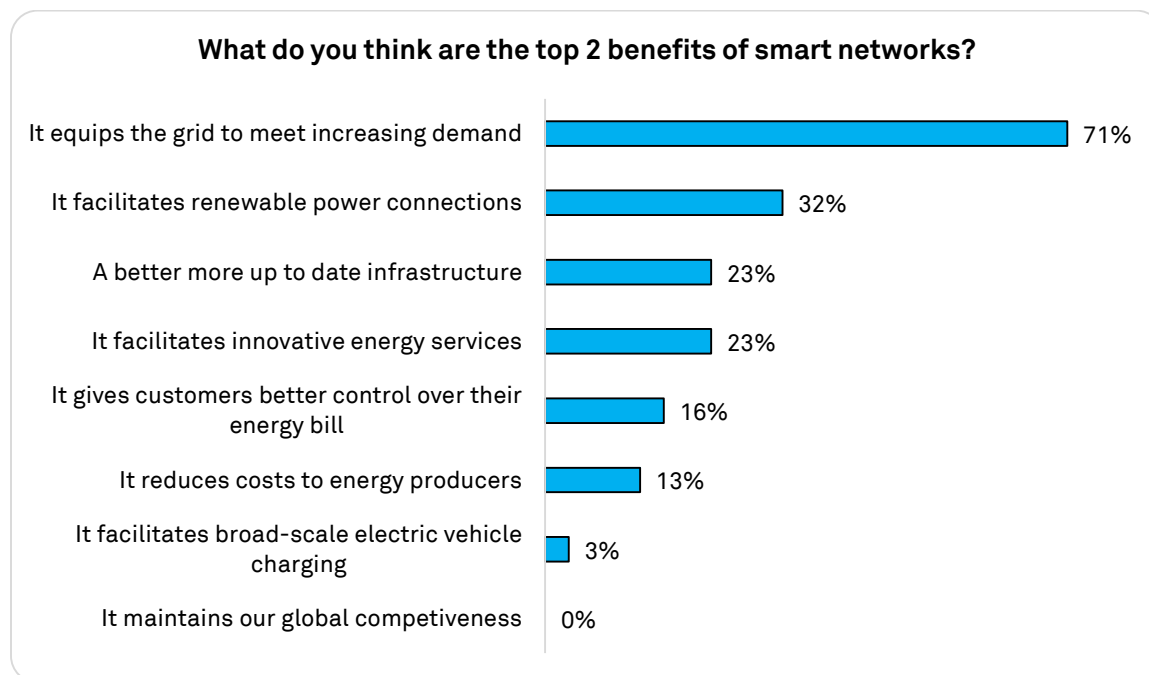
Table 6:

- A technology representative complained that *'I would like to know who I could speak to in order to work with WPD more on new technology we develop.'*
- A technology representative said *'WPD should engage with stakeholders to see how you physically do things such as how you engage in energy schemes.'*

- A local authority officer representative raised the point that *‘innovative technologies need to catch up. You need more support, as we move to electric cars – if they charge throughout the day at work that is at the highest time. I want put my clothes in to wash and it will wash at the cheapest time. You need to put all these things together, the innovation of the network and the technology to move the market along. Make sure you are not stifling it, improve and invest in it because it will help us the most.’*
- An elected representative enquired as to *‘how can you progress? I read about things being trialled around individual taxis. It struck me how they said this will render obsolete the tram systems and metros. The question is how soon will these changes happen?’*

6.5 Individual voting results

After group discussions, the stakeholders were asked to vote individually on what they considered to be the top two benefits of smart networks. The results are displayed below:



Affordability

6.6 What do you think of WPD's current approach and the projects so far?

Table 1:

- A technology representative said that *'I like the 'Power Up' schemes – they seem like a really good idea and should be continued.'*
- A housing/development representative agreed and said *"Power Up' schemes and the 'Affordable Warmth' project both seem worthwhile. I didn't know that WPD were doing this and I think they should communicate their work far more. It will give people a really positive impression of them.'*
- A business customer representative asked *'what else is WPD doing to tackle fuel poverty? I'd like to see more information on this in the summary booklets.'*
- A technology representative said *'working with agencies and trusts to get referrals is vital. I know from my own experience that this is something a lot of people do not feel comfortable in doing.'*
- An energy/utility representative argued that *'work around fuel poverty should be carried out far more by other stakeholders. There is no need for WPD to get involved with this, and sees it straying outside its core remit.'*
- A housing/development representative added *'community bodies are effective vehicles to deal with the fuel poor but are in desperate need of more funding. Perhaps this is something WPD could look into, doing it at arms-length.'*



Table 2:

- A local authority officer representative suggested *'I think signposting is the right approach. WPD don't need to do it themselves, just point them in the right direction - partnership rather than trying to duplicate.'*
- A housing/development representative said *'I do think assessment is really important, because there are people who would abuse it.'*
- A local authority officer representative argued *'by the end of a scheme it should become clear if they're eligible.'* Later, (s)he pointed out *'conversely there are people who due to stigma, or whatever, don't realise or act on being eligible.'*

Table 3:

- A local authority officer representative remarked *‘it looks about right, we have operated schemes locally and we’ve looked at income maximisation, are people taking all the benefits they’re entitled to, are they switching suppliers to get the best tariffs? We have information to get people to change their boilers and take the right approaches to reduce energy consumption. We’re well set up to be part of your referral network, so we’d be very keen to work with you on that and if there’s any funding for that that’d be even better. WPD should certainly be identifying local authorities as a partner when you identify and work with vulnerable people.’*
- A local authority officer representative stated *‘I think it’s all good stuff so carry on.’*
- An energy/utility representative felt that *‘it’s a good broad strategy you’ve got. Because a lot of DNOs approach it in similar ways it’s hard to differentiate specifics.’*
- A local authority officer representative explained that *‘we did some research around energy consumption in Leicestershire three years ago and we found that most households that consume the most energy are private households in rural locations. We realised we had three areas that scored within the top ten across the UK that consumed the most energy! They were all private households too, so don’t rule them out thinking they don’t consume very much energy.’*

Table 4:

- The table was in consensus that WPD’s current approach was good.
- A technology representative made a point that *‘it’s not WPD’s remit to solve the problem, but it does have a social responsibility to connect people to the organisations that can.’*
- A technology representative emphasised that *‘the issue is definitely getting people to something like CAB as quickly as possible. It is all about making the quick connection.’*
- An energy/utility representative said *‘definitely the right thing to be doing. I question the saving bit of it such as the income optimisation as it would be nice to know how much electricity is being saved as opposed to money.’*

“It’s not WPD’s remit to solve the problem, but it does have a social responsibility to connect people to the organisations that can.”

Table 5:

- A local authority officer representative brought up their outreach scheme at GP surgeries to identify vulnerable people and highlighted that *‘there are data issues and*

complications this brings up.’ (S)he suggested that as they struggle with revenue funding, ‘there could be a partnership with WPD possibly there.’

Table 6:

- An energy/utility representative explained that *‘you are letting the suppliers off the hook; most vulnerable people are those that have never changed their supplier. You know the largest supplier in each region. I think there is a fundamental problem with your whole approach.’*
- A technology representative countered *‘I think you are taking the right approach. Where we find vulnerable customers lets signpost them but don’t make WPD deal with it. It is good WPD also decides what the organisation does and ensures that they have been sent to do the job.’*
- A local authority officer representative added *‘WPD are just encouraging people to change tariffs.’*
- A local authority officer representative said *‘we are happy with those five interventions.’*
- A technology representative remarked that *‘there is an interesting issue with who you are signposting to, are these jobs in the remit of things such as Citizens Advice? You need to know which groups are best at what.’*
- A local authority officer representative mentioned that *‘with regards to the vulnerable individual list, the data should be shared with other groups.’*
- A technology representative stated that *‘there is also a question of how often you do your data cleansing.’*




6.7 What do you think of WPD's proposed next steps?

Stakeholders were asked to refer to the list of next steps WPD had identified to address “affordability” and identify any that may be missing. The list can be seen in the table below.

On occasion, stakeholders agreed to add a suggested activity to vote on as a table. In these instances, there are six ‘planned actions’ on the respective tables below.

