

Western Power Distribution Stakeholder Workshop: Birmingham 26th 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 fourth of these workshops took place at Villa Park, Birmingham, on 26th 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:

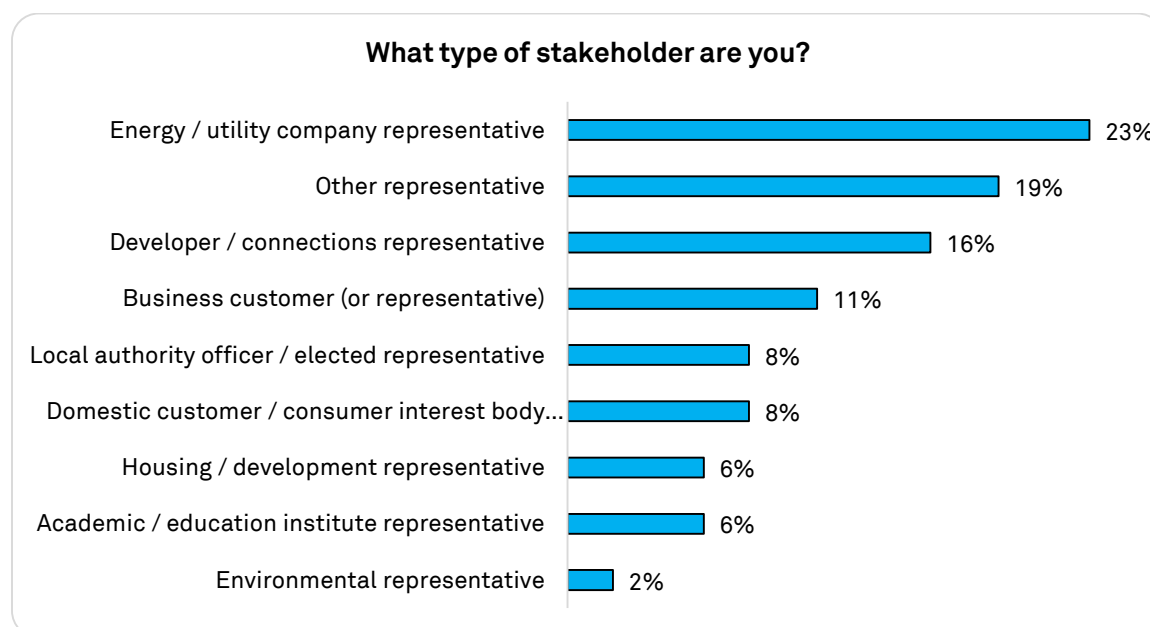
- **Workshop 1: Re-cap of WPD's long-term priorities.** The first workshop involved an update on WPD's long-term priorities in the last year and an interactive session where the groups ranked each of the nine priorities as high, medium or low.
- **Workshop 2: WPD's Business Plan and current performance.** The second workshop involved an outline of WPD's performance on 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 62 stakeholders attended the workshop. There were a range of representatives from different backgrounds, including the domestic, business, local authority, political, developer/connections, environmental, energy/utility, academic/education, housing/development, voluntary, law and technology sectors.

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



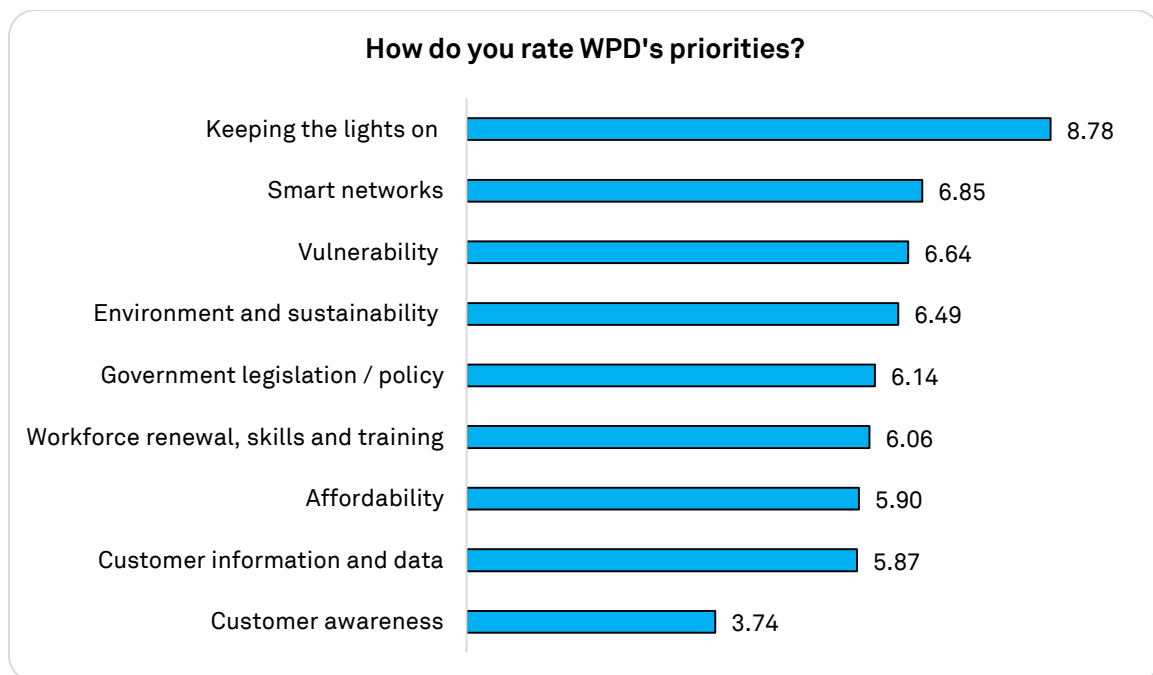
Alongside those attending in a personal or domestic customer capacity, the organisations represented were:

- ABB
- Acrastyle Limited
- Adas
- AES
- Amberside Energy Ltd
- AMT Sybex
- Anesco
- Aston Professional Engineering Centre
- Babcock
- Birmingham Community Healthcare NHS Trust
- British Red Cross
- Cannock Chase AONB
- Cannock Chase District Council
- Citizens Advice
- Coventry CAB
- Coventry Citizens Advice Bureau
- Coventry Consumer Network (CCN)
- Eaton
- Eco2Solar
- Electricity North West
- Encraft
- ENWL
- Family/Optima Community Association
- Federation of Small Businesses – Birmingham
- Fortis Living
- Geldards LLP
- JRC Ltd
- Kepsley Parish Council
- Kier
- Lucky Electric
- MarketReach
- Morrison UC
- National Energy Foundation
- National Grid
- Npower
- Primrose Solar
- RES Group
- RWE npower
- S&C Electric Company
- Solarcentury
- South Staffordshire Council
- Sterling Power
- Tatton Estate Management Utilities
- TNEI
- TUSC
- UK Power Reserve
- University of Birmingham
- Warwick University
- West Mercia Housing Group
- Worcestershire County Council

3. Summary of feedback

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

- The attendees stated that connections and the resilience of the network were their key concerns and reasons for attendance. Several other attendees pointed to vulnerable customers as a key concern and said that they wanted to further understand WPD's priority services register. Finally, "smart networks" was also highlighted as an area of interest for many of the stakeholders.
- Across the tables "keeping the lights on" and "smart networks" were ranked the highest and second-highest respectively, in importance among the priorities.
- "Government legislation and policy" was recognised as important as influencing government can affect the connections process and the development of a framework for smart networks.
- "Vulnerability" was widely considered to be an important priority and it was noted that there is a lack of understanding about the issue among the major utilities.
- Several stakeholders identified a link between "workforce renewal and skills" and transitioning towards a "smart network".
- "Customer awareness" and "customer information and data" were ranked least important and second-least important among the priorities.
- Some stakeholders said that WPD had done a good job in terms of making customers aware of WPD's role and contact details and this was a reason for "customer awareness" being a low priority.



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

- Overall, there was strong support for the 'three levels' model of reporting that WPD propose to use to report back to stakeholders on their performance against the business plan.
 - One stakeholder captured the sentiment across the tables by saying *'it makes sense as an approach. If you want to drill down further, then you can.'*
 - Several stakeholders suggested that the data could be more specific so as to allow stakeholders to critique the data.
- The 20 page summary document was generally well-received both in terms of length and format.
- Suggestions for improving the 20 page summary document included adding quarterly reporting, adding hyperlinks to make the document more interactive and creating a YouTube video to guide users through the content.
- The longer document was also well received among stakeholders.
 - A business customer representative said simply *'for me, for a detailed report, that's the sort of thing I expect of a detailed report.'*
 - Commenting on the linkage between the short and longer report, another stakeholder said that *'the short one is really very good and you can't produce it without the long one anyway.'*
- With regards to the longer report, an energy/utility representative argued *'you have to get through a lot of political stuff to get through the information! The political spin stuff could really be in the middle of the report while you keep the facts and figures and more relevant information at the start.'*



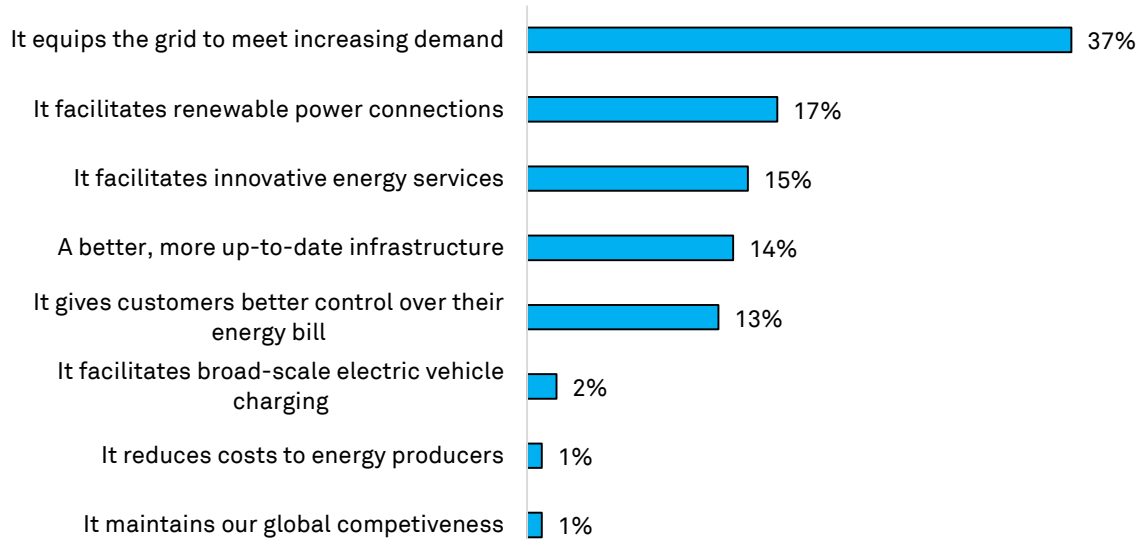
WPD's summary (20 page) report: What are your top 2 topics for inclusion?		
Topic area	Topic	% of attendees
Safety	= Public safety education = Accident frequency rates	55%
Reliability	Power cut frequency and duration	68%
	Percentage of customers restored within 1 hour	40%
Environment	Facilitating increased volumes of Low Carbon Technologies (e.g. solar PV)	76%
	Reducing technical network losses	47%
Connections	Time taken to provide quotations and completed connections	58%
	Customer satisfaction with the connections process	45%
Customer satisfaction	Customer satisfaction results	61%
	Complaints	48%
Social obligations	Improving the support services for customers during power cuts	55%
	Improving quality of data about vulnerable customers (on WPD's priority services register)	45%

Workshop 3: Spotlight on two WPD strategic priorities.

Smart Networks

- Stakeholders generally understood what a smart network was and several commented that the video helped their understanding. Certain stakeholders highlighted the importance of educating consumers in this field.
- In terms of challenges facing WPD in transitioning to a smart network, a few stakeholders emphasised that “equipment suitability” was the most important challenge of the five identified. Certain stakeholders found it difficult to comment given their limited technical knowledge.
- Other suggestions of issues WPD would face included educating consumers and behavioural change.
- In general, stakeholders felt that WPD should engage more on this issue. Some stakeholders felt that WPD should engage with as many stakeholders as possible whereas others felt that WPD should identify stakeholders interested in smart networks and target them, given that this is a technical area.

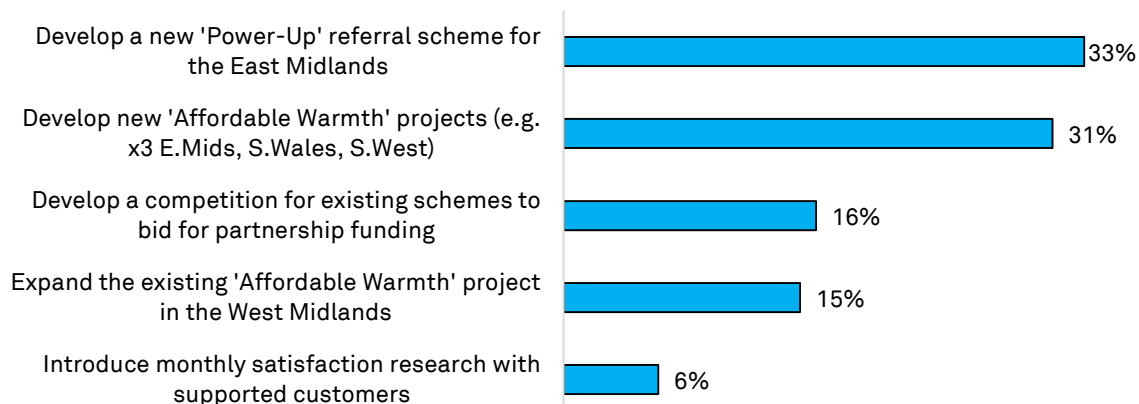
What do you think are the top 2 benefits of "smart networks"?



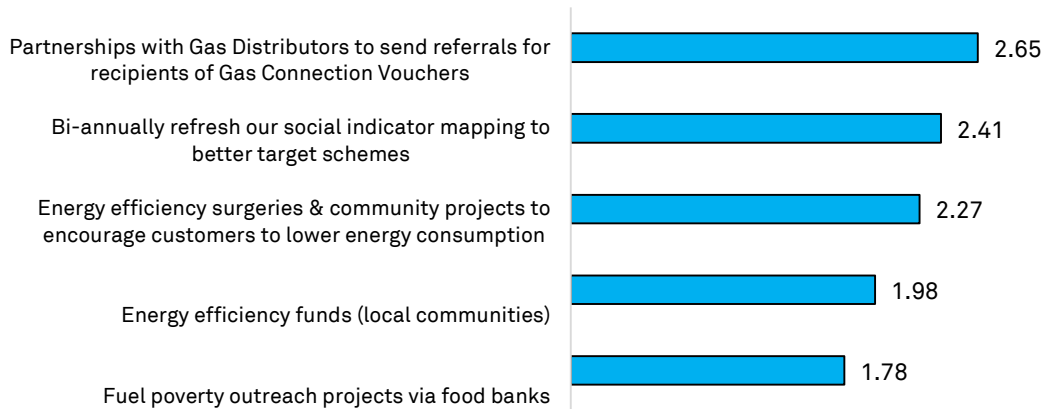
Affordability

- Overall, stakeholders felt that the approach taken by WPD was right and representatives from voluntary organisations commended WPD's work in this field.
- Stakeholders ranked WPD's planned actions in terms of whether they wanted to see more or less of them. "Develop a new Power-Up referral scheme for the East Midlands" was ranked the highest; whereas "develop a competition for existing schemes to bid for partnership funding" was ranked the lowest.
- Stakeholders were asked to vote on whether WPD should adopt ideas pursued by other DNOs. The highest ranked ideas were "Partnerships with Gas Distributors to send referrals for recipients of Gas Connection Vouchers" and "bi-annually refresh our social indicator mapping – to better target schemes". The lowest ranked idea was "energy efficiency funds (local communities)".

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



Of the wider DNO actions, which of the following do you think WPD should implement?



Written feedback

- 65% of attendees found the workshop **very interesting**, while 35% found it interesting.
- 57% of attendees **strongly agreed** with the statement that they had the opportunity to make their points and ask questions. 43% agreed with it, while 0% disagreed.
- 28% of attendees **strongly agreed** that the right topics had been covered, while 72% agreed and 0% disagreed.