Table 1:

Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new 'Power Up' referral scheme for the East Midlands		✓	
Introduce monthly satisfaction research with supported customers		✓	
Expand the existing 'Affordable Warmth' project in West Midlands	✓		
Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)	✓		
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty		✓	
Work with suppliers to identify fuel poor not paying bills	✓		




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- An energy/utility representative said that *'monthly satisfaction research is important, but I have questions around the timing. Research should be cross-referenced with data on when people have had new meters installed and so on, to provide the most insight.'*
- A technology representative suggested that *'while it is true that WPD cannot do everything, I do question whether competition will get the best results. Will you get the best projects funded this way, or just those who are most effective at selling themselves?'*

Table 2:

Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new 'Power Up' referral scheme for the East Midlands	✓		
Introduce monthly satisfaction research with supported customers			✓
Expand the existing 'Affordable Warmth' project in West Midlands			✓
Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)			✓
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty	✓	✓	✓


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- An energy/utility representative proposed *'it's worth developing a new 'Power Up' scheme for East Midlands, since it's got quite a big footprint. If it's done well in the other three areas, why should it be excluded?'*
- A domestic customer said *'I don't actually agree with you doing this at all, I think you should be strictly business focused, but if you're doing it in three out of four places it makes sense to do it in all four.'*
- A local authority officer representative and domestic customer thought the monthly satisfaction search with existing customers was *'overstepping the remit.'*
- A housing/development representative said *'in the early days you do need to do it because a customer might not be right for you – maybe it's more a problem with frequency, maybe do it more on a quarterly basis, it also wastes time otherwise, takes people away from their day job.'*
- There were questions raised about whether the name 'Affordable Warmth' had been used before.
- A housing/development representative highlighted *'from a customer point of view I would get confused between 'Power Up' and 'Affordable Warmth', what they mean - I would name it one scheme.'* There was agreement on this with a domestic customer and a local authority officer representative.

- A local authority officer representative suggested *‘we need initiatives that identify vulnerable customers from other partners, simply to put them on the priority service register.’* (S)he also added *‘yeah, I think they should come to you.’*

Table 3:

Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new ‘Power Up’ referral scheme for the East Midlands	✓		
Introduce monthly satisfaction research with supported customers	✓		
Expand the existing ‘Affordable Warmth’ project in West Midlands	✓		
Develop new ‘Affordable Warmth’ projects (e.g. x3 E.Mids, S.Wales, S.West)	✓		
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty	✓		

- A law firm representative agreed *‘yes it makes sense to match up all the help the areas get with each other.’*
- A local authority officer representative highlighted *‘Nottingham and Derby would feel they want the schemes the most.’*
- A local authority officer representative made the point that *‘what you do with that data is more important than just collecting the data more or less often.’*
- A developer/connections representative commented *‘if you’re doing research, you need to find out what people are referred for as well. If it’s something like a boiler you wouldn’t notice a benefit until six months’ time in the winter period. So ticking a box saying just that we referred you isn’t that helpful, you need to ask the right questions at the right time.’*
- A local authority officer representative felt that *‘more ‘Affordable Warmth’ schemes would always be good.’*

- A local authority officer representative warned *‘competition isn’t great as you end up with a lot of losers, some winners but a lot of losers which you will have to deal with. You’ve got to be very clear what your priorities are and what you’re trying to achieve, we see it a lot that if you’re not transparent in exactly how you evaluated proposals you really get messed around in people arguing or getting MPs involved to look at why they weren’t accepted. You need to get your systems in place to manage such proposals. What may seem like a good idea may easily backfire on you.’*

Table 4:


Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new ‘Power Up’ referral scheme for the East Midlands		✓	
Introduce monthly satisfaction research with supported customers	✓	✓	
Expand the existing ‘Affordable Warmth’ project in West Midlands		✓	
Develop new ‘Affordable Warmth’ projects (e.g. x3 E.Mids, S.Wales, S.West)		✓	
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty	✓	✓	

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- The table agreed that just enough was being done in terms of introducing monthly satisfaction research with supported customers.
- An energy/utility representative felt that *‘you can do it just on sampling rather than going back to everyone.’*
- There was also consensus that developing a competition for existing schemes was about right.
- A technology representative commented that *‘it will keep people on their toes.’*

Table 5:

Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new 'Power Up' referral scheme for the East Midlands	✓		
Introduce monthly satisfaction research with supported customers			✓
Expand the existing 'Affordable Warmth' project in West Midlands		✓	
Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)		✓	
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty		✓	



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- An energy/utility representative praised the 'Power Up' scheme in the East Midlands, and said *'you may as well.'* This was the consensus around the table.
- A developer/connections representative liked the idea of monthly satisfaction research. However, an academic/education institute representative pointed out that *'this is surely the responsibility of the partner? WPD should do sample data to see how it is going, but not to this extent.'*
- A developer/connections representative commented that *'as long as WPD have all the information you need, it's fine.'*
- Regarding 'Affordable Warmth' projects, an energy/utility representative stated *'if there is a clear need for it, I think it is about right, as there are some clear benefits, but keep it on the current scale rather than growing it.'*
- In terms of expanding the 'Affordable Warmth' projects elsewhere, a developer/connections representative said (s)he *'would like to see it spread across the network, because for me this is the more important scheme.'*
- An energy/utility representative liked the idea of developing competition for existing schemes. (S)he believed *'competition will drive down the price WPD will have to pay, then it is your job to bring in new skills and innovation.'*

- A developer/connections representative stated *'I support the idea of targeting competition towards specific areas that need innovation.'*

Table 6:

Workshop Three – Strategic Priorities: Affordability			
WPD Planned Actions			
ACTIVITY	MORE	ABOUT RIGHT	LESS
Develop a new 'Power Up' referral scheme for the East Midlands	✓		
Introduce monthly satisfaction research with supported customers		✓	
Expand the existing 'Affordable Warmth' project in West Midlands		✓	
Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)		✓	
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects in areas of network constraint and high fuel poverty		✓	


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- A technology representative made the point that *'looking at a new 'Power Up' referral scheme for the East Midlands, there should be more if there isn't currently one.'*
- A technology representative considered that *'monthly satisfaction research seems about right.'*
- A local authority officer representative agreed *'yes, it seems about right.'*
- A local authority officer representative questioned *'with regards to expanding the existing 'Affordable Warmth' project in the West Midlands, you are already planning this aren't you?'*
- A technology representative enquired *'how do you qualify as vulnerable, there should be ways to stop the system being abused.'*
- A technology representative asked *'would this cover the whole of the West Midlands region?'*
- An energy/utility representative queried *'do you have any data about prepayment meters since they are usually the most vulnerable?'*


- There was general consensus that this was about right.
- A local authority officer representative commented that *‘developing new ‘Affordable Warmth’ projects seems about right.’*
- A local authority officer representative said *‘as for a competition for existing schemes, that depends on a lot of things because a lot of support is needed for a bid. Once you have selected an area you should get the volunteers to compete and partner up. Don’t have people at WPD compete charities against each other.’*
- A technology representative pointed out that *‘there are national organisations like CAB but I would be concerned that you need the ability to choose the right charity but how do you do that without running some sort of competition?’*
- A local authority officer representative added that *‘I think this puts unnecessary strain on charities.’*
- An energy/utility representative suggested that *‘I would say this competition is not needed, the important bit is that they do well on the others.’*
- There was consensus to do less in general.

6.8 What do you think of ideas from other DNOs?

Stakeholders were asked to refer to the list of ideas from other DNOs around “affordability” and identify any that may be missing. The list can be seen in the table below.

Table 1:

Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	✓		
Fuel poverty outreach projects via food banks			✓
Bi-annually refresh our social indicator mapping – to better target schemes		✓	
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption		✓	
Energy efficiency funds (local communities)		✓	



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- An energy/utility representative agreed that WPD *‘should try and get in touch with people with an oil connection. It seems a good way of working with other energy stakeholders to ensure nobody falls through the cracks.’*
- An energy/utility representative argued that fuel poverty outreach via food banks *‘is beginning to go beyond the remit of a DNO. It is a nice thing to do, but there are definitely more valuable things a DNO can be spending its money on. It should focus more on upgrading the grid and leaving social action groups to do this kind of thing.’*
- A technology representative agreed, saying *‘if WPD did this it would stretch its remit way too far.’*
- A housing/development representative said that *‘with focusing on smart networks, getting more social mapping data is incredibly important. I really think WPD should go for this.’*
- An energy/utility representative said that *‘WPD should definitely do energy efficiency services; it would be good for all parties, as people would save on their energy bills and the grid would be more sustainable in the long-term – especially with the advent of smart networks.’*
- Discussing energy efficiency funds, a business customer representative said *‘I think there could be a role for WPD to do this. But it would have to be done carefully, and ensure that all cash sent out is fully audited.’*

- A domestic customer built on this, saying *‘this should perhaps be done through a middle-man. I don’t necessarily think it’s not something WPD should be doing, but I would prefer if it focused on some of the other areas.’*

Table 2:

Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	✓		
Fuel poverty outreach projects via food banks		✓	
Bi-annually refresh our social indicator mapping – to better target schemes	✓		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption		✓	
Energy efficiency funds (local communities)		✓	



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- Asked if there should be a greater partnership with gas distributors, a local authority officer representative iterated that *‘it’s another signposting activity.’*
- There was general consensus that energy efficiency surveys, and community projects to encourage customers to lower energy consumption were ultimately energy suppliers’ problems.

Table 3:

Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	✓		
Fuel poverty outreach projects via food banks			✓
Bi-annually refresh our social indicator mapping – to better target schemes	✓		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption			✓
Energy efficiency funds (local communities)			✓



WESTERN POWER DISTRIBUTION


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- A local authority officer representative considered that *‘it’s sharing data so of course it should be done, definitely work with gas distributors.’*
- A developer/connections representative disagreed *‘I think it’s overstepping the mark to work with food banks; it’s not really the job of a DNO.’*
- A local authority officer representative argued *‘I’m not sure about supporting but referral seems like an easy thing for you to do – I’m more in the not sure box for food banks.’*
- An energy/utility representative made the point that *‘I’d say yes to social indicator mapping as data is increasingly important.’*
- A local authority officer representative commented *‘I’d say yes given my previous comments about behavioural change, if you’re stuck with suppliers that aren’t too interested in reducing consumption, it can be a positive thing to work with customers.’*
- A local authority officer representative mentioned *‘I think you can work through a lot of existing agencies that do the work already so there’s a risk of duplicating services.’*
- An energy/utility representative suggested that *‘it links with the synergy of the smart grid and getting customers to understand how to reduce the smart grid so I think it could be a good idea.’*

- An energy/utility representative said that *'it's stepping on the toes of councils and I don't think it is the role of the DNO to provide energy efficiency funds.'*
- A developer/connections representative queried *'I'm not sure really, surely if you do it for one area you really need to do it for all of them and if you're a regulated business, are you really allowed to differentiate between different customer groups?'*
- A local authority officer representative highlighted that *'there are some potential minefields as whoever shouts the loudest tends to get the money and it's difficult to give money directly to the right people even working within local communities or groups and especially if you set up any sort of competition.'*

Table 4:

Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers			✓
Fuel poverty outreach projects via food banks		✓	
Bi-annually refresh our social indicator mapping – to better target schemes	✓ (but trial first)		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption		✓	
Energy efficiency funds (local communities)		✓	



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- However, the table was not sure about implementing partnerships with gas distributors.
- A technology representative said *'I am not sure that people who don't have gas connection are necessarily vulnerable or fuel poor. Just because they live in a place where there are no gas lines does not mean anything. You could spend your time on better things.'*
- A technology representative agreed and added that *'it is more of a rural divide than a social one.'*

- An elected representative argued that *'it's hard to have a filter that captures the capital rich, but income poor.'*
 - A technology representative disagreed and considered that *'those people might have more tools in their bag to address the situation rather than someone who is not capital rich either.'*
 - There was consensus that fuel poverty outreach projects should not be implemented.
 - A technology representative pointed out that *'the people who are at food banks are probably already on the records of CAB.'*
 - On the other hand, everyone agreed that WPD should bi-annually refresh its social indicator mapping.
 - A technology representative wondered *'if the data is there and it isn't too labour intensive, why wouldn't you?'*
 - A technology representative raised a point that *'it would be interesting to see what the changes are in the period and to see if it's worth doing it if there aren't many significant changes.'*
 - The table agreed that neither energy efficiency surgeries nor energy funds should be adopted by WPD.
 - An elected representative said *'you wouldn't believe how hard it is to get people you want to go. We tried doing these surgeries and it's only the same people who have got their act together who turn up. The people who have not got a clue are usually very hard to reach.'*
 - An energy/utility representative felt that *'it is more of a supplier's responsibility.'*
 - An energy/utility representative said *'I can see some sense in DNOs lobbying to the energy efficiency people but not in providing funds.'*
- “ It's hard to have a filter that captures the capital rich, but income poor. ”**

Table 5:


Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	✓		
Fuel poverty outreach projects via food banks		✓	✓
Bi-annually refresh our social indicator mapping – to better target schemes	✓		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption		✓	
Energy efficiency funds (local communities)		✓	


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- There was consensus that partnerships with gas distributors sounded sensible.
- An energy/utility representative was not sure about fuel poverty outreach projects at food banks, and said *'it sounds farfetched.'*
- A developer/connections representative added that *'it depends on the numbers involved, if you know you will get a lot of people then it will be ok, but not if it is just mostly ignored.'*
- There was consensus around the table that refreshing social indicator mapping was a positive development.
- A developer/connections representative was concerned that energy efficiency surgeries were *'just duplicating what energy suppliers are doing anyway. WPD should stick to working with the suppliers and partnering with them.'* (S)he continued that *'many do not know who WPD are and they may confuse WPD's schemes with that of suppliers.'*
- Similarly on energy efficiency local community funds, an energy/utility representative believed that *'this is the supplier's area. Not WPD's.'*

Table 6:

Workshop Three – Strategic Priorities: Affordability			
Ideas from other DNOs			
ACTIVITY	YES	NO	NOT SURE
Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers	✓		
Fuel poverty outreach projects via food banks		✓	
Bi-annually refresh our social indicator mapping – to better target schemes	✓		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption		✓	
Energy efficiency funds (local communities)		✓	


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- A technology representative highlighted that *‘regarding partnerships with gas distributors, it is a great idea but it could be abused. I have a friend who got a quote to put in gas and could afford it but decided to get a scheme to help even when he didn’t need it.’*
- A local authority officer representative added that *‘this should happen in the data cleanse anyway, it is not something that needs doing.’*
- There was general consensus to do this with some conditions.
- A technology representative felt that *‘WPD should not work via food banks directly; it should happen via a partner.’*
- There was general consensus to not do fuel poverty outreach projects via food banks.
- A local authority officer representative said *‘with regards to social indicator mapping, there is no problem with having data as good as it can be.’*
- A local authority officer representative stated that *‘energy efficiency surgeries should not happen directly.’*
- A technology representative argued *‘it should be the jobs of the charities.’*
- A technology representative stated that *‘efficiency funds are the same issue as food banks.’*
- A technology representative added that *‘it should be a job for your partners.’*

6.9 Are there any other points you would like to make?

Table 2:

- A housing/development representative argued a *'competition was not a sensible idea, use the idea of assessment criteria, I'm more comfortable with assessment criteria.'*
- A local authority officer representative said *'yes, perhaps just reword it, a thorough assessment of the best that are out there, instead of a competition.'* (S)he also asked *'what if it was open to wider groups than existing partners, could we get a community group who want to do this or that?'*
- A local authority officer representative stated *'assessing people's homes is a good idea, changing your thermostat, a series of measures to say "we're doing this, this is what you might get out of it".'*
- There was consensus that signposting people for a fuel poverty assessment at food banks was *'a step too far.'* Although, a local authority officer representative granted (s)he thought that *'a flu clinic would be a different matter.'*
- A housing/development officer representative suggested they *'use benefits data to refresh the social indicator map'*, but explained that it should not be updated biannually.
- A housing/development representative asked *'and why would I let you track everything in my house, is it going to be a big brother thing?'*
- A local authority officer representative raised again the issue of simple domestic awareness with the example *'people have a damp issue and put a dehumidifier in, but don't realise how it actually increases their energy bills, working against the heating so there needs to be advice about trying to use your dehumidifier on a sunny day, say.'*



Table 4:

- An energy/utility representative wondered *'will there ever be an appetite for DNOs to take on energy efficiency from suppliers?'*

Table 5:

- A developer/connections representative noted that *'I didn't know WPD were doing the partnership approach, but sounds really good. So basically just keep on doing what you are doing.'*

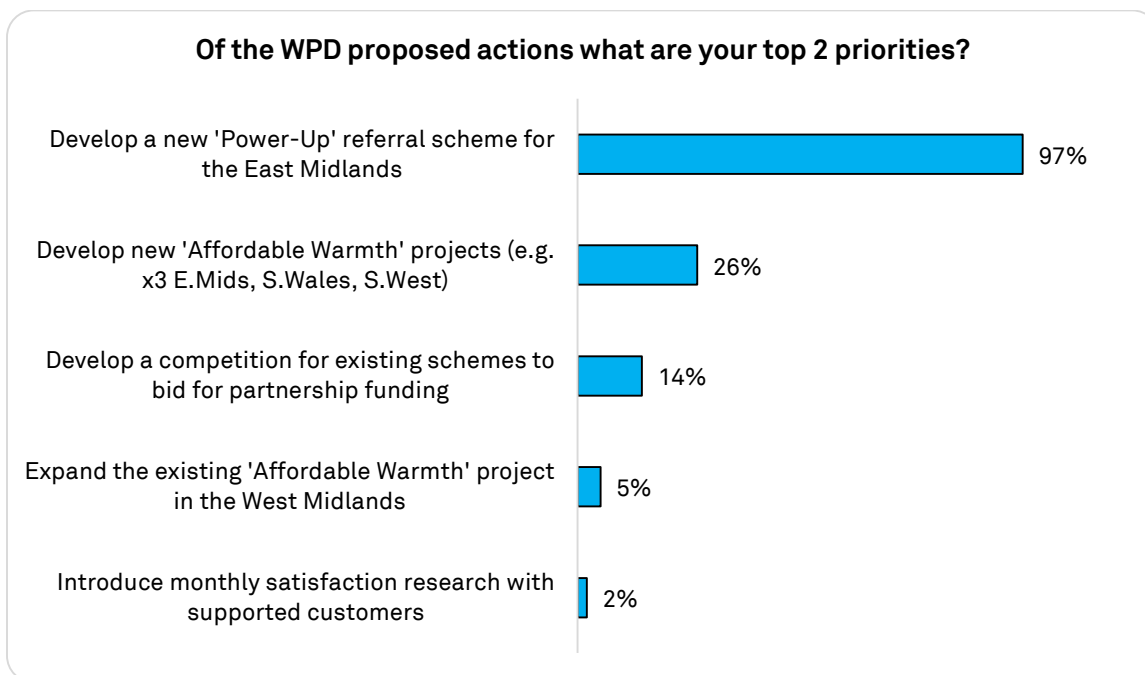
Table 6:

- A technology representative commented that *'I am concerned about you doing as much as you can about energy on the first table rather than pretending you are dealing with the problem.'*

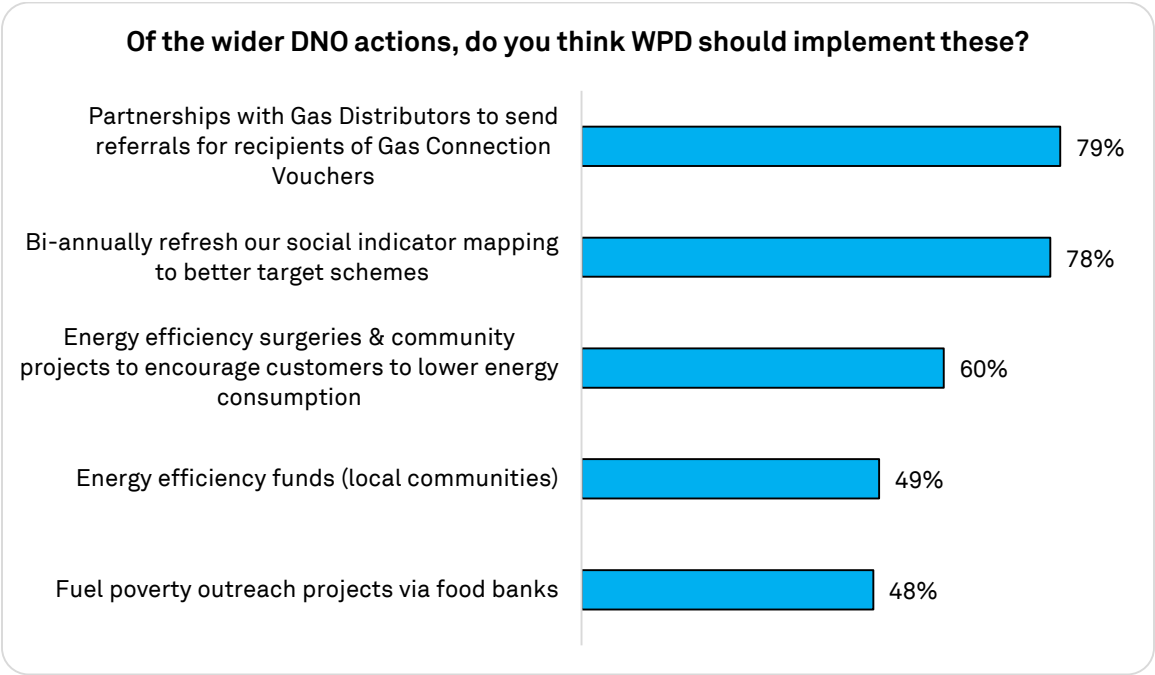
6.10 Individual voting results

After the group discussions, stakeholders were asked to vote again.

Firstly, of WPD's proposed actions, stakeholders were asked to vote for their top two priorities. The results are shown:



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



7. Surgeries on specific topics

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

7.1 Connections Improvement Plan

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

NB. Only one stakeholder attended this workshop.

Key points the stakeholder raised were:

- Consistency of communication is key to the connections process – the attendee had experienced issues with this and a '*best practice*' approach should be adopted.
- Access to relevant and consistent network availability information is important.
- Their experience of WPD had been '*more good than bad*.'

Other points discussed included:

- The benefits of face-to-face meetings with DNOs.
- The importance of capacity queue management.

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

7.2 Social Obligations (vulnerability & fuel poverty)

Summary: Following the morning session on “affordability”, this surgery looked at social obligations as a whole including both “affordability” and “vulnerability”. The presentation started with a recap of WPD’s social obligations strategy, summarised the key developments in 2015 and provided an overview of how WPD is scoring on social obligations against other DNOs. However, the focus of the presentation and the discussion was around the priorities WPD has identified for 2016. There were four identified priorities for 2016:

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

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

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

General feedback

- That WPD needs to be careful not to move beyond its boundaries – at what point does WPD’s business stop and other people’s business have to start. This is important for partners, who need to be clear about their role, and customers, who might be confused by different branding etc.

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

Key points stakeholders raised were:

- That it is better to develop a partnership approach, rather than set up more ‘Affordable Warmth’ schemes. It is about how to communicate the message out to a wide range of partners.
- Some partners could get data sharing agreements with customers quite easily.