Stakeholders were also given a chance to make additional comments on the feedback form. Some of these comments included: *“I think that connection type issues and social obligations issues should be consulted on separately”, “there could be greater inclusion of new connections in the morning session”.*

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

The first workshop focussed 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 *'I keep seeing articles about the energy shortage and I know WPD don't generate energy, but if there isn't enough for you to distribute that's a problem. I'm interested in the connections aspect.'*
- An energy/utility representative stated *'I'm an energy storage developer interested in discussing how we can help the grid operators and also in having a sustainable supply of electricity.'*
- An academic/education institute representative explained *'I have a university background in electricity. I've worked with WPD on a Low Carbon Networks Fund project. I'm interested in what's happening to develop higher education programmes fit for the electricity industry. My interests today are technology and future requirements of smart grids.'*
- A local authority officer representative said *'I'm an emergency planning and business continuity manager for one of the biggest NHS trusts in the country. I sit on the regional risk management group local resilience forum. I'd like to try and ease WPD further down their journey towards understanding "vulnerability". "Vulnerability" has got to be looked at for consumers in the event of a power cut. I'm interested in the priority services register.'*

Table 2:

- A developer/connections representative stated *'for us it's about finding out what you're doing to allow more generation to connect to the network while not stressing the network more than it is - but also how to make it smarter.'*
- An energy/utility representative remarked *'same goes for me; I've heard the strategy is that WPD is prioritising "smart networks".'*
- An energy/utility representative mentioned *'for me it's about vulnerable customers, how WPD supports them and what priority services registers you have set up - but also the affordability angle is important and ties in well with the development of "smart networks".'*

- A voluntary organisation representative felt that *‘it’s talking to people about what we do and also finding out what WPD is doing. There’s a lot of amazing work that gets done and we should find a way to work together as we know what does and doesn’t work!’*
- A regulator/government representative mentioned *‘for me it’s the vulnerability of the sites that we occupy. We want to understand what WPD does and understand how to improve the resilience of the network, maybe categorize our sites according to their vulnerability levels?’*

Table 3:

- A voluntary organisation representative said *‘I met up with some colleagues with the Coventry bureau who suggested this would be useful to find out how we can work together with WPD to look into fuel poverty. We do have high levels of fuel poverty so that is my key interest.’*
- A business customer representative stated *‘I submit applications to you and the other DNOs for new generation schemes and there are some issues with that process and how that can be done better, so I want to know more about how you are planning to develop that process and any changes you are considering.’*



Table 4:

- A voluntary organisation representative said (s)he was *‘a research campaigner looking at “affordability” and “vulnerability” issues, we have a project with WPD called ‘Power-Up’. As part of a consumer network we look at the full issue of consumer issues raising awareness among consumers around what their rights are, what their options are and how to elevate them.’*
- A developer/connections representative stated *‘our main interaction with WPD is to apply for connections. Life is getting more complicated for WPD as people are trying to supply energy, it’s a good thing, it reduces pressure on the grid, but we need to work with WPD to get good connections. My main interest is in “smart networks”.’*
- A voluntary organisation representative said *‘all together we have over 20,000 properties and a lot of our residents are from vulnerable households. The main reason we are here is to see what connections we can make as a lot of our residents are fuel poor so energy issues are high on their agenda, how they afford to pay and we have an energy advice team.’*

Table 5:

- A business customer representative felt that *‘a few of them seem interesting because they feed back to the customer, including “keeping the lights on”. But “smart networks” is the most interesting today, because of the new products we are trying to bring in. The regulatory structures of Ofgem mean we need “smart networks” in place to provide these new products. “Customer data” is important because it’s obviously related to smart meters and new products.’*

Table 6:

- A voluntary organisation representative said that *“environment and sustainability” should be split. Environment is geographical, sustainability has a longevity aspect to it.’*

Table 7:

- An energy/utility representative said *‘I am interested in what WPD are thinking about in terms of “smart networks” and grid reinforcement.’*
- A law firm representative remarked *‘I would like to know more about the connections process and making sure it is fast and secure.’*
- A business customer representative stated *‘I am here to talk about customer privacy and trust as well as look at “customer awareness” about what to do during a power cut.’*
- A developer/connections representative commented *‘I would like to improve my understanding of the communications process and operations side of the power business as well as improve my relationship with WPD.’*
- An energy/utility representative explained *‘I want to understand more as a supplier and how to keep up with changes made in the industry.’*
- A housing/development representative added *‘I am interested in getting better acquainted with WPD and seeing things from a customer point of view.’*

“I would like to know more about the connections process and making sure it is fast and secure.”

Table 8:

- A technology representative stated that (s)he *‘is familiar with WPD’s business plan. I am interested in understanding WPD’s approach to DSR, DSO, and to understand how they will keep the lights on while doing this.’*
- A voluntary representative said *‘my main interest is in “vulnerability”.’*
- A business customer representative was most interested in connections, *‘particularly a change in the code of conduct for connections work.’*
- A developer/connections representative was also interested in connections, and generally *‘making it less hassle for us to connect.’*
- An energy/utility representative wanted to investigate WPD’s approach to stakeholder engagement.

- A housing/development representative said that *“environment and sustainability” and “affordability” are most important to me.*

Table 9:

- A developer/connections representative said that *‘we are looking towards WPD on behalf of clients to get connections on the network. The networks side of the business operates very well. But the ICP side is always a little bit difficult because of issues surrounding connections and regarding connections – renewables, diesels, dealing with national grid shortfall, frequency issues. So WPD are our first priority, particularly because most of our customers are based in the Midlands.’*
- A technology representative contended that *‘we work with a lot of large asset owners, who are sitting within infrastructure finance and want to evolve those grid connections to enhance their own businesses and other technologies. So this is of interest to our customers. We would like WPD to consider how we can become engaged and look at enhancing and utilising these grid connections. So a lot of availability in that capacity [solar]. These are the sorts of engagements that we would like to focus on.’*
- An academic/education institute representative maintained that *‘how WPD is upgrading the network and how it is responding to the need to generate – these are key priorities. A lot of my organisation’s schemes look at generation and storage. What is, we want to know, WPD doing and going to do about this?’*
- An energy/utility representative commented that *‘seeing what WPD is doing in terms of stakeholder involvement and the directions it is going in are important priorities. We are particularly interested in innovation projects and the impacts of these particular projects on our customers.’*



Table 10:

- An academic/education institute representative said that (s)he was here *‘to try to understand the development of “smart networks” at the moment in order to match the research and skills need to this.’*
- A business customer representative felt that the workshop would be *‘a learning opportunity in order to give a background on some of the projects (s)he might work on in the future particularly to do with smart grids.’*
- A domestic customer said that, as a knowledgeable customer, his/her priority was *‘looking out for customer interests.’*

Table 11:

- An environmental representative started off by stating simply (s)he wanted to *'clean up the landscape and ideally help people who live in the West Midlands region improve their power supply in the process.'*
- A housing/development representative made a case for making sure the workforce was up to date with "smart networks". For example, with smart meters *'when it's installed, currently if a customer switches to another supplier it goes back to being a dumb meter.'* They wondered who the responsibility lay with for that. Although an energy/utility representative opined that smart meters are *'such a small part of the smart network, and WPD are ahead of others in that area.'*
- The conversation moved to a developer/connections representative, an energy/utility representative, and a business customer/representative agreeing that "smart networks" were really their priority after "keeping the lights on".

Table 12:

- An energy/utility representative stated that *'vulnerable customers and "affordability" are big topics for us. That's directly linked to how the energy industry fits together. We get lots of calls that should be re-routed to WPD and suppliers. Therefore, maybe there's an education initiative that could be introduced that improves customers' understanding about what we all do.'*
- A local authority officer representative asserted that *'we don't have any direct interest in specific types of energy infrastructure, but our residents are obviously concerned about "keeping the lights on".'*
- A housing/development representative claimed that (s)he *'didn't know too much about WPD and this side of the energy discussion. That's why I'm here. I'm keen to open up discussions with WPD and other stakeholders on issues such as "keeping the lights on" and "environment and sustainability", which will go hand-in-hand in the future.'*
- A developer/connections representative emphasised that his/her top priorities are *"keeping the lights on", "affordability" and "customer awareness"...in that order.'*

4.2 Do you agree with WPD's listed priorities?

Table 1:

- A local authority officer representative said *“vulnerability” is certainly high. I’d put it close to the top, not as high as “keeping the lights on”, but above “government legislation and policy”. You need to get more information about where the vulnerabilities are; it’s looking at interdependencies. If you have two areas that are prone to flooding or power cuts and one has a higher number of vulnerable customers that puts this as a priority.’*
- A domestic customer argued *‘I’d put “vulnerability” lower than “government legislation and policy”.’*
- A local authority officer representative stated *‘utility companies have a significant lack of understanding about “vulnerability”, so it needs to be higher.’*
- A domestic customer argued *“keeping the lights on” must be number one.’*
- There was consensus amongst the table that “keeping the lights on” was the top priority.
- A domestic customer pointed out that *“affordability” is obviously important, but so much of it is out of your control, even as a generator. There’s not very much that can be done on this, it’s determined by factors beyond WPD’s control.’*
- An academic/education institute representative said *“affordability” is pretty low; there might be a confusion between price and “affordability”. I don’t think we pay enough for energy and then we waste it.’*
- An academic/education institute representative argued *‘the environment is clearly a priority but I’d put it quite low down.’*
- An energy/utility representative said *‘you would also include network upgrades in this priority. I would put that as number two or three. What are you going to talk about if you don’t think about how you’re going to sustain resources?’*
- An energy/utility representative said *‘I think “customer awareness” is fairly low. Most people would go to websites to find out information in case of a power cut.’*
- An energy/utility representative suggested *“customer information and data” links up to “keeping the lights on” and “smart networks”; they depend on each other. To keep lights on you need to know supply and demand.’*

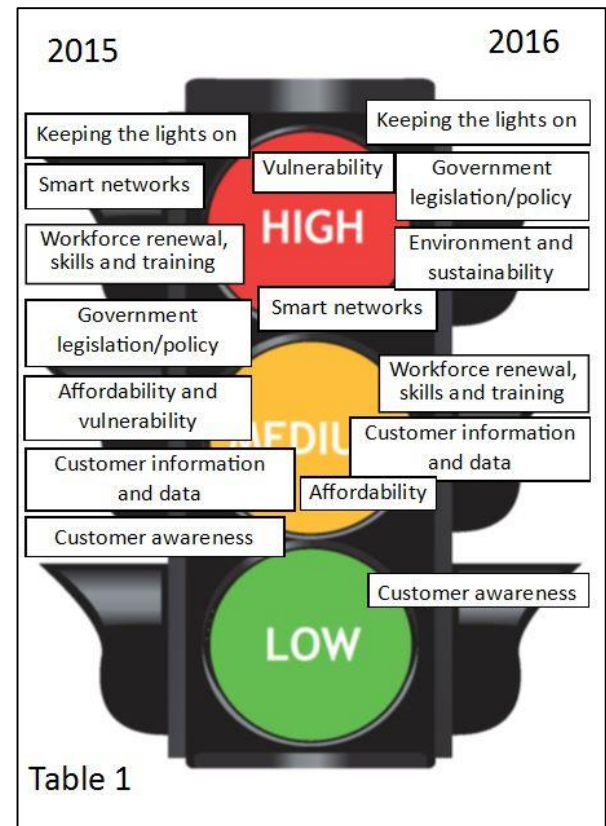
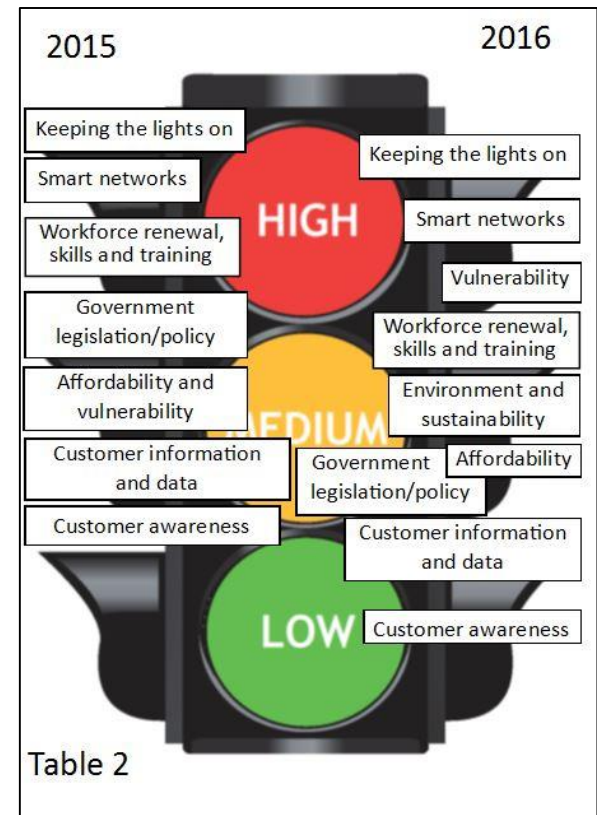


Table 1

Table 2:

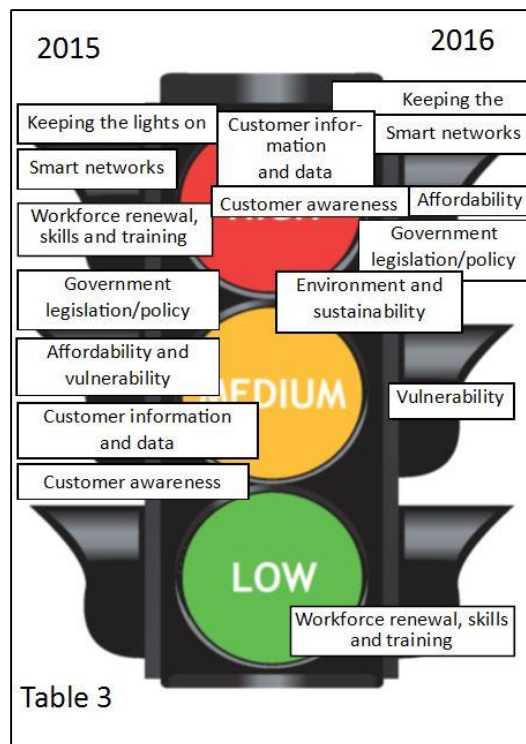
- A voluntary organisation representative highlighted *'you can't deliver without good people and good skills so "workforce renewal" is still high on the agenda.'*
- A regulator/government representative questioned *'do you know how many apprentices WPD have taken on this year?'*
- An energy/utility representative queried *'what about the number of graduates? Are they comparable to the number of apprentices you are taking on?'*
- A voluntary organisation representative enquired *'does WPD sponsor undergraduates?'*
- A developer/connections representative asked *'how many would you say are leaving year on year? Are you taking on more engineers than you are losing at the moment?'*
- An energy/utility representative made the point that *'I guess it's an area that I'm particularly close to and for me I would keep "affordability" and "vulnerability" as medium or high.'*
- A developer/connections representative felt that *'yes, surely that's quite high then, looking after customers and doing the right thing should be a very high priority.'*
- An energy/utility representative enquired *'what about stuff like SF6? That should be a big environmental priority for you.'*
- An energy/utility representative remarked *'my thoughts are -accepting that everything on that list is a priority- the environment would be a slightly lower one.'*
- A voluntary organisation representative commented *'I don't really know how you're doing already in the environment so it's hard to place what sort of a priority it is.'*
- An energy/utility representative highlighted that *'the power distribution industry is quite far behind in assessing exactly what your carbon output is, especially compared to say the oil and gas industry. I think it would be good to have the spotlight shone on the environmental factors one by one so you can understand exactly how green your company is and which areas you can improve upon to reduce your carbon footprint.'*
- A voluntary organisation representative felt that *'medium feels the right place for "customer information and data" as you've done quite a lot of work on that area already.'*
- A developer/connections representative agreed *'yes "customer information and data" is certainly not the highest topic.'*
- An energy/utility representative stated *"smart networks" are the key to so many other things; it's the key to making everything affordable.'*



- A developer/connections representative considered that *‘it’s vital for us, as a well-developed smart network will free up our resources and time that can then be put into new areas of development.’*
- A voluntary organisation representative concurred *‘yes, it should be pretty high.’*

Table 3:

- A voluntary organisation representative questioned *‘do we need to think about “affordability” and “vulnerability” being separate? It might be that one of them would be higher.’*
- There was consensus around the table that “keeping the lights on” should be a high priority.
- Everyone also agreed that “smart networks” should be the top priority.
- A business customer representative emphasised that *““smart networks” are the most important to me because everything else will fall in place if you get that right.’*
- A business customer representative agreed and commented that *““keeping the lights on” isn’t important. Something I would like to see is some serious consideration with offering tariffs to customers who are fine not having their lights on all the time. I think the mantra of “keeping the lights on” is a bit unhealthy.’*
- A developer/connections representative raised a point that *‘we need to look at the long-term needs and the ability to “keep the lights on” on the basis that things will change structurally. We have a very traditional view still and we have to bear in mind that people use power in a very different way now and that the way it’s all being generated is changing with more solar power and wind generation.’*
- (S)he added that *‘the whole configuration of the electricity network has completely changed and all the other facts will all be placed around the new model of “smart networks”. I think, even though you have to “keep the lights on”, if you don’t do very well with “smart networks”, it will backfire.’*
- A developer/connections representative pointed out that *‘you have to be very careful with that though. There is still a huge need to “keep the lights on” because people will moan otherwise. Over time, you will have to educate people as to how and why to do it.’*
- A housing/development representative wondered if *‘part of the issue is that your resilience has been buried a bit too much into “keeping the lights on”? Perhaps resilience is the issue there. I am just wondering if it’s lost a bit in there.’*
- A voluntary organisation representative said *‘I would probably still have “keeping the lights on” at the top with “smart networks”. It is just an accepted phrase. It means it*



is available when people need it. I take the point that that is a static position so from WPD's perspective, that is your aim, but in the longer term we should look at other things. You can do everything but if the electricity is not delivered to consumers when you do it, why do anything else?

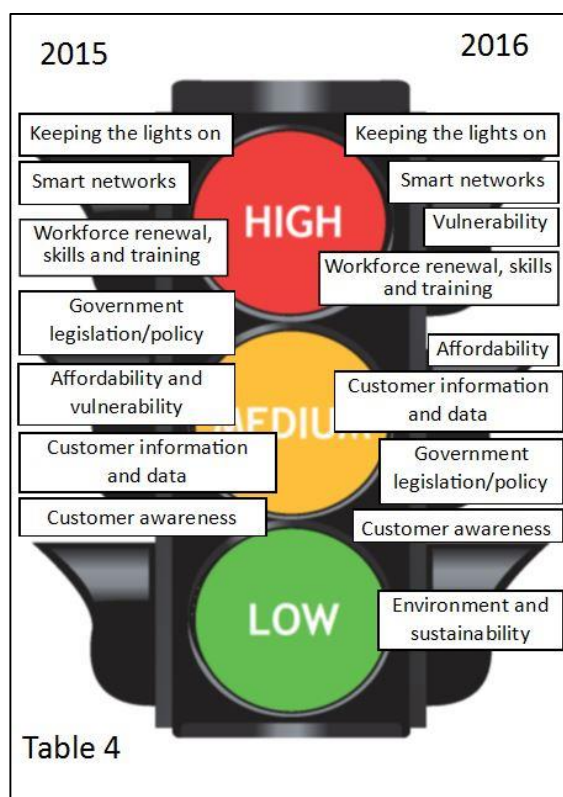
- A developer/connections representative highlighted that *'people need to understand that it isn't just about "keeping the lights on". There is a huge educational aspect and making people realise you have to invest in other things as well.'*
- There was a general consensus that "workforce renewal" should be moved down to be a low priority.
- A local authority officer representative felt that *"workforce renewal" seems more of an inner planning thing for WPD to take on in the background whereas the others affect customers. I see it as a way of facilitating the priorities rather than a priority itself.'*
- There was consensus that "affordability" should be a high priority.
- A housing/development representative pointed out that *"affordability" should be higher up on the list because everything will go back to "affordability".'*
- A local authority officer representative commented that *'even if you cut 20% on your price, it's not really going to have a massive knock-on effect on the customer's bill.'*
- There was general consensus that "customer information and data" should be a high priority.
- The table agreed that "government legislation and policy" should remain a high priority.
- A housing/development representative insisted that *"government legislation and policy" needs to remain high because you would expect WPD to try and influence [government] to get a sense of direction as to the changes which are needed.'*
- A business customer representative felt that *'it should possibly be higher because they need to be able to influence the government so they don't make stupid mistakes.'*
- There was consensus that "vulnerability" should remain a medium priority.
- A voluntary organisation representative raised the point that *'WPD has done a lot of work in the area of "vulnerability" so it doesn't feel like such a high priority assuming that moving it down doesn't reduce any of the efforts being put in.'*
- There was a general consensus that "environment and sustainability" should be a high priority.
- A business customer representative highlighted that *'being regulated would force the prioritisation anyway.'*
- A voluntary organisation representative explained that *'this is about WPD's carbon footprint which feels on par with legislation.'*



- A business customer representative argued that *‘decarbonisation is one issue and environment is another issue. I think that should be split into two.’*

Table 4:

- A voluntary organisation representative said *‘put “keeping the lights on” right back at the top, even though my position is about “affordability” and “vulnerability”, that doesn’t matter if the lights aren’t on.’*
- A developer/connections representative said *‘representing a renewable connections I’d say “smart networks”. I’m certainly interested in that.’*
- A voluntary organisation representative retorted *‘that is where professional interests are going to come in.’*
- A housing/development representative argued *‘when you see “smart networks” I’m not quite sure what is going to happen going forward, what I am sure of is an awful lot of money needs to be spent, and what I want to know is where that money is going to come from to upgrade the network. For me, it’s a fairly crucial issue. I’m not in the green energy issue, but I know it’s going to be a crucial thing.’*
- A voluntary organisation representative asked *‘are “smart networks” required to keep the lights on in the future, if so then it needs to be near the top.’*
- A developer/connections representative said in relation to “environment and sustainability” *‘ironically I should be really interested in that, it should be important, but it’s “smart networks” that matter more to us as a business. It doesn’t actually relate to renewable business.’*
- A housing/development representative said *‘that links back to the “smart networks” issue because government policy will influence how “smart networks” develop. How much WPD can influence that, as it will be a national or even European issue, will be interesting as it may not necessarily be their job. To what extent is it their job and can they influence it?’*
- A developer/connections representative commented *‘it’s difficult because these things are all interconnected. For example, there won’t be the major change in a key area like storage that can happen without government.’*
- In relation to “environment and sustainability”, a developer/connections representative said *‘let’s put it at the bottom.’*
- A voluntary organisation representative said *‘I’d put “affordability” high. As a stakeholder the difference between “affordability” and “vulnerability” is interesting. They’re both important, but I’d put “affordability” pretty high. I’d have “vulnerability” just ahead of “affordability”. There’s a confusion between the two. “Affordability” is a*



much broader issue, it's important to us as stakeholders, but "vulnerability" is more important.'

- A developer/connections representative believed *'this comes back to "keeping the lights on", but "keeping the lights on" for the vulnerable should be even more important.'*
- A developer/connections representative argued *'I'd put "vulnerability" on the top, the impact on my life of the lights going out is an inconvenience, if it goes out for someone on life support its much more serious.'*
- On "customer awareness" a housing/development representative contended *'certainly in the South West, because WPD has been there so long, everyone is aware [of WPD]. There is some doubt in the wider community about who does what, but in terms of knowing who to ring in a power cut you've done a massive amount of work.'*
- A voluntary organisation representative felt that *'it depends on the area, it depends where you're from in this area. I've never come across WPD and wouldn't know who to call.'*
- A voluntary organisation representative agreed *'yes in the Midlands, despite all the work we've done to raise awareness. It's surprising how many people don't know.'*
- A housing/development representative commented *'I think WPD do an awful lot with training. The construction industry as a whole feed into WPD. I'll make no bones; we are very poor at training and long term thinking. If it's booming there's always a shortage. WPD are always going to invest. I think it's key, you have to have the engineers to keep the lights on.'*
- A developer/connections representative responded *'you can't argue with that.'*
- A technology representative felt that "customer information and data" *'is more related to "smart networks", but I'm not sure what WPD's plans are. What is the penetration of smart meters currently? If you consider "smart networks" to be a priority then collecting "customer data" has to be a priority. Unless you have smart meters.'*
- A housing/development representative asked *'how crucial is "smart networks" at the moment, or will it become more prevalent as smart meters are rolled out.'*
- A technology representative said "smart networks" *'might not be very vital now, but will be in a few years' time'.*
- A developer/connections representative posited *'when you're applying for a connection, WPD are pretty good compared to others about maps of the network, so from our point of view as a business I'd put it up a bit.'*

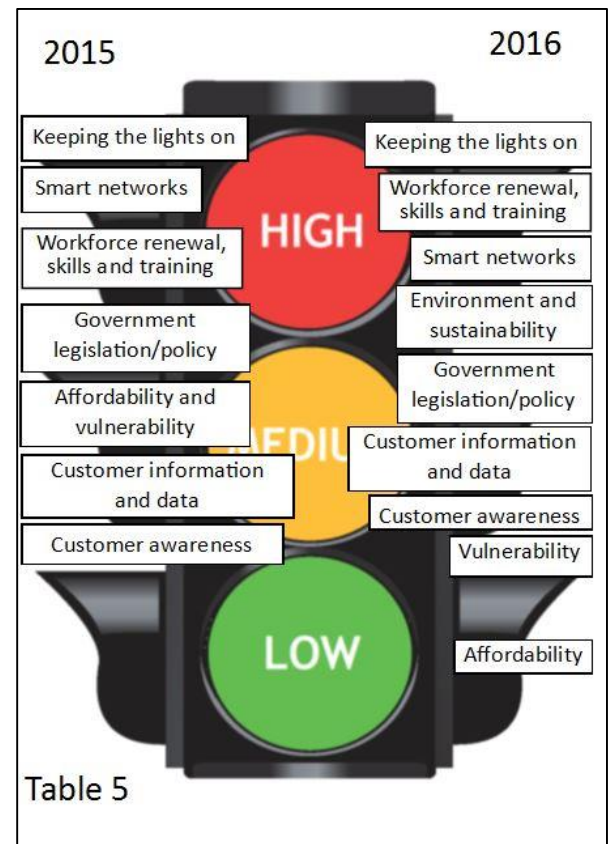
“ If you consider Smart Networks to be a priority then collecting Customer Data has to be a priority.”

Table 5:

- An elected representative said *'first priority is still "keeping the lights on". Because we are a rural area, we've had a lot of outages this winter. I can understand why, I'm not criticising WPD, but they need to update the network to make sure the lights stay*

on. The other thing is “affordability” and “vulnerability”. I would say it’s more important than “smart networks”.’

- An elected representative confirmed that *“keeping the lights on” is still the highest priority.*
- A business customer representative said *‘my members cannot function without having the lights on.’*
- A business customer representative considered that *‘I think “smart networks” needs to be relatively high, because if we prioritise that now, it will feed back to the customer and help develop new products.’*
- A business customer representative said *‘to me, engaging with government goes hand in hand with talking to local authorities and highways authorities and consulting on long-term plans. The key is that they should look at each other’s long-term plans.’*
- A business customer representative asked *‘are we talking about how WPD can liaise with government to shape legislation and policy?’*
- An elected representative pointed out that *“workforce renewal” comes high because new technologies and techniques mean people are not prepared.’*
- A business customer representative raised the point that *‘skills training is holding back the economy. There haven’t been proper apprenticeships for decades, because the Government decided that training wasn’t needed because we should all earn our money from the City.’*
- A business customer representative suggested that *‘environment and sustainability is necessary because of climate change. Where you once would have installed equipment, you can’t anymore in the future. Some outages could be eliminated by rooting cables.’*
- A business customer representative considered that *‘it has to be somewhere on there because everyone is looking at “environment and sustainability” now. Businesses are increasingly looking at sustainability as a criteria for working together.’*
- An elected representative argued that *“environment and sustainability” should be above “government legislation and policy”. You could say that one drives another.’*
- A business customer representative commented that *“government legislation” is imposing environmental obligations.’*
- A business customer representative said *“customer awareness” is still the lowest priority.’*



- A business customer representative replied that *'it needs to be higher – it helps the customer if you engage with them and let them know what WPD is doing. It will help with “vulnerability” as well.'*
- A business customer representative raised the point that *'some electricity companies have been fined significant amounts of money recently for not paying attention to their customers' data.'*
- An academic/education institute representative said *“customer data” should go lower down.'*
- A business customer representative disagreed, saying that *'so much can go wrong with smart meters, so there needs to be investment to minimise risk and maximise reward.'*
- A business customer representative suggested that *'sometimes you can avoid a situation by making people aware of the situation.'*
- A business customer representative felt that *'with the economic climate as it is, “affordability” is a very high priority.'*
- An elected representative agreed with prioritising “affordability”.
- An academic/education institute representative said *'I wouldn't split “vulnerability” and “affordability” as priorities. They are equal to me as priorities.'*
- A business customer representative asked if *'disruptions were mainly caused by cables in the ground or overhead cables?'*
- A business customer representative commented *'I think “vulnerability” and “affordability” should be switched with “vulnerability” higher. Medical problems should go above cost.'*
- An academic/education institute representative agreed that *'if it's a medical thing, then surely it should go top of the list. It ties into “keeping the lights on”.'*
- A business customer representative suggested that *'in terms of “vulnerability”, it's a matter of knowing which customers are in a vulnerable situation and knowing what to do in a power outage.'*

“ With the economic climate as it is, Affordability is a very high priority.”

Table 6:

- An elected representative suggested that *“vulnerability” should be higher than “affordability”. “Vulnerability” should definitely be higher than where it was placed last year.'*
- A voluntary organisation representative asked *'how much impact can WPD have on “affordability”? How much is within your remit? Perhaps as a priority for you it should come lower down. “Affordability” is the responsibility of others.'*
- An energy/utility representative stated that *'it is all interlinked. “Affordability” and “vulnerability” are one and the same.'*

- A voluntary organisation representative asked *‘why is customer information a category on its own? You can’t do it on its own. It’s something that relates to all other topics.’*
- An energy/utility representative said *“‘keeping the lights on” is a given. It needs to be a top priority.’*
- A voluntary organisation representative emphasised that *“‘government legislation and policy” is low on my list of priorities. An awful lot is out of WPD’s control.’*
- An energy/utility representative agreed, saying that *“‘government legislation and policy” should be dealt with by Ofgem’*
- A voluntary organisation representative suggested that *‘it might be worth taking “workforce renewal” off the list. This is not something that should be seen as an issue in its own right.’*
- A voluntary organisation representative argued that *“‘environment and sustainability” should be high, as if it is bad it stops you doing other things. Sustainability is a good thing for CSR and financial reasons. It should definitely go above “government legislation and policy” as a priority.’*
- An elected representative went even further, and said *‘it should go above “affordability” as well.’*

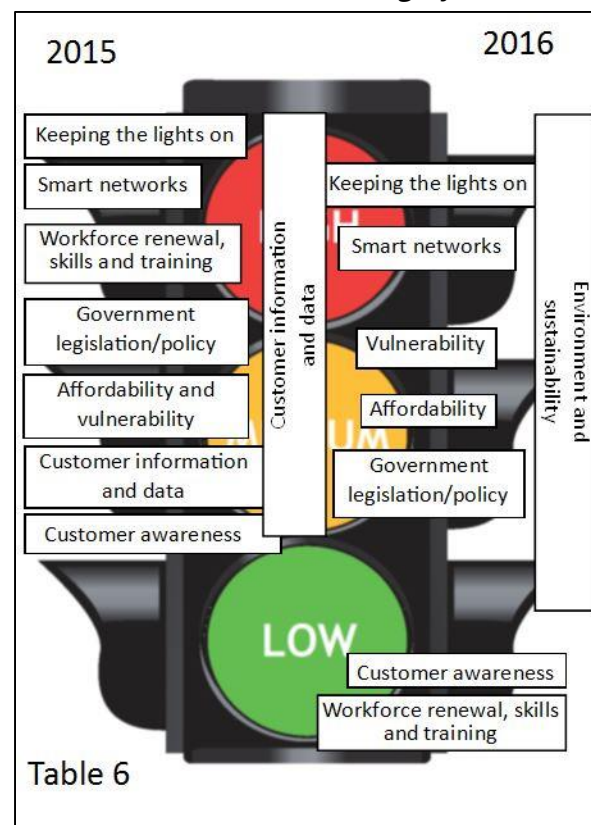
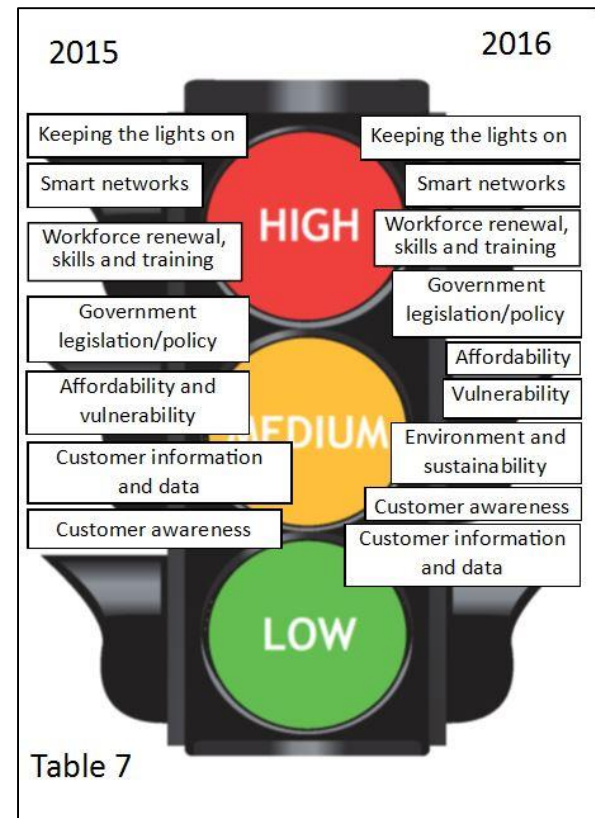