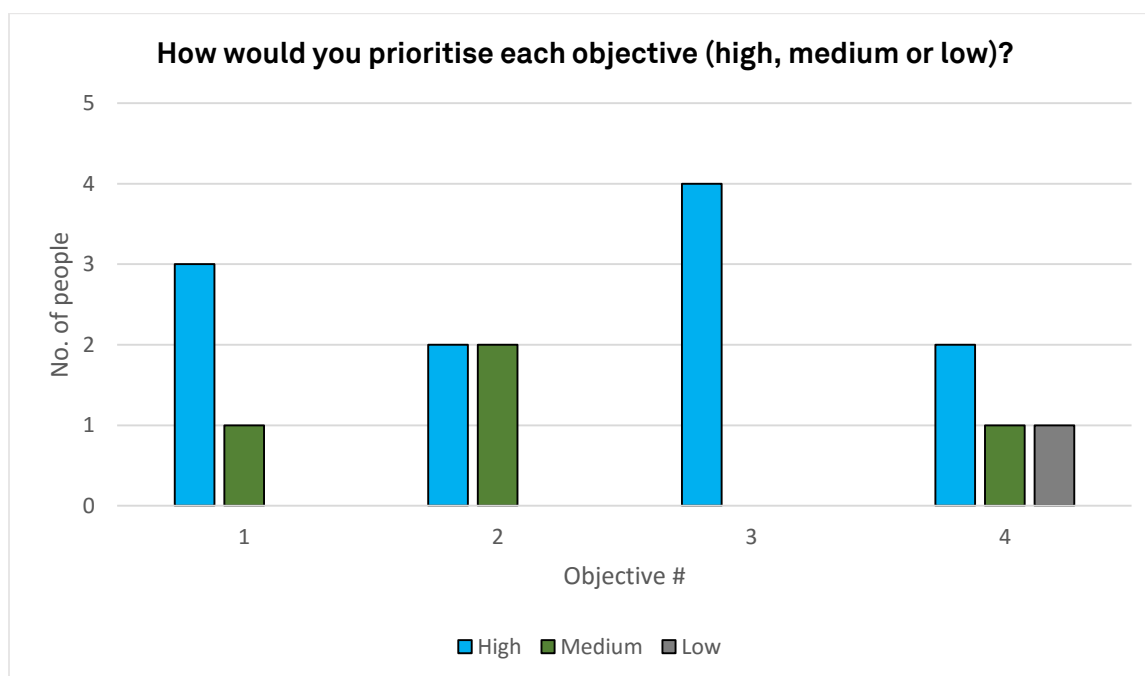
Voting form

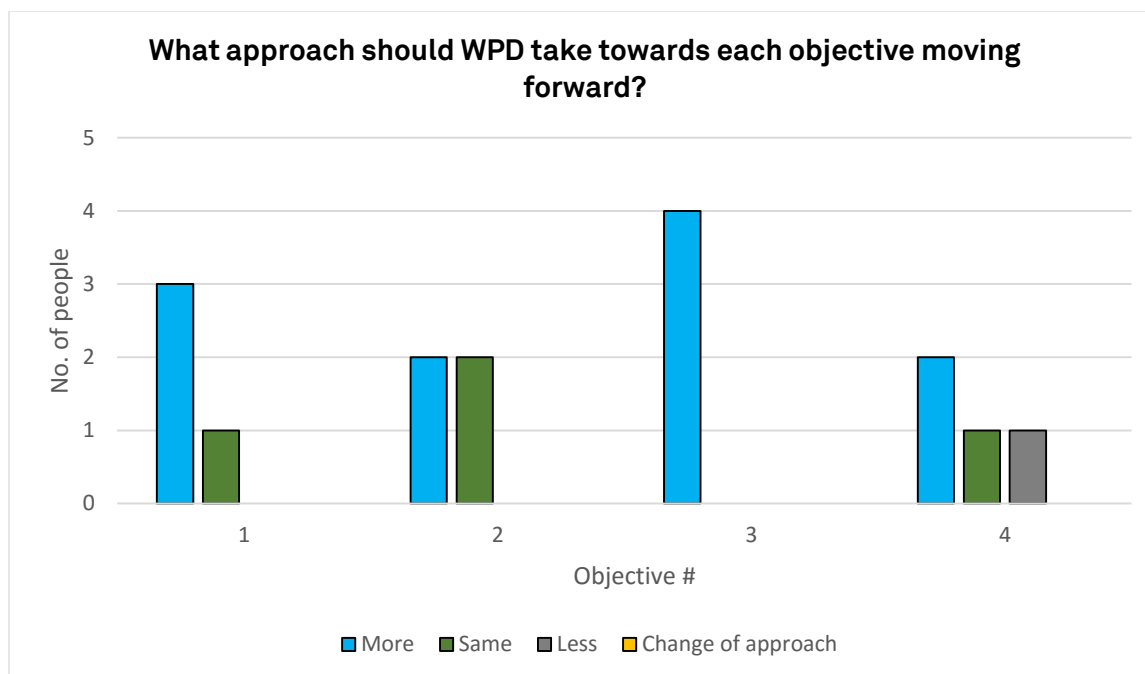
The table below summarises the voting results for the objectives for fuel poverty referral schemes. The average scores are set out below and the highest averages are in bold.

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

Objective #	Objective	Priority average	Future actions average
1	Expand referral project capabilities to include interventions relating to 'Health & Wellbeing'	2.75	2.75
2	Renew and expand existing 'Power Up' fuel poverty schemes (with Citizens Advice, Energy Savings Trust & Centre for Sustainable Energy)	2.50	2.50
3	Set up a 4th 'Power Up' fuel poverty scheme in East Midlands (ensure one per licence)	3.00	3.00
4	Trial 'Affordable Warmth' fuel poverty projects with local authorities and other existing schemes (incl. receiving referrals onto WPD's PSR)	2.25	2.25

Detailed scores are in the graphs below:





PSR referral networks

Key points stakeholders raised were:

- A number of suggestions on who WPD could work with locally including Ashfield District Council (including the assisted bin register), the Red Cross (who won the award in Nottinghamshire for independent care and living), the emergency services and NHS.
- That WPD should use the GP referral system. That there should be a button that, whilst the client is there, sends the referrals straight on.
- That WPD also needs to consider fuel poor customers in rich areas who are asset rich but cash poor.
- That Nottinghamshire County Council's call centre is changing their system to enable better data collection. They talk direct to the customer, have their details and are talking about vulnerabilities and things they may need.
- Questions around who has the power to take people off the register and what safeguards are in place.

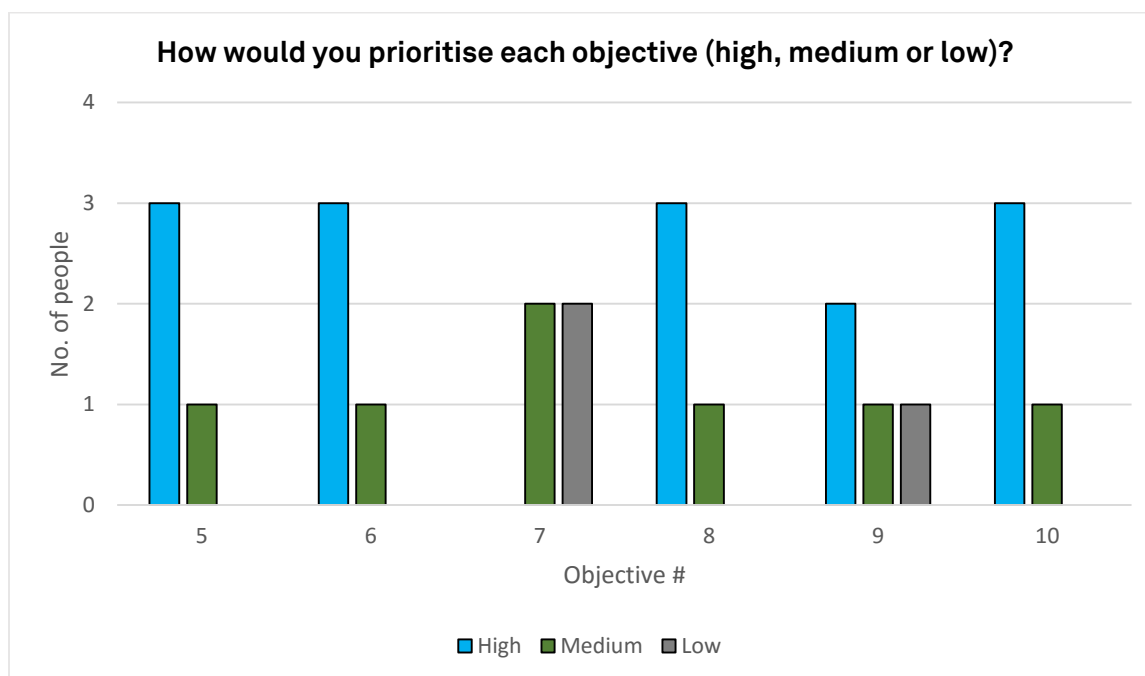
Voting form

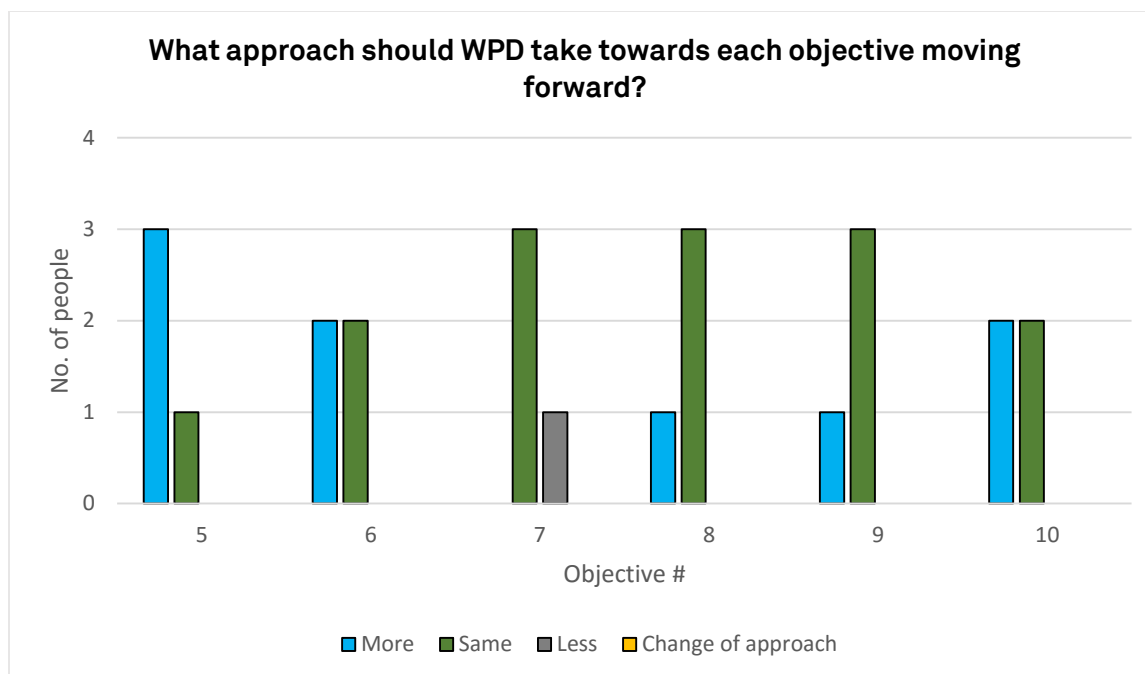
The table below summarises the voting results for the objectives for PSR referral networks. The average scores are set out below and the highest averages are in bold.