Table 7:

- An energy/utility representative remarked *‘I think “keeping the lights on” is the top priority, that goes without saying.’*
- An energy/utility representative mentioned *‘there are links with that in what you can do in terms of reinforcement and how things will change in the industry. It is almost more of a planning activity.’*
- A developer/connections representative agreed: *‘yes, to me everything else hangs off of that.’*
- A housing/development representative stated *‘we all wake up and if the power is off it will affect us all right across the country.’*
- A developer/connections representative made the point that *‘I think “workforce renewal, skills and training” might be more of a priority than “smart networks” since it joins up with “smart networks” and “keeping the lights on” to make WPD an effective company.’*
- A business customer representative said *‘regarding “government legislation and policy”, I am sure it is important but more for WPD than stakeholders.’*

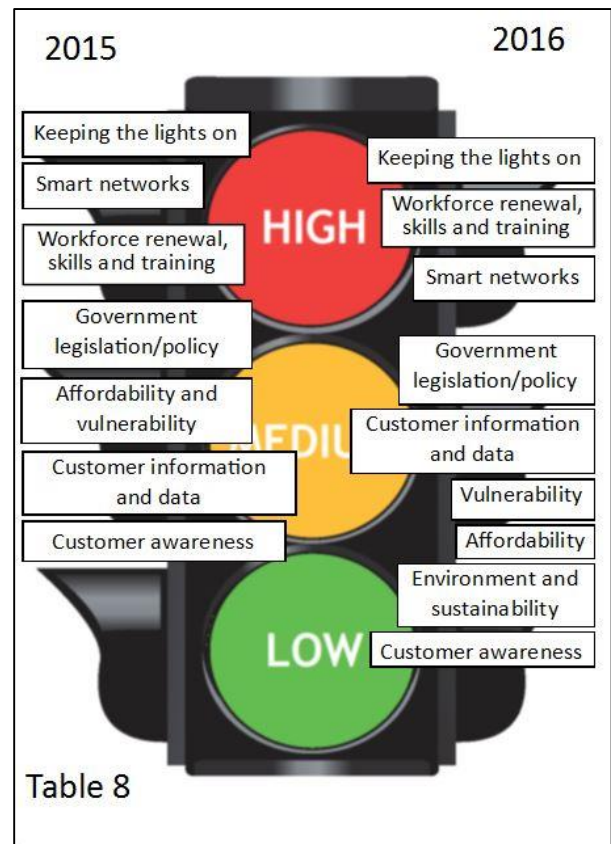
- An energy/utility representative countered *'however those stakeholders may want to influence the way things happen.'*
- An energy/utility representative pointed out *'it is the quality of your plan that let you be fast-tracked by Ofgem so it is vitally important to get involved with the regulator and listen to what was in your plan.'*
- A law firm representative suggested *'it is in nobody's interest to have ill-advised legislation because it impacts on everyone, not just WPD.'*
- A developer/connections representative argued *'when I think of government legislation and the impact on the network and the way they fund WPD to keep the lights on, it is all linked to the fact that they do have a large say in the running of your business.'*
- A developer/connections representative highlighted *'I would regard "affordability" as more important than "vulnerability".'*
- A business customer representative added *'you should make clear which affects more people.'*
- An energy/utility representative felt that *'if you have people where electricity affects them staying alive, then that should be more important than "affordability".'*
- A developer/connections representative raised the point that *'poverty is a big issue for people in the UK nowadays and that can affect households and businesses if they are vulnerable or not, so I think "affordability" is a more important issue.'*
- An energy/utility representative considered *'possibly "affordability" is more important but they are both very similar.'*
- There was general consensus amongst the group with this view.
- A law firm representative explained that *'"environment and sustainability" gets my vote as the next important since it is a live and important issue for many. If anything, it greatly affects their awareness and focus as well.'*
- There was general consensus amongst the group with this view
- An energy/utility representative remarked *'all of these points are priorities to be honest.'*
- A developer/connections representative mentioned that *'from a stakeholder's point of view, "customer awareness" is very important.'*
- A business customer representative agreed *'yes and from the customer's point of view it is also important, if you don't tell them they have to find out things for themselves.'*
- A developer/connections representative added *'yes and that can cause a lot of frustration with those customers.'*



- There was general consensus to place “customer awareness” ahead of “customer information and data”.

Table 8:

- An energy/utility representative noted that *‘the categories are quite broad and cut across various areas.’*
- A developer/connections representative stated that *‘WPD’s main priority should be to look after the network and to keep the lights on. So the second priority must therefore be connections.’*
- There was consensus around the table that “keeping the lights on” is still the number one priority.
- A technology representative asked *‘how will you support the transmission system as we move towards a DSO?’* (S)he then pointed out that “smart networks” mean *‘a thousand different things to a thousand different people’*. (S)he concluded by saying that “smart networks” are a *‘very high priority, but they can mean different things.’*
- A technology representative also stated that for “keeping the lights on”, the biggest threat is not the weather or the network but *‘that there is not enough generation. Generation is the most important thing.’*
- A voluntary representative commented that *‘to fulfil any of these priorities we need a skilled workforce, which should be a high priority.’*
- A developer/connections representative agreed, and asked *‘where are all the engineers going to come from, with an ageing workforce? You have got to invest in the next generation of engineers.’*
- An energy/utility representative pointed out that *‘you need workers with a diverse mix of skills, not just engineering but IT too, which is what makes it hard to find the right people.’*
- A developer/connections representative summarised by stating *‘it doesn’t matter what your infrastructure is, if you don’t have the people to maintain it, it is useless.’* A business customer representative said *‘without smart people, you can’t have “smart networks”.’*
- A voluntary representative claimed that “affordability” is more important than “government legislation and policy”.
- However, a technology representative commented that *‘WPD did an excellent job of interpreting the political environment, it literally interpreted government*



requirements perfectly'. (S)he continues that 'it has been very successful interpreting present government thinking, rather than focusing on the future'. Although, (s)he then conceded that 'if "vulnerability" is not sorted out, it will affect every other issue and priority.'

- A voluntary representative said *'WPD is a very professional organisation, so of course they follow government legislation, it's just what they do.'* (S)he expected and presumed that WPD are doing some sort of lobbying or public affairs.
- A voluntary representative argued that "vulnerability" and "affordability" *'are almost one and the same thing. It should be a high priority.'*
- An energy/utility representative highlighted "customer information and data" as very important, *'because you need to know the hotspots and capacity to help planning ahead. If you spend money on infrastructure that isn't used, Ofgem will deem your unused upgrades a waste of money.'*
- A business customer representative thought that the priorities are all roughly the same importance.
- In terms of "customer awareness", an energy/utility representative suggested WPD *'should look at the statistics to see if people are struggling with awareness. If you don't have a problem there, it is not a high priority.'*
- A business customer/representative thought that "environment and sustainability" are more important than "customer awareness". An energy/utility representative adds that *'if you are doing everything else right, then sustainability will follow.'*



Table 9:

- A technology representative pointed out that *'capacity is missing –it's not really there. Availability for obtaining a connection is important. There are many projects that are turned down because of this. We were getting expensive or impossible connection offers working on solar projects.'*
- A developer/connections representative concurred, noting that *"government legislation and policy" is crucial because I don't think the government knows what they want. We should make this a higher priority. National Grid are putting new constraints on WPD and others are accepting what National Grid are saying as a blanket desire. But this is in conflict with what the government wants! WPD and National Grid and everyone else should be making this a higher priority.'*

- A developer/connections representative reasoned that *‘in terms of the technology we’ll use in terms of lighting our homes, we need much higher capacity devices, and this accounts for 50% of the increases, but the issue goes directly to the generators.’*
- An energy/utility representative argued that *‘WPD is passing this issue on to the potential generators.’*
- A technology representative commented that *‘this issue is caused because the connection offers were not policed in the first place!’*
- An energy/utility representative thought that with regards to *‘BVP connections and the actual visibility of the obligation of the installers to contact the DNO, we estimate that we probably have a visibility of about a third - in terms of this happening on individual networks. We need that information to be available to us. So we need to move “customer awareness” up the priority list too.’*
- There was general agreement that “keeping the lights on” is a top priority.
- An energy/utility representative argued that *“workforce skills” are still vital. Protection levels have been the same for decades, but now these have to change to improve the network, but we need new skills within the workforce to deal with this.’*
- There was general agreement that “workforce renewal” was important and overlapped with “keeping the lights on”, “smart networks”, “government legislation and policy” and “customer awareness”.
- A housing/development representative stated that *“affordability” is probably about the same priority as last year. But it’s not a great priority for WPD.’*
- An energy/utility representative reasoned that *“customer information and data” is a huge issue for me. I can only speak from the innovation perspective, but in terms of how we develop our projects, there are huge issues in terms of how we share information, where the information is coming from, and third parties. There’s very little of that information that actually comes through to customers. So to develop our innovation projects and to get consent for those projects, it is a big issue indeed.’*

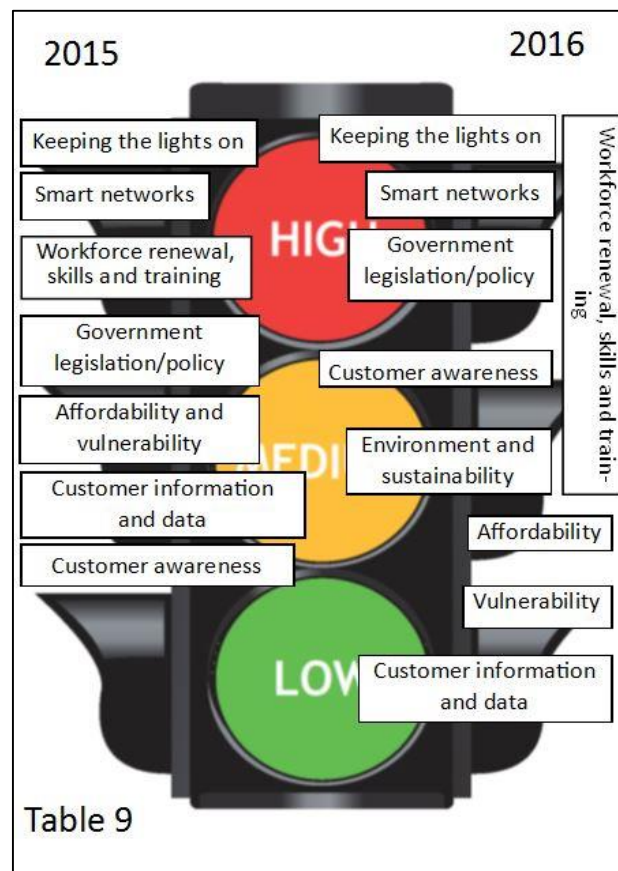


Table 10:

- An energy/utility representative said that *“customer information and data” is more of a priority than it is given credit for.’*

- A business customer representative commented *“keeping the lights on” is the main focus, it goes without saying.*
- An academic/education institute representative pointed out that ‘a *smarter network will support “keeping the lights on”.*’
- A domestic customer said that *‘I would prioritise “vulnerability” more.’*
- An academic/education institute representative made the point that *“affordability” seems more like a governmental responsibility. A single company cannot solve this problem. Surely, it relates more to a supply company and not a network.*’
- An energy/utility representative said that (s)he felt that *“customer awareness” should be listed as the same priority as “customer information and data”.*’
- An academic/education institute representative pointed out that *“environment and sustainability” are related to “government legislation and policy”.*’
- A domestic customer agreed and added that *‘areas of natural beauty have environmental legislation attached.’*
- An energy/utility representative commented that *‘they are all important and they all relate to one another.’*

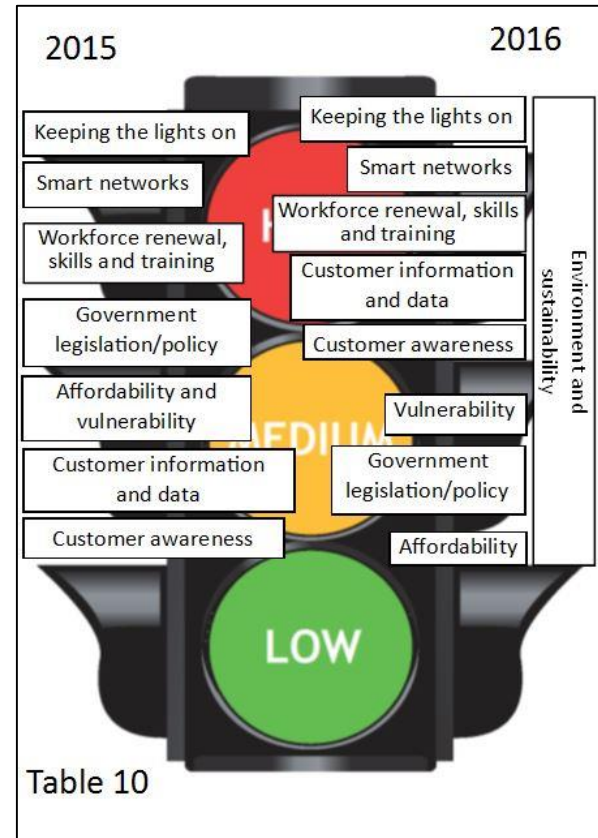


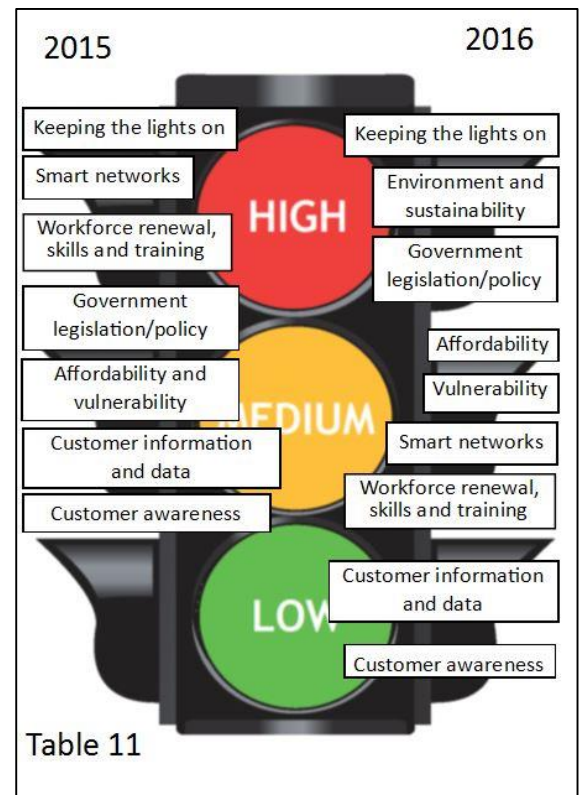
Table 11:

- An energy/utility representative suggested *‘if anything “customer awareness” of WPD could be even lower because WPD are already doing such a good job in that regard.’* (S)he and an environmental representative both cited things they had received in the post, like fridge magnets with WPD’s phone number on, despite one of them in fact being outside the distribution area.
- An energy/utility representative argued that “government legislation and policy” was really important as it was *‘the biggest barrier to quicker network connections.’*