Objective #	Objective	Priority average	Future actions average
5	Create PSR referral partnerships where partners sign-up customers to the PSR directly via their front-line	2.75	2.75

	services (initially 1 per licence area, per partner (4 in total))		
6	Develop links between key relevant services – e.g. Fire Service home fire safety checks	2.75	2.50
7	Count and report the number of customers we have informed consent from to share data	1.50	1.75
8	Expand WPD's PSR data cleansing teams to ensure contact with c.500,000 PSR customers annually	2.75	2.25
9	Lead industry changes to PSR (e.g. common needs codes, 2-way data flows between suppliers & DNOs)	2.25	2.25
10	Initiate PSR data sharing trials with other industry members (e.g. suppliers, gas networks, water)	2.75	2.50

Detailed scores are in the graphs below:





Establish area-wide 'Affordable Warmth' services that expand existing pilots

Key points stakeholders raised were:-

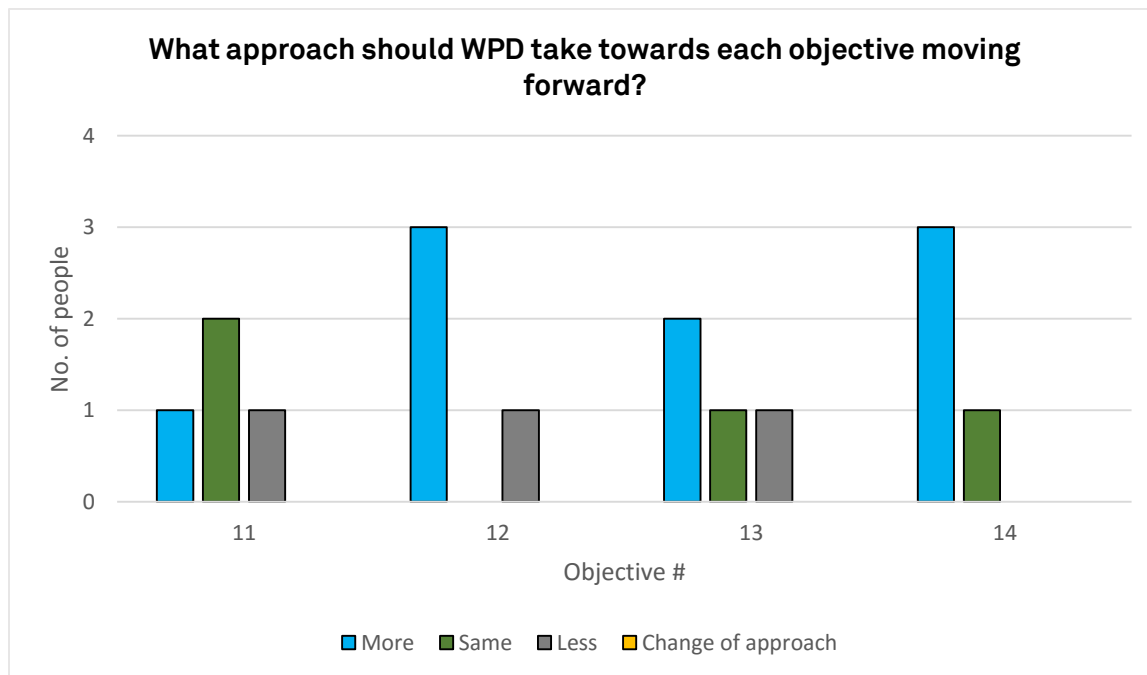
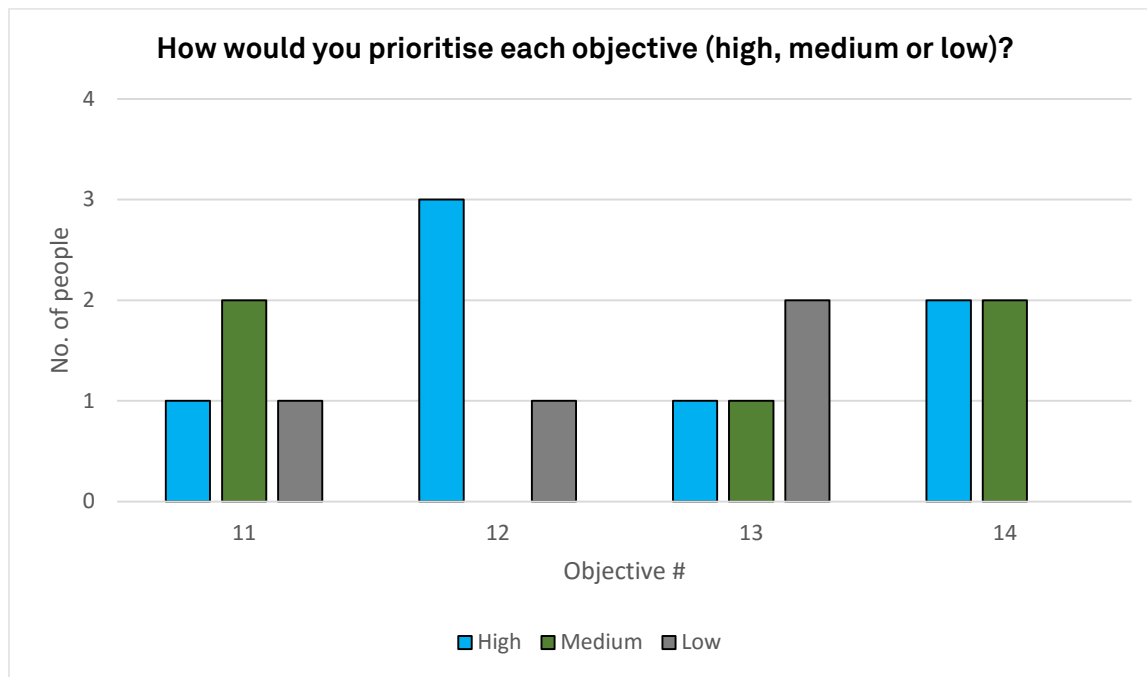
- How to work better together in the future so the cost to fuel poor customers is reduced. An example was given about how a local council had to remove external low voltage cables on buildings for insulation to go on at a cost to the customer, even though they were fuel poor.

Voting form

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

Objective #	Objective	Priority average	Future actions average
11	Expand the existing 'Affordable Warmth' project in West Midlands	2.00	2.00
12	Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)	2.50	2.50
13	Develop a competition for existing schemes to bid for partnership funding	1.75	2.25
14	Install devices to automatically notify WPD of power cuts in potentially vulnerable/fuel poor households, in areas of above average power cut levels	2.50	2.75

Detailed scores are in the graphs below:



Train all front-line staff on vulnerability and support services WPD can provide

Key points stakeholders raised were:

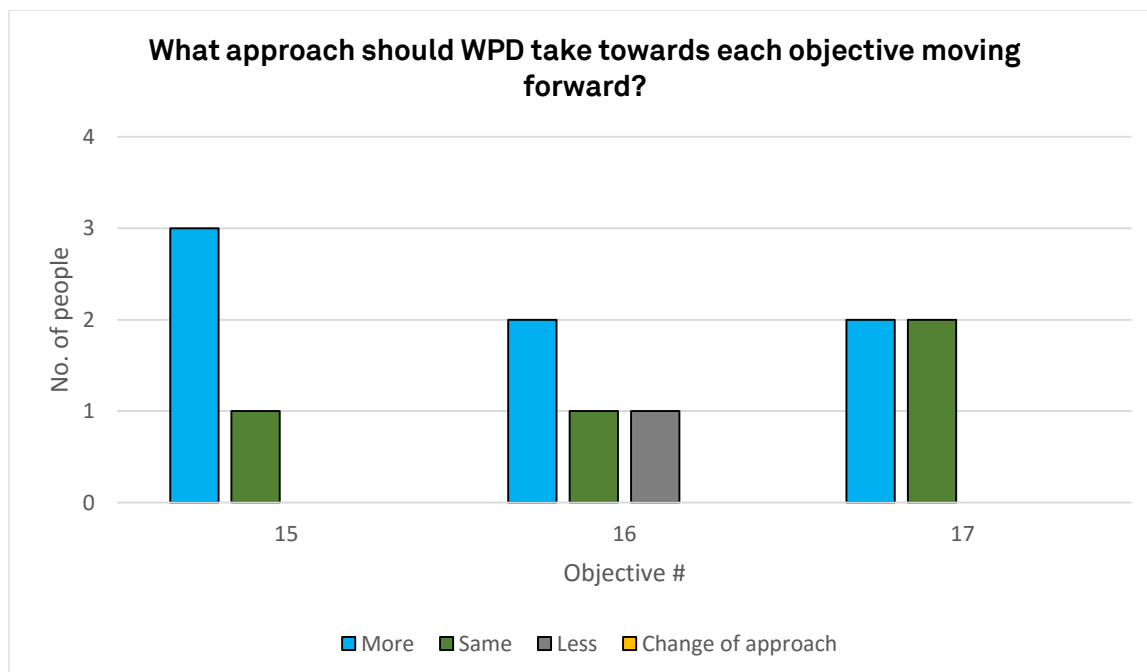
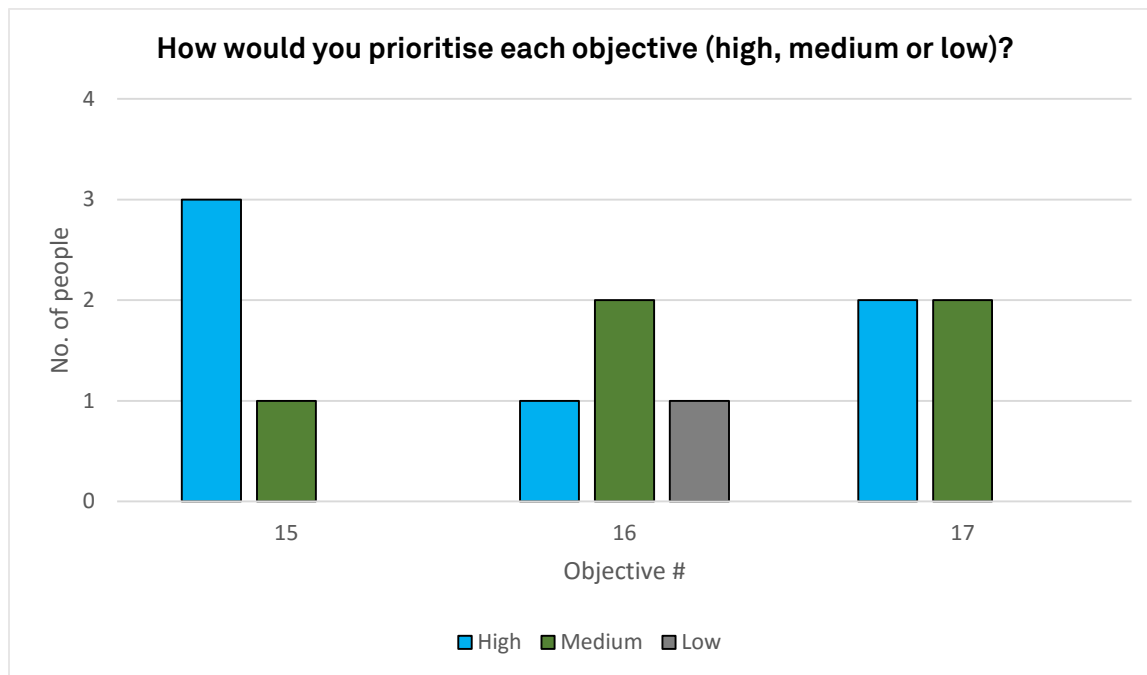
- That WPD should produce YouTube videos on personal resilience, having your crisis pack etc. to help people prepare themselves so that other partners could link to them.
- Whether WPD is working with National Energy Action.