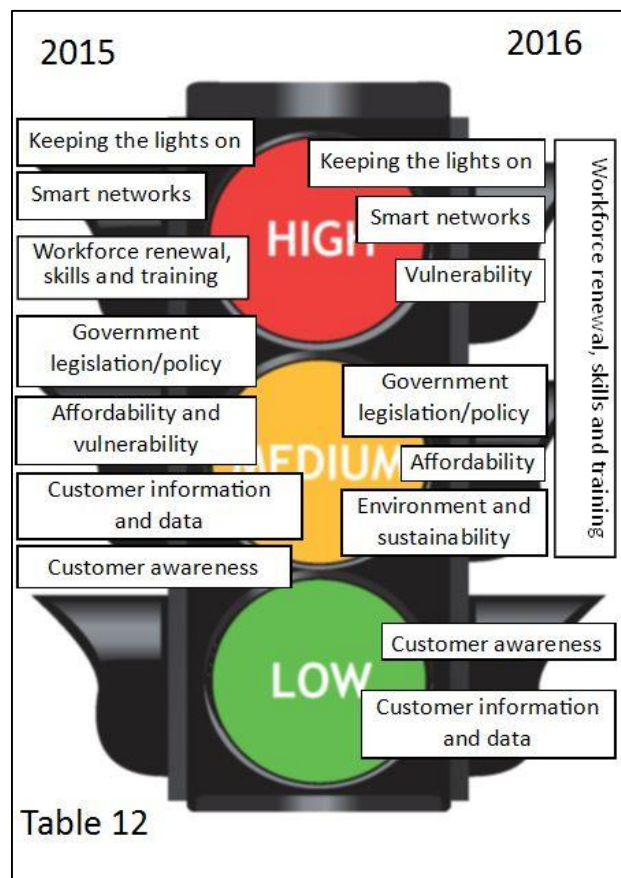
- A housing/development representative said they thought “customer information and data” should go down the list of priorities as it’s *‘more for the suppliers to be pushing,’*
- An energy/utility representative stated that *“affordability” was unquestionably important.’*
- An environmental representative made it clear they *‘want[ed] environment and sustainability to be high.’*
- A housing/development representative, conscious of their background, pitched for “workforce renewal, skills and training” to be made a high priority and said that *“vulnerability” goes hand in hand with “affordability”.*

Table 12:

- An energy/utility representative asked *‘is safety not on there because it’s a given?’*
- A local authority officer representative argued that (s)he is *‘just concerned with “keeping the lights on”.*
- A developer/connections representative agreed that *“keeping the lights on” is the most important.’*
- An energy/utility representative believed *“keeping the lights” on gets taken for granted.’*
- An energy/utility representative added that *“smart networks” needs to be kept on there because it is very important.’*
- A housing/development representative said that *“smart networks” will soon be as important as “keeping the lights on”.*
- A housing/development representative affirmed that *“workforce renewal”, “smart networks” and “keeping the lights on” are my top three priorities.’*
- A developer/connections representative retorted that *“workforce renewal” is a given, like safety. In terms of changing the business, it should always be on the agenda. I would bump that down.’*
- An energy/utility representative considered that (s)he *‘would bump “workforce renewal” down as well, because it should always be there.’*
- An energy/utility representative made the point that *“workforce renewal” should come off there because it’s a given. It should be an internal issue for WPD and not something that external stakeholders should have a say on.’*
- A local authority officer representative stated that *‘unlike most of those who work in industry, I think it’s very important. I also disagree with “smart networks” being number two. “Affordability” and “vulnerability” should be higher than “smart networks”.*



- An energy/utility representative argued that *‘we need to develop energy infrastructure, appropriate legislation and an effective workforce to deliver for our customers.’*
- A developer/connections representative commented that *‘the workforce is the foundation. The utilities used to have the best training development programmes years ago and we should continue to build on that.’*
- An energy/utility representative raised the point that *“government legislation and policy” is pretty high for me. Unfortunately, the legislation developed years ago hasn’t kept up with developments on the network.’*
- A housing/development representative raised the question *‘what are we talking about here with legislation? Are we talking about influencing the regulator?’*
- An energy/utility representative affirmed that *“vulnerability” is linked to power cuts, so is this not directly linked to “keeping the lights on”?*
- A developer/connections representative asked *‘how does “vulnerability” as a priority work; isn’t the DNO disconnected from the customers?’*
- A developer/connections representative added *‘in terms of totality of activity, how big is “vulnerability” and connectivity to customers as part of what you do?’*
- An energy/utility representative argued that *“vulnerability” is a higher priority than “affordability”. It should be a high priority on the list.’*
- A local authority officer representative concurred with “vulnerability” being a high priority.
- A developer/connections representative made the point that *‘a change in costs for WPD would not have that much of an impact on customers. It should, therefore, be lower in priority.’*
- A local authority officer representative claimed that *“affordability” will take care of itself if you’re operating effectively as a company.’*
- An energy/utility representative responded by stating that (s)he *‘would still keep “affordability” in the middle as it still has an impact on the final bill.’*
- An energy/utility representative highlighted that *‘that National Grid doesn’t look at reducing the amount of money that customers have to pay, but it can look at putting in more fuel efficient gas boilers, for example. Ofgem will get hot on this issue over the next few years.’*



- A housing/development representative believed that, in terms of “customer awareness”, *‘WPD does not need to do much, on top of the regulator, so it can drop down as a priority.’*
- A housing/development representative asserted that *“environment and sustainability” will go hand-in-hand with “keeping the lights on” in the future.’*
- An energy/utility representative asked *‘is this about general distribution sustainability or company sustainability?’*
- A housing/development representative posed the question whether *“customer awareness” and “customer information and data” should stay as a watching brief, if they’re both really good already?’*
- An energy/utility representative agreed. *‘Whether an issue is a priority depends upon the status quo.’*

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

Table 2:

- An energy/utility representative mentioned *‘I think it’s a good thing for WPD to shape “government policy” as I think the government are quite ignorant on this area.’*
- A voluntary organisation representative agreed *‘being at the table when the decisions are made is really important.’*
- An energy/utility representative remarked *‘in the past the DNO always got told what to do and it’s nice to see things changing where the DNO actually gives some direction on where the legislation should go.’*
- A developer/connections representative felt that *‘there’s always been a focus on electricity generation rather than distribution within the government so it would be useful for the DNOs and WPD to give some input towards the legislation. I still think it’s quite a low priority though.’*
- A developer/connections representative made the point that *‘we are a year into this RIIO period and if you have the government’s ear you can really direct the policy instead of just being told what to do.’*
- A voluntary organisation representative said *‘we’re living through a time where “affordability” is quite a major issue. Many people are disconnecting simply because they can’t afford to keep up with the electricity bill! So for me personally it’s a top priority however for WPD as a DNO it’s really not that much of a major priority.’*
- A developer/connections representative highlighted *‘the impact of WPD on the bill is around 16% so it is relatively small hence it’s really not that much of a priority – it’s still relevant to WPD but I wouldn’t say WPD is the biggest factor in solving “affordability” issues.’*
- A voluntary organisation representative stated *‘the fridge magnets are great as you know exactly who to call, “customer awareness” is quite a small issue to be pursuing – all the others are more important.’*

“Being at the table when the decisions are made is really important.”

- An energy/utility representative concurred *'yes "keeping the lights on" is obviously top!'*

Table 3:

- A developer/connections representative said *'what you are doing now with these sessions is fine.'*

Table 5:

- An elected representative said *'workshops have been quite good. The only thing is, if you go back to the customer – how many of them know what's going on. If the power goes out, I ring up and the service is good with updates and everything. What about the thousands of other people on the network? If they don't call, will they be informed? I rang WPD straight away after two outages before Christmas. Are people aware of what to do if the power goes out? How long does it go on before WPD knows about the outages?'*
- A business customer representative raised the point that *'the average number of employees for my members is ten, at most only about 50. The two problems members have had is that if they are supplying big companies, they may lose their contracts if they lose electricity because the big companies don't care what the problem is. WPD has to consider people's livelihoods.'*



Table 7:

- A business customer representative stated that *'WPD could certainly do more with me as a market researcher because everything I do comes across as a cold call without them.'*
- An energy/utility representative made the point that *'they can certainly look at new ways our company develops products with them.'*
- An energy/utility representative stated *'I would rate WPD ahead of other utilities, it all works really well and I am involved with them frequently.'*
- A developer/connections representative argued *'I agree with the consensus here and would add that communications is a big priority, all those involved in a project need to understand what is happening - especially with large bulk contracts.'*
- A housing/development representative summarised *'I have nothing more to add, except mentioning WPD's perception of certain customers – some customers can be put to the bottom of the pile when they aren't a direct customer, it is important to remember that everyone is a customer of WPD if they live in a certain area.'*

Table 8:

- A voluntary organisation felt that WPD *'is doing it right.'*
- A developer/connections representative stated that *'nothing glaringly obvious has been missed.'*

Table 9:

- A developer/connections representative stated *'our biggest issue is what's happening with connections. I don't believe it is solely a WPD issue, it's a national issue.'*
- There was general agreement on this point.
- A technology representative argued that *'having a clear channel of communication with WPD as a priority depends on how experienced you are as an individual. The learning curve for dealing with the DNO is steep. For the first few dealings as a developer, at least, there's a huge amount of information to take in. As you progress that relationship grows. If you look at the WPD website initially, it's really quite daunting. It's all there, of course. But it's a huge industry. So the information flow and making sure it's understandable is essential. But communication from and with WPD is very good.'*
- A technology representative asked *'when developing sites for energy production, who do I call to speak to at WPD to find out about capacity? Once you've built relationships with WPD it's easy. But for start-ups, it's hard.'*
- An energy/utility representative reasoned that *'developers are expecting there'll be a variation between different DNOs but there is also quite a difference in terms of their respective approaches, submitting applications, approaches, real variation between WPD and the EON networks, for example. Clients on the cusp of different 30 and 11 KV, different DNOs have very different approaches for these relative applications.'*



Table 10:

- An energy/utility representative considered that *'WPD is in a position where it can directly look out for its vulnerable customers in a way that it can't with "affordability".'*
- A business customer representative stated *'there is a complex web of legislation out there that cannot be implemented over night. In order to have any effect we must get to this sooner.'*

- A domestic customer felt that *'academic institutions and DNOs should be talking more about ensuring a future workforce. This is the only way to get through the next crisis in power supply.'*

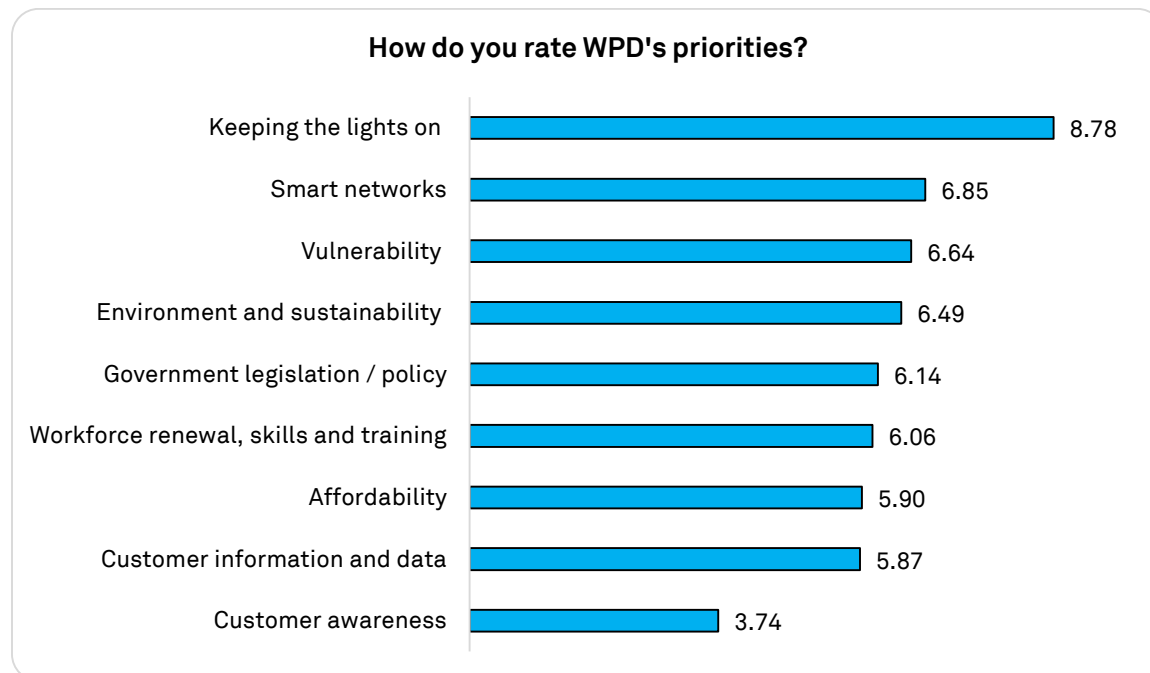
Table 12:

- A developer/connections representative commented that *'WPD get a lot of things right. They know what they're doing and go about it in a professional way.'*

4.4 Individual voting results

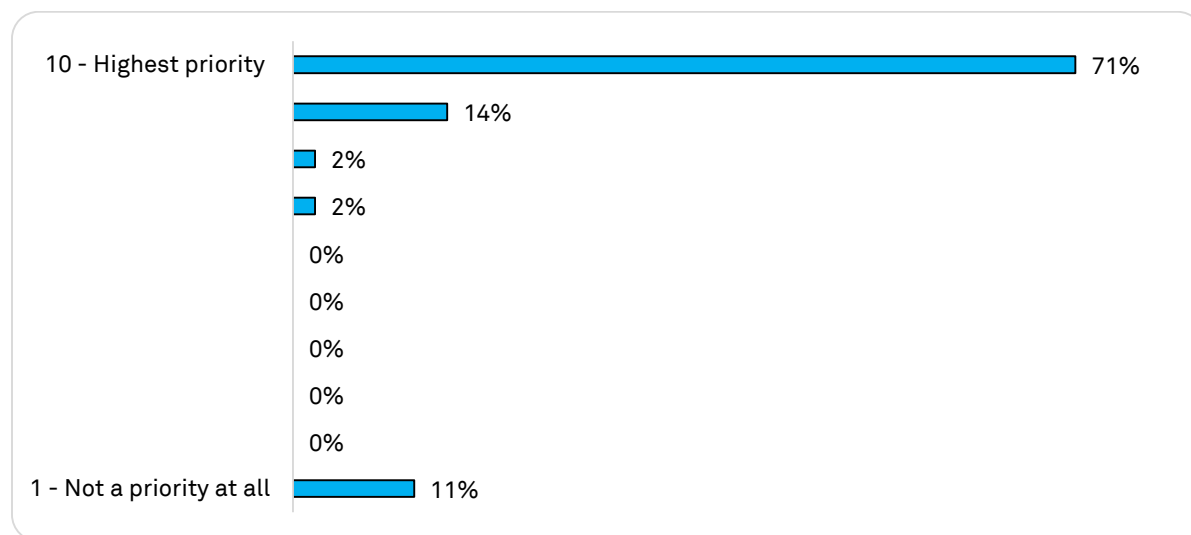
After group discussions, the stakeholders were asked to vote individually on what they considered to be top priorities. Each person was able to cast a vote through an electronic voting system. The results are displayed below.

Overall results:

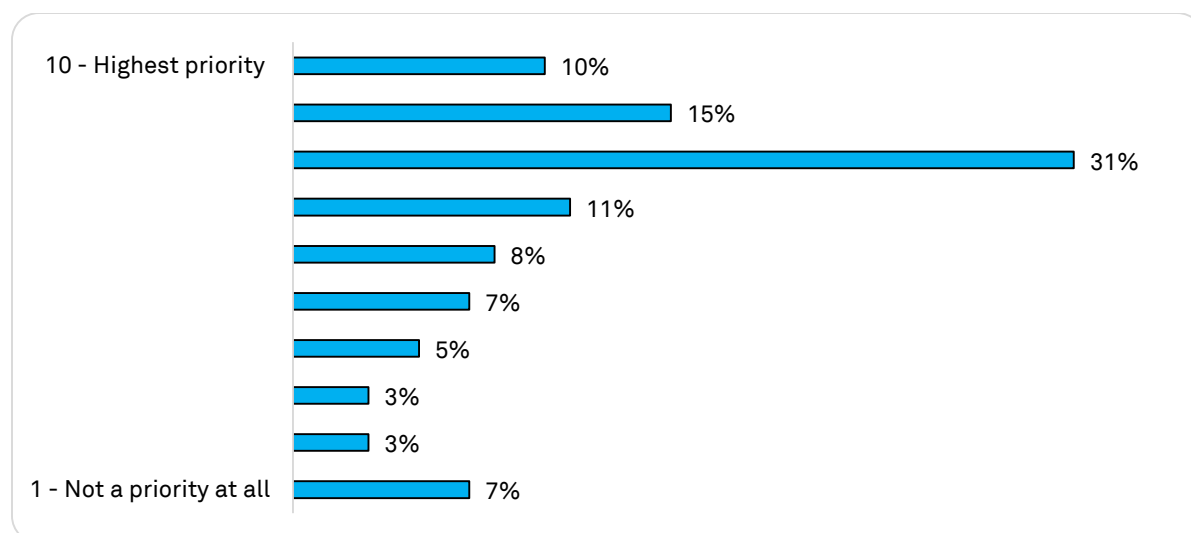


Priority-by-priority results:

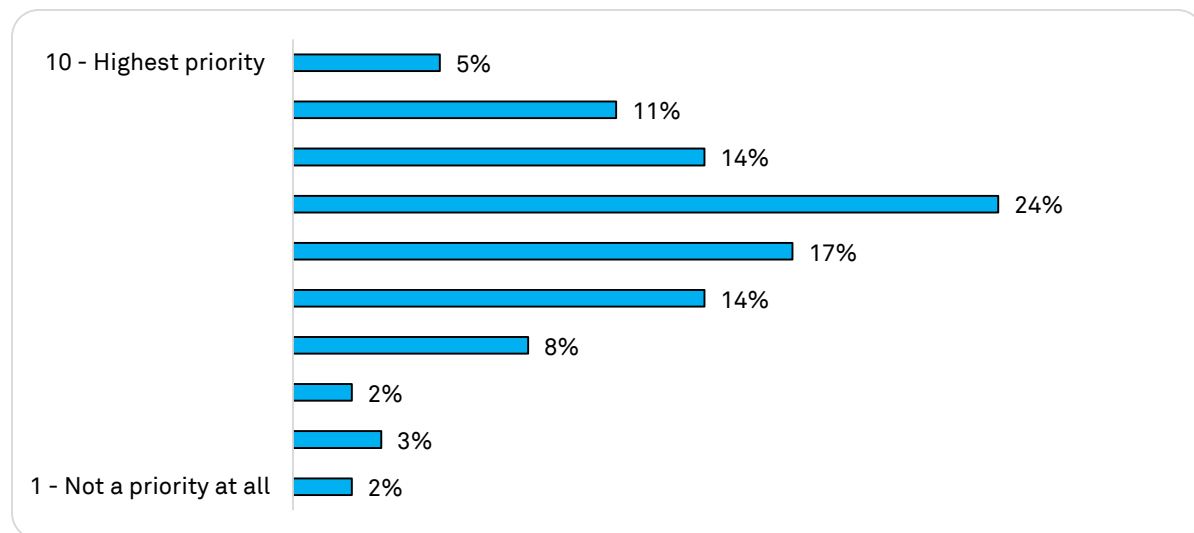
How do you rate “keeping the lights on” as a long-term priority?



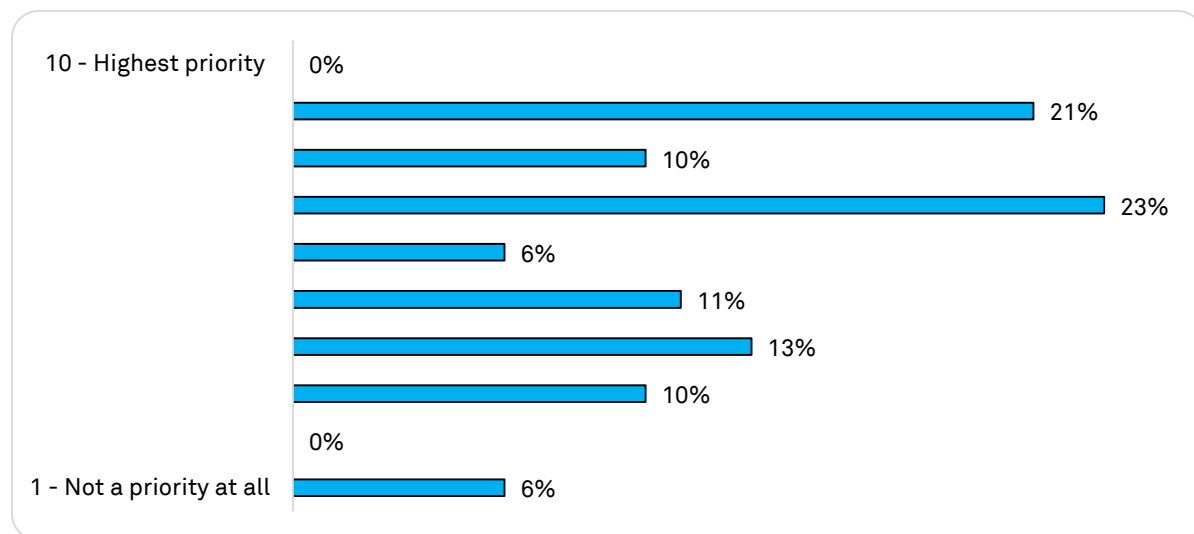
How do you rate “smart networks” as a long-term priority?



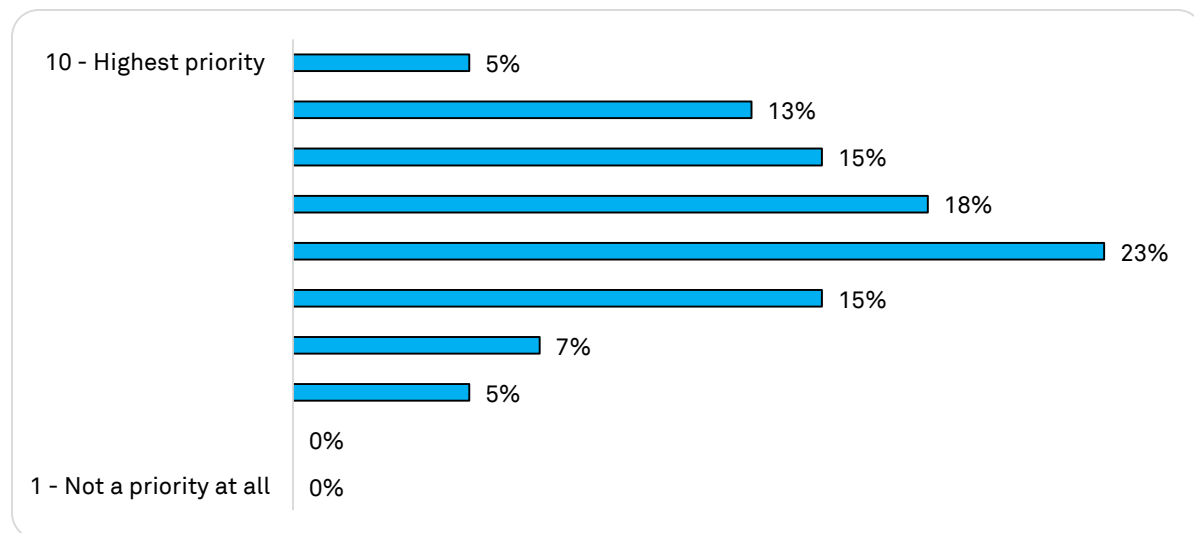
How do you rate “environment and sustainability” as a long-term priority?



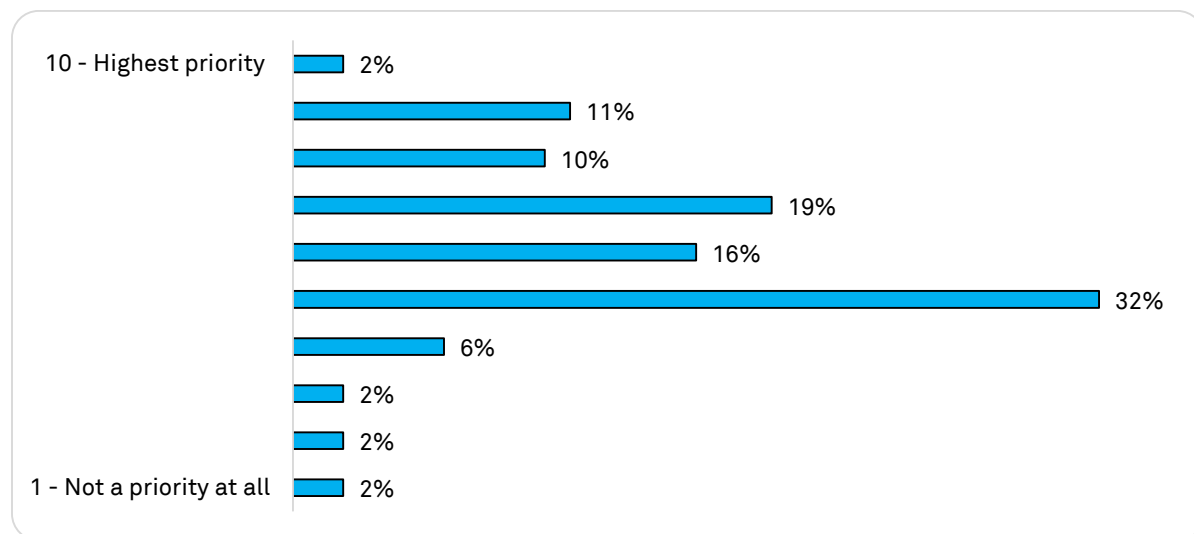
How do you rate “workforce renewal, skills and training” as a long-term priority?



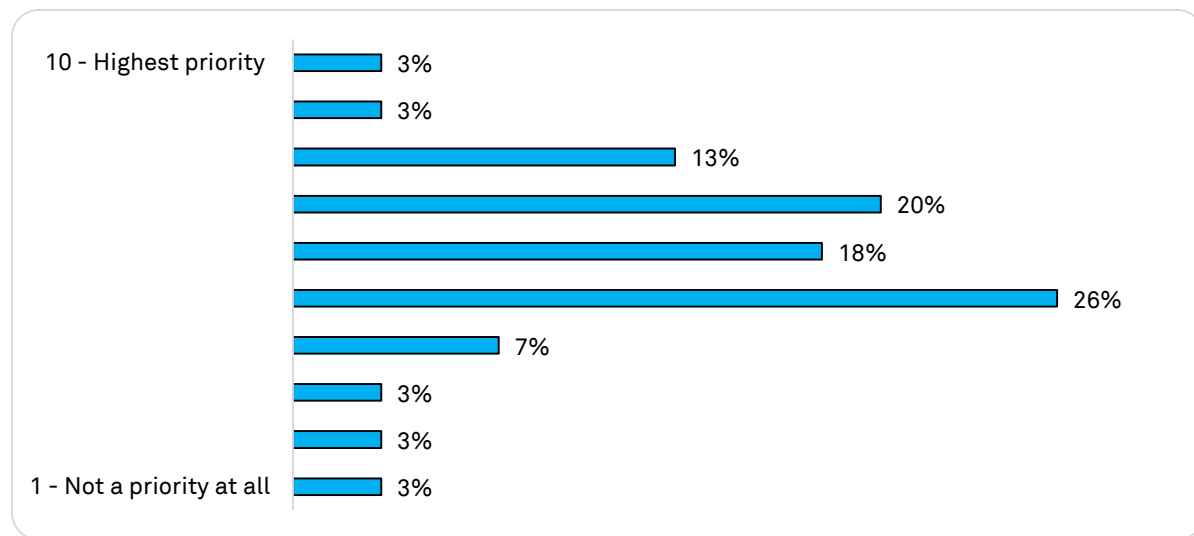
How do you rate “vulnerability” as a long-term priority?



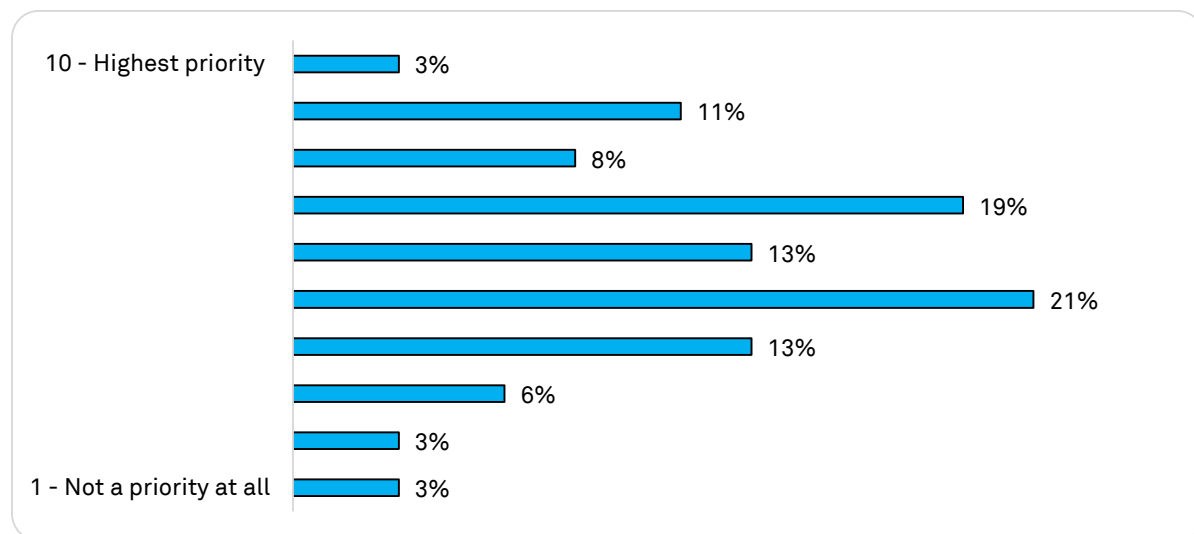
How do you rate “government legislation and policy” as a long-term priority?



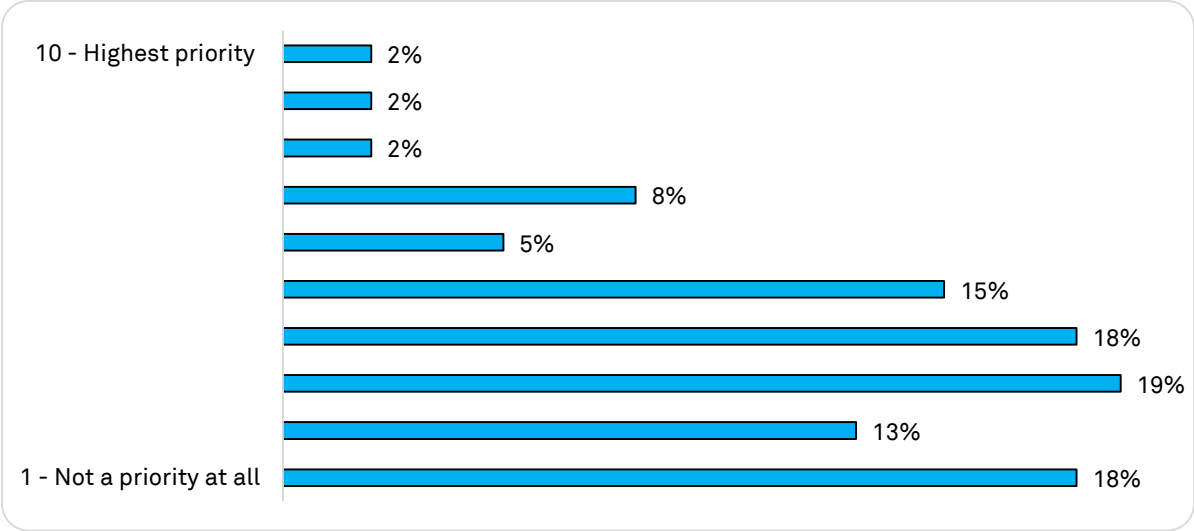
How do you rate “affordability” as a long-term priority?



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 domestic customer pointed out *'as a consumer, the first quick synopsis is what I'd like.'*
- An energy/utility representative said *'it's interesting what you put in the short document to capture the audience. It's hard to get people to read stuff and you might be wasting your time producing it. This document should be tied in to customers knowing who to call in an emergency. It will be useful to the customer.'*
- There was consensus that the reporting approach is still suitable.