Voting form

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

Objective #	Objective	Priority average	Future actions average
15	Vulnerable customer training to field staff. Enable staff to: <ul style="list-style-type: none">• Arrange for customers to be signed-up to the PSR• Call-out welfare support (catering or British Red Cross)• Distribute Crisis Packs	2.75	2.75
16	Monitor 12 hour faults impacting vulnerable customers specifically	2.00	2.25
17	Introduce a WPD standard to ensure no vulnerable customer is off supply >12 hours (in normal weather)	2.50	2.50

Detailed scores are in the graphs below:



7.3 The role of a Distribution System Operator (smart networks)

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

A link to the presentation given on the day can be found here⁴.

Key points stakeholders raised were:

- The key role data plays in the transition process.
- Government and subsidies for low-carbon technologies and generation would be integral to 'kick starting' the future of "smart networks".
- Demand side management is vital and could be incentivised for customers (perhaps through a partner organisation) – WPD has conducted a number of innovation projects in this area. Storage could play an important role alongside demand management.

Specific questions that were raised during the workshop included:

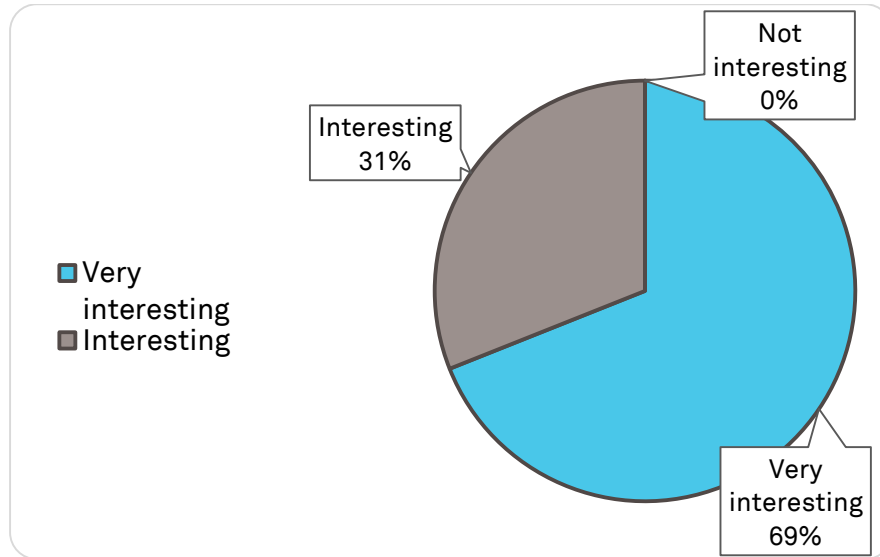
- Whether WPD are still receiving applications for diesel peaking plants.
- If gas turbines are efficient.
- What is being done to ensure electric cars are more efficient?

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

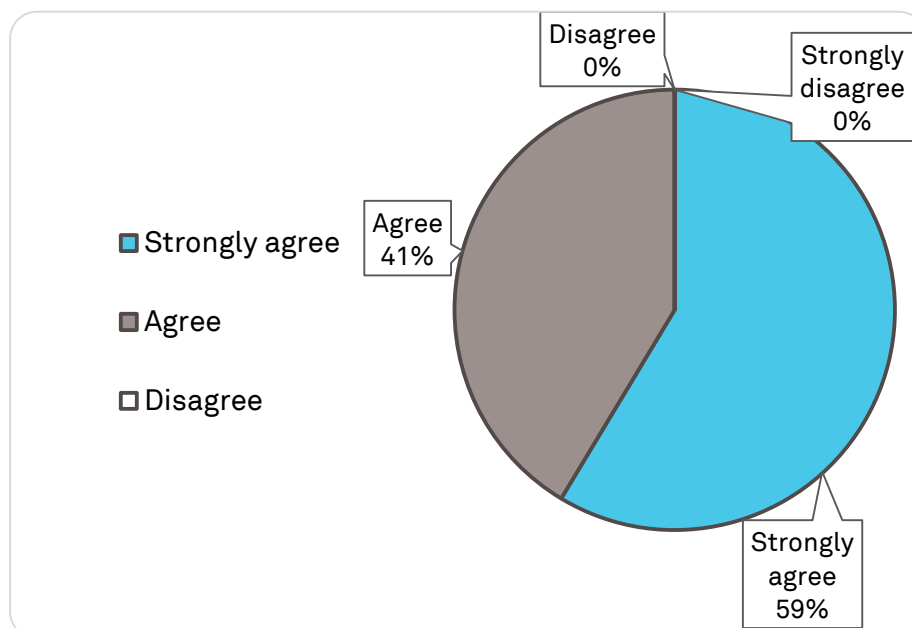
8. Written feedback

Of the 32 attendees who attended the workshop, 30 completed and returned feedback forms on the day's event. Stakeholders were asked a set of seven questions. The responses can be found below:

Q1. Overall, how did you find the workshop?



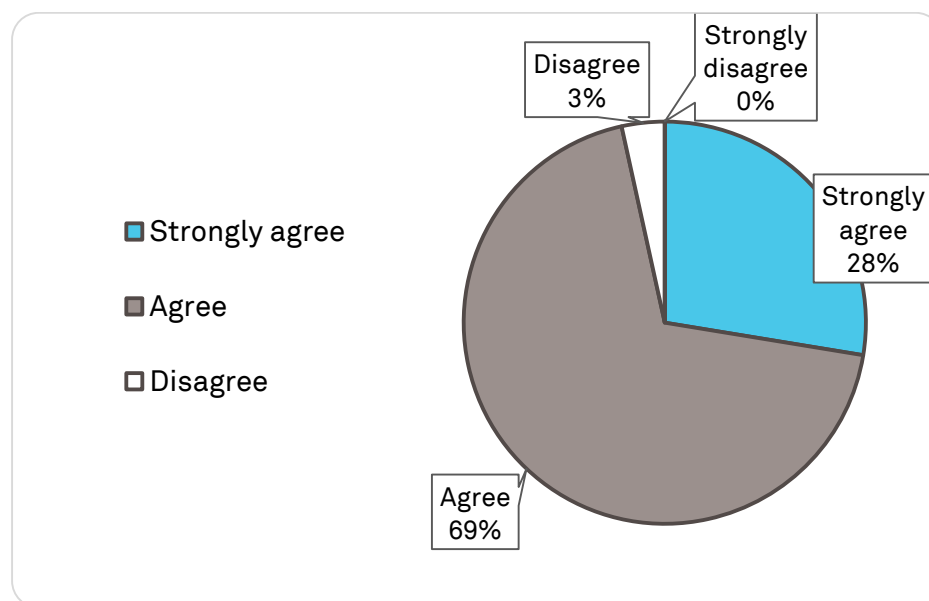
Q2. Did you feel that you had the opportunity to make your points and ask questions?