Table 2:

- An energy/utility representative made the point that *'yes [more detailed reporting is helpful] if those more detailed documents do give you more information. What I don't find useful is when some DNOs say they've improved but don't actually give you the numbers! It can be very hard to get actual information from them. You're working hard to meet those key performance indicators but it can be very hard to find the exact detail.'*



Table 3:

- A housing/development representative commented that (s)he had *'no violent objections but what I worry about is whether any of these commitments are meaningful and how it lines up with your key priorities?'*
- A housing/development representative said *'I suppose this is a measure of outputs but how does it interpret itself as outcomes? I just wonder how valid these metrics are and what they actually mean. It is difficult to say until you see the level of detail in these.'*

Table 4:

- A housing/development representative commented *'as a customer, let's be totally honest, most of [the reports] are going to end up in the bin. Anybody who is really interested with what is going on will go online. As a stakeholder I'd pick out the bits that I'm interested in and maybe find out more online, then I'd start probing if I'm interested.'*
- A voluntary organisation representative replied *'that may be right but I still think there's an obligation to produce the hard copy report and post it. Some people may not be looking for it, but when it comes will spend half an hour looking at it. The three levels are good. I'm always interested in the figures: whether you've improved or not. I have no idea if these figures are accurate. The temptation may be to spin the bits that are not quite as good as they should be. If people are going to read something it will be the middle level. As long as you're saying something to shed light on something then say it. If they're not so hot on something they're not going to publicise it. Year on year improvement, what does that mean? It's deliberately non-specific.'*
- A housing/development representative asked *'how often does the regulator check? Is there interaction with the regulator every year on how you're reporting?'*
- A developer/connections representative responded *'I agree the three levels is best. A lot of it doesn't get read, unless they ask a question about what is more important to you. And once you ask a question it makes you more interested in answering it.'*
- A housing/development representative argued *'if it comes through people's doors who have no knowledge of WPD it's not very useful at all.'*
- A developer/connections representative said *'I agree about the spin, we saw it in the slides, they talked about oil, but it wasn't in the slides that carbon footprint had gone up.'*

Table 5:

- An academic/education institute representative asked if it is *'the intention to send all three or the detailed ones only on request?'*
- An elected representative said *'people like me want to only know a little.'*
- A business customer representative commented that *'I think it's good the way you have a summary document because if you only did the detailed report, you would have to summarise it anyway.'*

- An academic/education institute representative argued that *'it makes sense as an approach. If you want to drill down further, then you can.'*
- A business customer representative said *'it depends – if there's something specific you're interested in, then you would engage with the detailed document. What were the 76 commitments?'*
- The business customer representative then commented that the traffic light system was *'good – presumably you have something about "vulnerability" in there and someone from our "vulnerability" team would be eager to look at that in there.'*

Table 6:

- An elected representative said *'it's a suitable way to report.'*

Table 7:

- An energy/utility representative said *'I see no problems arising, it is not too complicated.'*
- An energy/utility representative added *'I don't see what else you could do.'*
- An energy/utility representative highlighted that *'this is what most companies do.'*
- A housing/development representative felt that *'this is a lot more than other DNOs do, a lot don't even send a newsletter. After working in the industry for many years I was shocked to receive a first one from WPD!'*
- An energy/utility representative raised the point that *'I get a newsletter from 'UK Power Networks' but that is sent via text.'*
- An energy/utility representative suggested that *'you should have the ability to pick out what you need in the 76 page one.'*

“ Being able to understand the data in the reports also helps you understand WPD. ”

Table 8:

- An energy/utility representative said *'WPD only have two levels of document they put out to their customers. I think the third level is a great idea.'*
- A technology representative said the detailed level document is *'one of the easiest reports I have read, and it is very well structured. Also it's easy to find information in it. One of the best I have seen.'*

Table 9:

- A developer/connections representative stated *'it's about right, yes.'*
- A housing/development representative asked *'who does the more detailed one go to? This isn't clear.'*
- An academic/education institute representative suggested that *'clients want to know WPD is improving, and then something broad on how WPD is compared with the other'*

DNOs. That being said, we can't go anywhere else! However, perhaps as a customer of WPD, WPD's having to write reports like this is driving a better performance from WPD as it has given me information back as a customer. Being able to understand the data in the reports also helps you understand WPD.'

- A developer/connections representative reasoned that *'customers are now happier with WPD's approach through having this information, having this engagement.'*

Table 10:

- A business customer representative asked *'does WPD have a database that stakeholders can access to see these more detailed reports?'*
- An energy/utility representative stated *'it's the best way to do it. The high level report is there for quick reference and the more detailed version if you need it.'*
- A domestic customer commented that *'the high level report is better for customers, if it is too long it will go straight in the bin.'*

Table 11:

- An environmental representative said the one page report for everyone was *'a good idea, because a full report to everyone would overflow them with too much information. Some people might not even want to know as long as you keep the lights on.'*
- A business customer representative queried how it was delivered, by internet or mail, because they felt it affected the point of reporting and made the comparison with *'a regular email I get from Ofgem, that highlights lots of things and I can click on an individual point if I want more information.'*
- There was a consensus that email was preferable and an energy/utility representative thought that *'hard copies wouldn't really go with the environmentally friendly idea.'*

Table 12:

- A developer/connections representative asserted that (s)he liked the structure *'I like looking at the detailed report for things I'm interested in.'*
- An energy/utility representative believes that *'you can't do it any other way, with so many stakeholders and interest groups. You need to give people the detail they want, as well as provide a one-page summary.'*
- An energy/utility representative asked *'is the 20-pager on the website?'*
- A developer/connections representative questioned *'how much does it cost to send the one-pager out to all of your stakeholders?'*
- A housing/development representative added *'do you send printed information to customers? Some operators make you print things out yourself.'*

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

Table 1:

- A local authority officer representative stated *'the short document approach is good, but one thing jumps out and that's that this information should be reported on a quarterly structure. You present annual information, but I want to know how you did in each quarter. You might have been doing really well for most of the year and a spell of bad weather brings down your annual statistics. It would be good to differentiate.'*
- A domestic customer representative argued *'it would be good PR for WPD if the statistics were broken down quarterly so people can see it was just one event or circumstance that produced negative statistics.'*
- A domestic customer representative asked *'how many people look at the detailed version, how much does it cost to produce the long version?'*
- A local authority officer representative suggested *'I'd rather have some quarterly figures than this glossy document.'*
- A domestic customer stated *'I just want a short summary; are you getting better, are you getting worse, are you standing still? Comparison with other distributors that tells us if you're doing well or if you're way down at the bottom would be good too.'*
- A local authority officer representative said *'there's a lot of information here; I'd go back to it on a regular basis.'*

“ I just want a short summary; are you getting better, are you getting worse, are you standing still? ”

Table 2:

- A regulator/government representative asked *'would this be sent to all interested stakeholders?'*
- A regulator/government representative highlighted *'you talk about the one page summary going to all interested customers, I might find it interesting but I think most customers would just throw it away to be honest!'*
- A voluntary organisation representative considered that *'yes but you talk about keeping customers aware so you should really be sending this out to them.'*
- A developer/connections representative made the point that *'if you've got an interest, you'd read it and take it in, but if you don't, you really won't bother to look at it. Most people just want to keep their power on, it's an expectation that they always have power but they just aren't bothered about all this extra detail.'*
- An energy/utility representative commented *'it would be nice to relate it back to a vulnerable or specific customer case study to see what WPD is doing instead of just general big statements on what you are achieving.'*
- A regulator/government representative remarked *'it's about making people aware that the extra information is available; giving them the choice if they care enough to go and*

find the document themselves instead of just forcing the document upon them in the mail!’

- A voluntary organisation representative felt that *‘an interactive report would be far better, if for example I want a bit more on a specific case and would like to get more information, I would rather just have a hyperlink that allows you to dig further into the document and refers you to the correct area directly instead of having to navigate through your index section which can be quite time consuming.’*

Table 3:

- A housing/development representative considered that *‘there seems to be a lot of duplication. You can produce this and Ofgem will turn around and produce another report. It seems inefficient.’*
- A voluntary organisation representative felt that *‘it depends on who this is for because end consumers would probably just want a one page table. The data table will be useful if you have a particular geographical area you would like to look at.’*
- A voluntary organisation representative explained that *‘end consumers would prefer it to be nice and simple. You have to be quite interested as an energy user to look through the summary document.’* (S)he added that *‘if some of the information is available online in an interactive manner where someone can draw the bits they need and build their own concise report. That might be more suitable.’*
- A housing/development representative agreed and stated *‘I quite like that idea actually. There is quite a lot to wade through here.’*

Table 5:

- An academic/education institute representative said *‘it makes sense.’*
- A business customer representative agreed.
- An elected representative further agreed stating that it *‘works well.’*
- An elected representative raised the point that *‘a lot of people might not be aware which of the WPD regions they come into. There should be a map showing the boundaries. People might not realise which area they fall in.’*
- A business customer representative made the point that *‘I wasn’t aware that you would do any flood defence projects. Is that because government funds it or WPD funds it?’*
- An elected representative asked if that is *‘to protect substations?’*
- A business customer representative commented that *‘there was one substation last year that virtually got totally submerged.’*

Table 6:

- A voluntary organisation representative said that (s)he *‘particularly liked the comparison with other DNOs in the document. It makes it much more tangible and understandable.’*

- An energy/utility representative agreed, saying *'I think it's good to see spending as a breakdown.'*
- A voluntary organisation representative emphasised that *'it's a good thing for people to dip in depending on their level of interest, with the ability to go deeper if necessary.'*
- An elected representative asked *'is there appropriate signposting within the document?'*
- An elected representative argued that *'I think it's a good balance, you're not blinded by too many statistics.'*
- A voluntary organisation representative said *'from a sustainability point of view, it's a lot of good quality paper. Is this a good use of resources? Is it good for the environment?'*

Table 7:

- A developer/connections representative explained that *'WPD should clarify who this report should go to.'*
- A developer/connections representative remarked *'the short document strikes me as fine.'*
- An energy/utility representative mentioned *'this is the ideal way; you are able to click for more information if you need to.'*
- A developer/connections representative stated *'WPD should clarify if this goes to regulators as well as the stakeholders.'*
- A developer/connections representative made the point that *'I would like to see this document as the CEO of my company, the only thing I would like to see is a summary document, but I do like the look and feel of this. I like the traffic like system as well.'*
- A law firm representative agreed *'it is simple, informative and colourful. You want to turn the next page unlike the other report where you get a bit of graph fatigue after a while. It is good how you have the Ofgem yard sticks on most pages too. It is about the right level of detail for me, maybe WPD should state how they compare to the other DNOs - specifically how well you are doing!'*
- A business customer representative considered *'I would say possibly improve the design of the document, maybe ticks for bullet points work well or not?'*
- An energy/utility representative enquired *'should the reliability title not be the same as those in the presentation of "keeping the lights on"?'*



Table 8:

- A voluntary organisation representative commented that *'as a customer, some of the sections should be divided between domestic and business.'*
- A technology representative suggested that WPD make a YouTube video with this information, explaining, *'produce a two or three minute video to guide the viewer through all the info on this document. That would be very good'*. However, a voluntary organisation representative warned *'don't forget those who are not online.'*

- A business customer representative pointed out that *‘as a customer this is plenty, how much time do you have to read as a customer? In some ways it is even too much, could be even shorter.’*
- A voluntary representative said *‘you need something to make people read it, perhaps put some pictures in it?’*
- A housing/development representative commented *‘I like the idea of an online tool to dip in and out of the areas you are interested in.’*
- A technology representative suggested using *‘an interactive webinar or an online seminar to explain certain things to users. It would be extremely helpful.’* (S)he pointed out that National Grid already does this very well. In the future, (s)he suggested perhaps these stakeholder events could take place online to improve efficiency.

“As a customer this is plenty, how much time do you have to read as a customer?”

Table 9:

- A technology representative maintained that the *‘traffic light approach is fine, depending on the target audience.’*
- An energy/utility representative commented that *‘the one-page format is not relevant.’*
- A housing/development representative thought that *‘the one-page format is still useful.’*

Table 10:

- An energy/utility representative felt that *‘domestic customers are going to go as far as the twenty pager – at best.’*
- A domestic customer stated that it *‘looks very pretty and is very clear.’*

Table 11:

- A developer/connections representative felt *‘the main danger is just of putting too much information in, people won’t read it.’*
- A business customer or representative, an environmental representative and an energy/utility representative all expressed positive feeling towards the size and form of the 20-page document. An environmental representative called it *‘lovely.’*

Table 12:

- A housing/development representative commented that *‘friendly fonts and informal language can sometimes stop it from being professional. WPD doesn’t do this and I think that’s good.’*
- An energy/utility representative argued that *‘it’s a bit green. Maybe break it up with some other colours. As an information report, it’s always going to be difficult to make it an easy read.’*

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

Table 1:

- An academic/education institute representative pointed out that *'it's for the company to fulfil its obligation to Ofgem. WPD is exemplary, the way you put information out is brilliant the website is very accessible.'*
- A domestic customer asked *'in reality how many people take any interest in this until it's a problem? They can't be bothered most of the time. They can't be bothered to keep a telephone number on them. It's distributed all the time. There's lots of money being spent saying the same thing. The average customer doesn't know WPD.'*

Table 2:

- An energy/utility representative argued *'you have to get through a lot of political stuff to get through the information! The political spin stuff could really be in the middle of the report while you keep the facts and figures and more relevant information at the start.'*
- A developer/connections representative pointed out *'some sort of scale to show where you are and what you are heading towards instead of just some arbitrary targets would be very helpful.'*



Table 3:

- A business customer representative highlighted that *'it is quite difficult to assess this because you don't really know the background as to whether the commitments have been met or not met. So a piece of information as to how WPD has not put in a tracker is a bit meaningless. The more important thing is probably the information Ofgem produces. It is not an isolated piece of information but something which shows how WPD is doing compared to other DNOs.'*
- An academic/education institute representative felt that *'as a researcher, this is the kind of detail that I would be looking at to try and back up an argument. This would be great.'* (S)he also mentioned that *'it depends on who your target audience is.'*

Table 5:

- A business customer representative said *'I think it's good because it might be the kind of thing people are familiar with because it's how Ofgem presents its consultations and reports. For the purpose, it does what it needs to do.'*
- An academic/education institute representative commented that *'it's fine.'*

- An elected representative said *'you could argue it's brain scrambling, but if someone is interested, then it might be good. It's more information and if you were asked a specific question, then this would provide the necessary information for that.'*
- A business customer representative suggested that *'it would be good to have as an email.'*

Table 6:

- A voluntary organisation representative said that *'it is a readable report, it has enough information. I want to know what they are doing over and above what they need to do – that's important for me.'*
- An energy/utility representative agreed, remarking *'the level of detail is exactly what you need.'*

Table 7:

- An energy/utility representative commented that *'you will not be looking at the detailed one unless you want the detail, which works fine.'*
- An energy/utility representative said *'the short one is really very good and you can't produce it without the long one anyway.'*

Table 8:

- A voluntary representative suggested that *'it is not particularly useful for domestic customers. I would read the short document, then other business customers would probably use the detailed one more.'*
- A technology representative praised this version, but suggested using bigger headlines *'so you can easily find the detail you want.'*

Table 9:

- A developer/connections representative argued that the *'level of detail is very important.'*
- An energy/utility representative maintained that *'the detailed report is quite a lot deeper than other DNOs. It just matters how it is collated. As long as you know what those figures are truly representing such as the facts and the time period. So perhaps DNOs could agree on a common approach, so you could look at any DNO report and they would be uniform. This definitely hasn't been the case in the past. So then you could try and work out why....the raw data is key.'*
- A technology representative proposed that *'there needs to be a specified format. We should be telling Ofgem "come up with a standardised format", we need to be able to compare the DNOs!'*
- An energy/utility representative agreed.