Stakeholder comments included:

- *'There was good discussion on a wide range of topics.'*
- *'Good robust conversation around the table.'*
- *'Good facilitation, open and honest discussion with group and especially WPD.'*
- *'There was a good range of feedback with a mixed audience.'*
- *'Discussion was a bit rushed at times.'*
- *'Points could have been made on the subjects on the agenda rather than topics customers were experienced in.'*
- *'There were no questions during the presentation, some questions might have been helpful.'*
- *'Very interesting and wide ranging discussions.'*
- *'I liked the format and find it beneficial to see how WPD improves year on year.'*

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

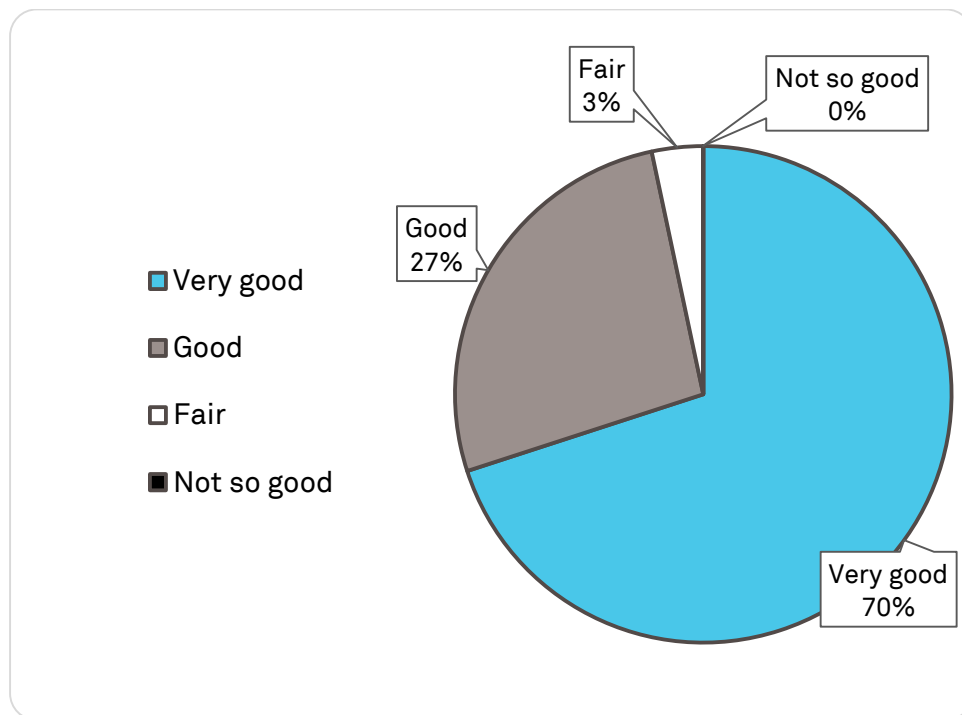


Stakeholder comments on this question included:

- *'I would have liked to see more on the challenges of intermittent export to the network.'*
- *'Encourage more residential customers to attend.'*
- *'More information on investment and progress on network reinforcement/refurbishment.'*
- *'Network charging could have been touched up.'*

- *'Less time on affordability.'*
- *'The session on affordability was very well thought through, provoking ideas about the role of a DNO.'*
- *'I would have liked more information on dealing with the generation companies.'*

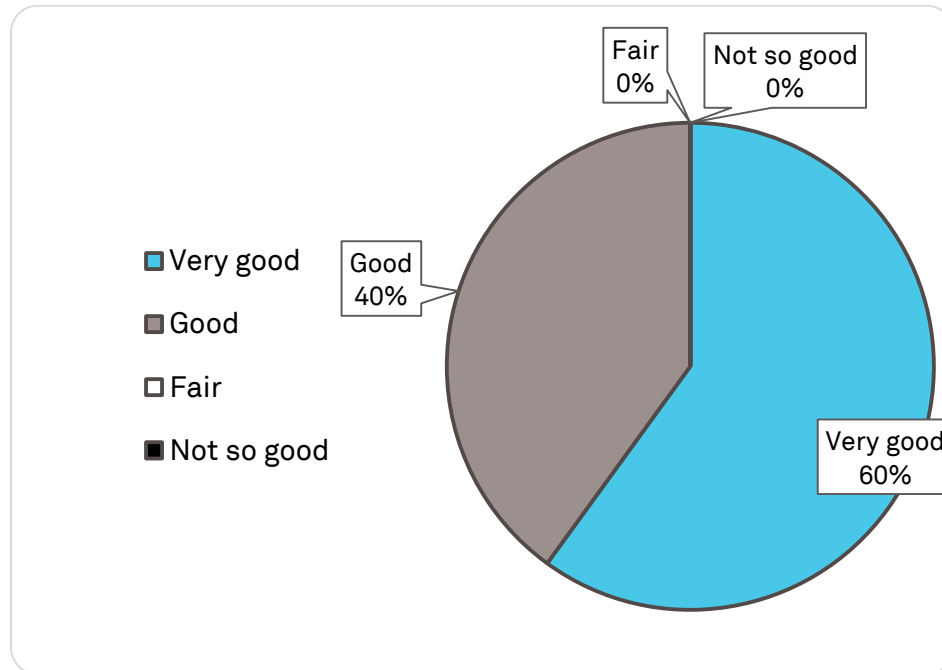
Q4. What did you think of the way the workshop had been facilitated?



Stakeholder comments included:

- *'Very professional; Westbourne rep James worked well on the table.'*
- *'Well organised and focused discussions.'*
- *'It was a nice mix of presentation and feedback at a good pace.'*
- *'Slick, promoted discussions well.'*
- *'Well organised.'*
- *'I would have appreciated the option of a juice over coffee/tea.'*
- *'Everything went smoothly and the speakers knew what they were talking about.'*
- *'It felt very inclusive.'*

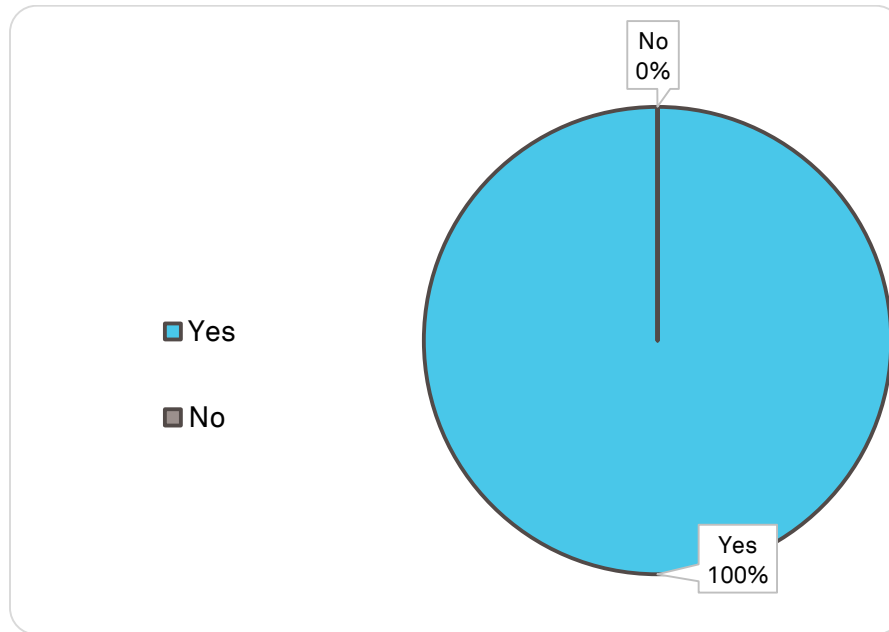
Q5. What did you think of the venue?



Stakeholder comments included:

- *'Nice pastries.'*
- *'More variety for morning tea, instead of just pastries. People travel from afar and may not have had time for breakfast.'*
- *'I couldn't see the screen from the position I was sat in.'*
- *'Good parking and access.'*
- *'The room was a little bit cramped.'*
- *'Very attractive location with plenty of parking.'*
- *'Worth attending – I always come away knowing something new.'*

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



Q7. Do you have any other comments?

Stakeholder comments included:

- *'Time was tight on some of the later votes. I'm not sure we necessarily understood what we were voting on. More discussion around the table would have helped.'*
- *'I liked the voting system.'*