Table 10:

- An academic/education institute representative commented that *'we don't normally have any interest in going into the more detailed report. It's not really relevant to us but perhaps more useful for Ofgem or other DNOs.'*
- A business customer representative considered that *'we'd be more interested in the more detailed stuff especially on "smart networks".'*
- A domestic customer raised the point that *'having this information available shows that you are open, but – and there is a big 'but' – who is going to read it?'*
- An academic/education institute representative said *'we will look at this for particular research projects.'*
- A business customer representative agreed and added that *'for certain projects we will dig into the relevant detailed sections.'*
- A domestic customer made the point that *'if there is a business relevance this it is important. It's not useful at my level – hence, the three levels.'*

Table 11:

- A business customer representative said simply *'for me, for a detailed report that's the sort of thing I expect of a detailed report.'*
- An energy/utility representative argued against quibbling too much over its style with the point *'there's an opportunity cost of producing this, which is just getting on with your business.'*
- A housing/development representative also suggested that a year better allowed people to gauge if there had been improvement in that time, and that it was probably also a more *'reasonable amount of time to expect improvement.'*



Table 12:

- An energy/utility representative stated that *'it is what it is, when you get to this level of detail.'*
- A housing/development representative asked *'do these things come with a glossary, to help interpret jargon?'*
- A developer/connections representative affirmed that *'sometimes more numerical detail can be really useful. It's also important to put these figures in context. For example, if you're spending £5m in one area, should it in fact be £20m?'*
- An energy/utility representative made the point that *'WPD should be very clear about what it puts in there. Put important stuff at the front of the document. This is shown in the recent Citizens Advice report around clarity of financial reporting.'*
- An energy/utility representative felt that *'there is sometimes too much green. My power went off five times this year and I want acknowledgement of this.'*
- A local authority officer representative asked *'does the "read more here" link take you to the website?'*

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

Table 3:

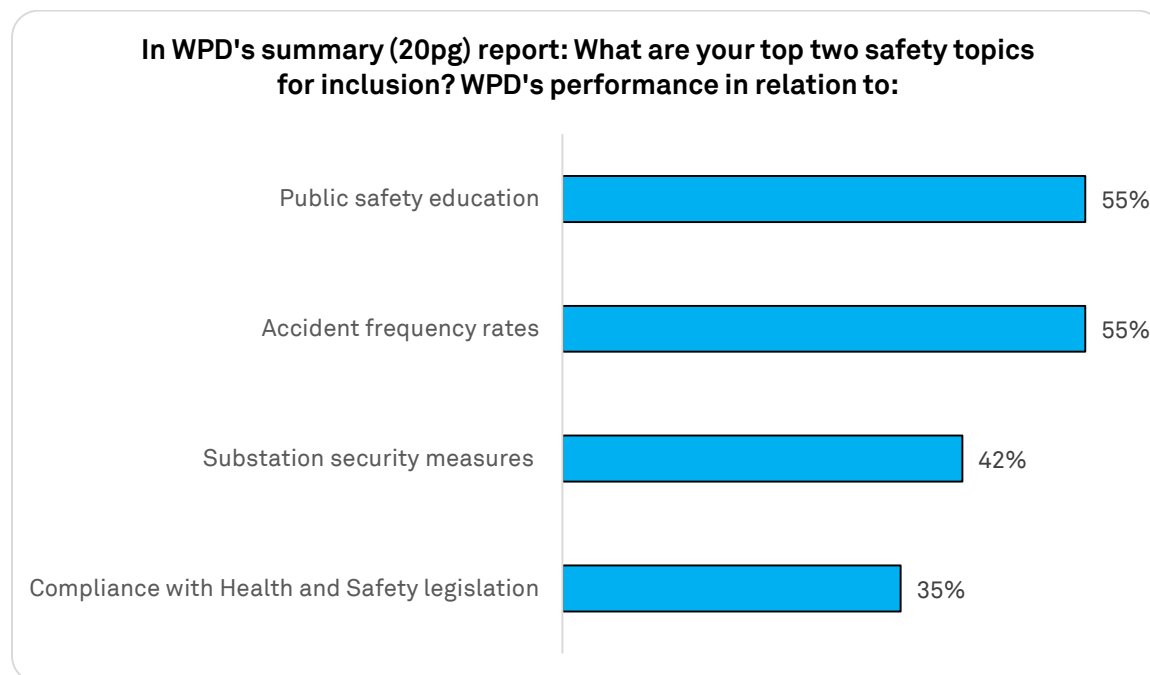
- A housing/development representative said *'you can create something as a one off which says you are interested in this and it will compile that information and send you some kind of alert monthly rather than have a chunk of information which would not all be relevant to you.'*

Table 9:

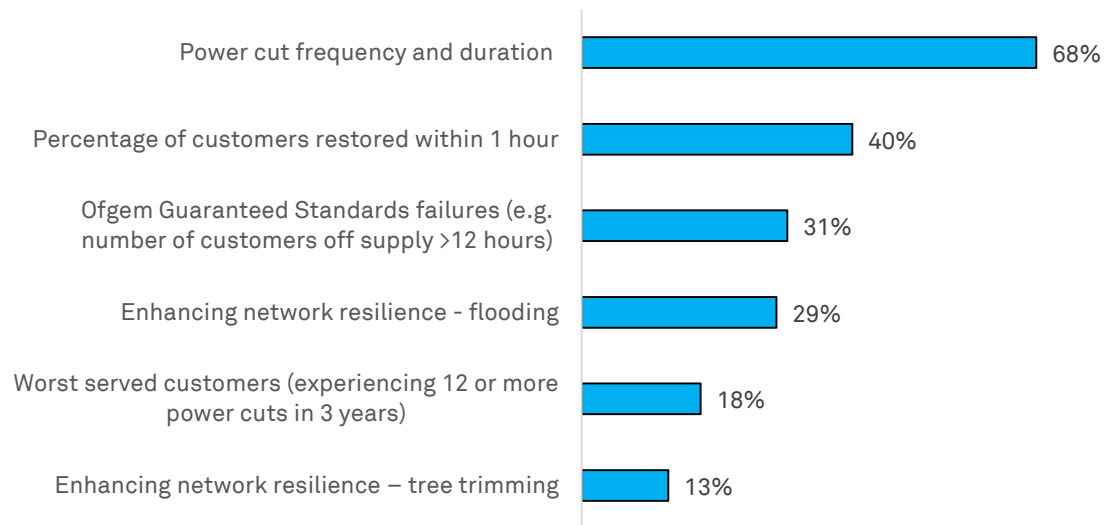
- A technology representative queried *'how does WPD collate this information?'*

5.5 Individual voting results

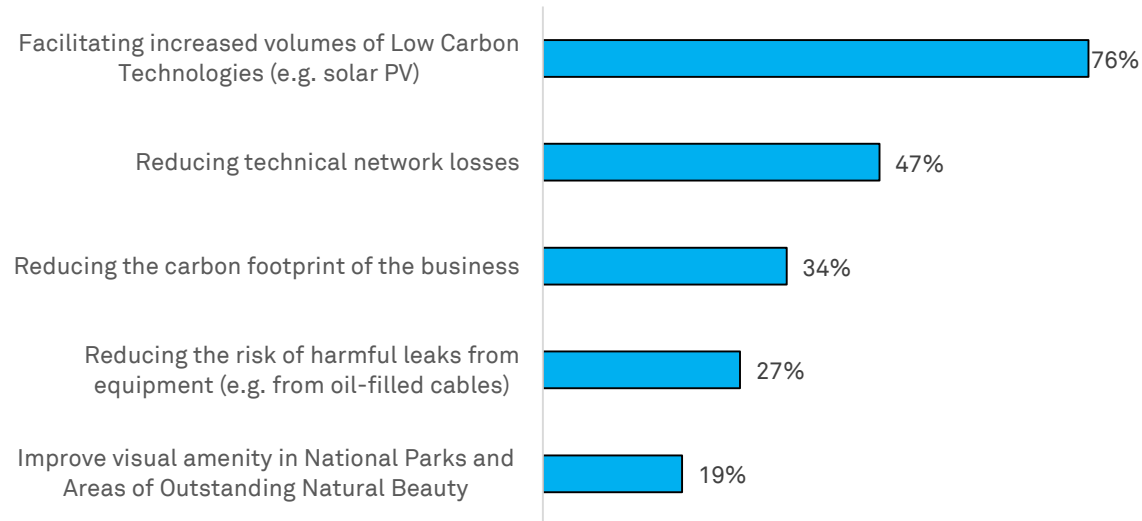
After group discussions, the stakeholders were asked to vote individually on their top two topics to be included in each section of the summary report. The results are displayed below.



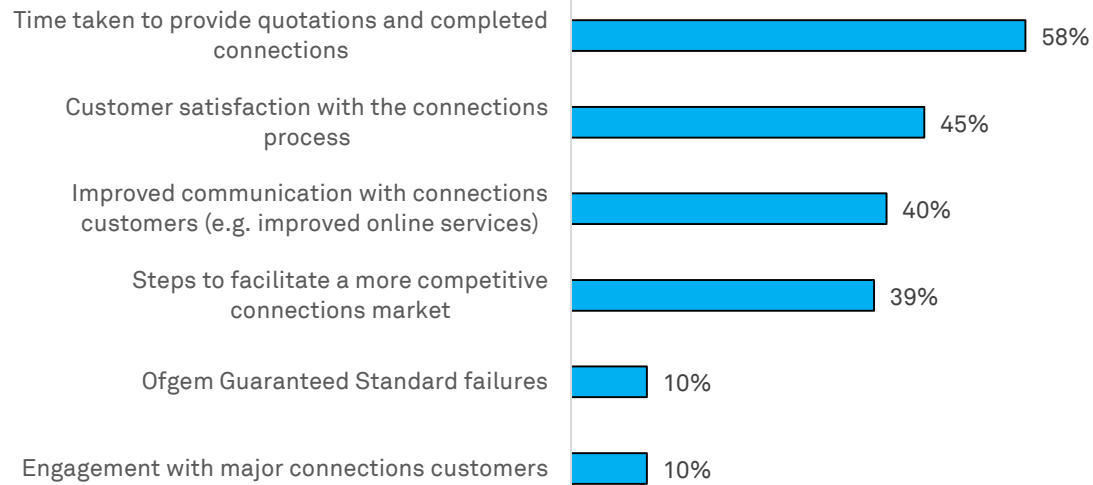
In WPD's summary (20pg) report: What are your top two reliability topics for inclusion? WPD's performance in relation to:



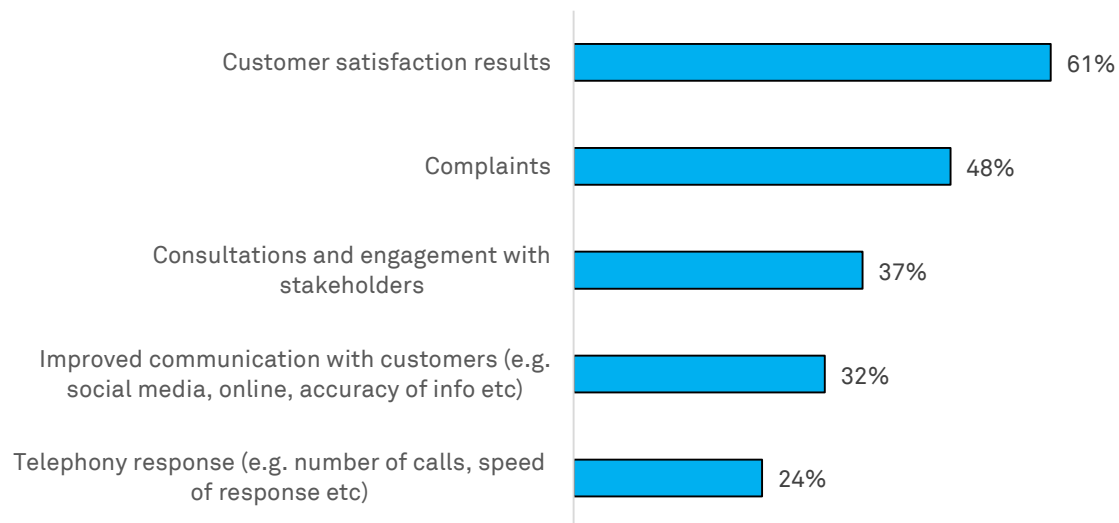
In WPD's summary (20pg) report: What are your top two environment topics for inclusion? WPD's performance in relation to:



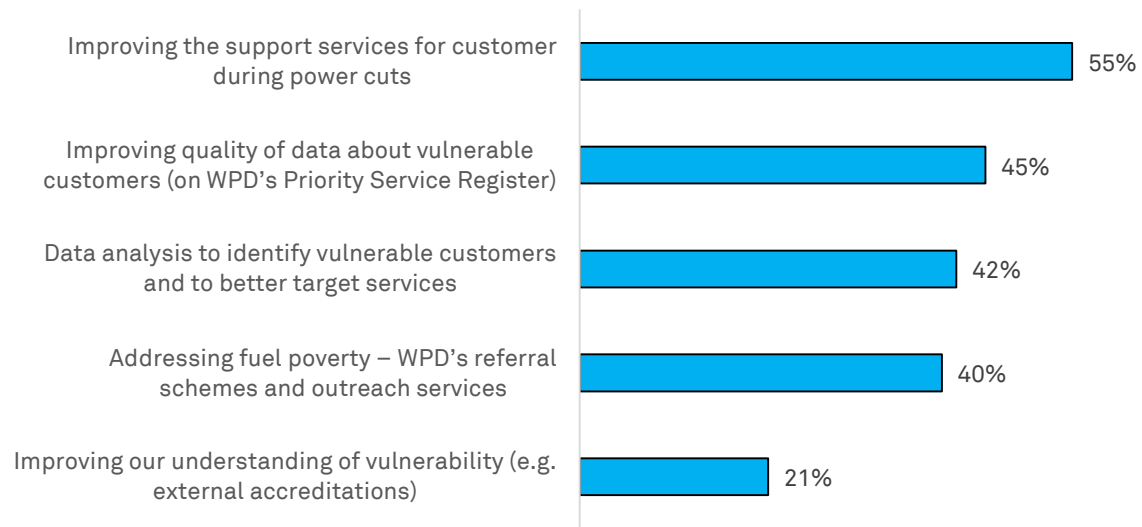
In WPD's summary (20pg) report: What are your top two connections topics for inclusion? WPD's performance in relation to:



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



In WPD's summary (20pg) report: What are your top two 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

Within this workshop session, discussions were held around the following key questions:

- Do you understand what a smart network is and what its advantages are?
- Have WPD correctly identified the key issues in transitioning to be a smart network?
- What do you think of WPD’s five strategy areas?
- How should WPD engage with stakeholders on this issue in the future?

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

Table 1:

- A domestic customer stated *‘I don’t know if the video would make much difference to the average consumer.’*

Table 2:

- A developer/connections representative remarked *‘yes definitely.’*

Table 3:

- An academic/education institute representative explained that *‘it’s the ability to use IT and telecommunications to manage the distribution of power to places where it is needed and being able to divert it from places of low demand where it is not required at that time to places of high demand which might not have enough energy.’*
- A developer/connections representative pointed out that *‘the system at the moment is still dumb but we are faced with a different situation. You have demand in different places and generation at different places. It is about moving energy from high to low demand but also how to take energy to be generated which is not from the National Grid and use that as well.’*
- A developer/connections representative emphasised that *‘the advantages are massive. If you look at how people are using their energy, it is in a very inefficient way. To be able to know where we have got energy and where we need energy and to be able to match those things is a huge step.’* (S)he added that *‘it is not only about increasing efficiency and reliability but also being able to assess how much spare capacity you need.’*

- A housing/development representative mentioned that *‘as you see more population growth, you can’t deliver it in the traditional system anymore.’*

Table 4:

- A voluntary organisation representative said *‘we’ve talked to various companies about all sorts of things regarding customer journeys and customer experiences, and know there’s a whole bunch of issues. We’ve got a rough idea of what’s going on. Our priority is to make sure the user knows what’s going on and the pros and cons and we’re in the middle of some work educating consumers with energy companies.’*
- A housing/development representative felt *‘for the lay person the answer is obviously no. A lay person is going to need an awful lot of education, but it also depends on how much the lay person needs to know. It’s about working out how to sell the advantages and balance that with concerns about the data.’*
- A housing/development representative asked *‘have you related it to the digital switchover? When the switchover happened there were still people sitting there not knowing how to get the television.’*
- A voluntary organisation representative pointed out *‘our point of view is that whenever you’re launching something it’s two weeks afterwards that people notice it’s happened. We find its t+2 weeks, rather than t-2 weeks.’*

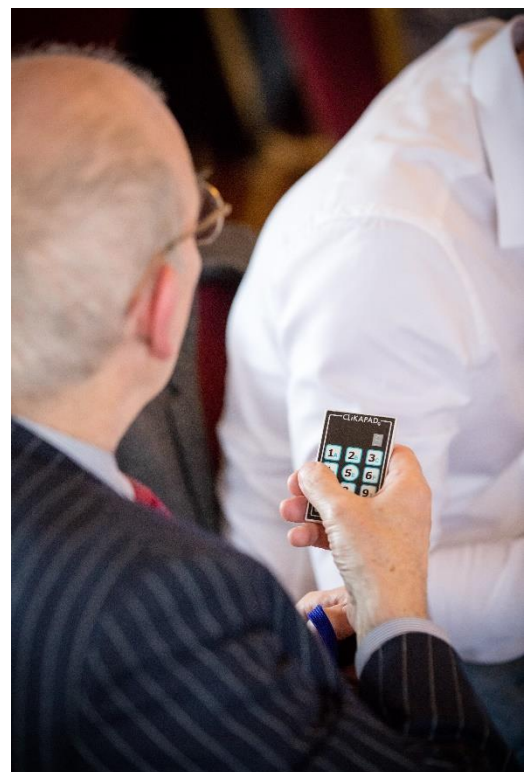


Table 5:

- A business customer representative said *‘I’m more confused than ever. You know, to me, individual houses providing electricity into the grid. But you’re telling me it’s more complicated than that. When you talk about low voltage, do you mean charging of electric voltage? What is low and high voltage? When would you need more than 1000 volts?’*
- A business customer representative raised the point that *‘at the end of the day, we’re moving towards a low carbon economy and will need more electricity. Homes will be generating more of their own electricity, but with smart meters we need to smooth out the peaks to avoid charging all electric cars at the same time so we don’t overload the network.’*
- A business customer representative complained that *‘I get confused between smart meters and the smart network. People can draw a conclusion that smart meters are it. What you’re really saying is you have to cater for both-way transmission. Surely it’s best to have back-up equipment to keep in specific areas.’*
- A business customer representative made the point that *‘I don’t understand where National Grid takes over and where you do – you seem to share some functions.’*

Table 6:

- A voluntary organisation representative said that *'perhaps it is an argument about differentiated pricing. For instance, charging more in peak times and less in cheaper times. I get the idea of it, but I'm not sure I get the reality.'*
- A voluntary organisation representative said *'I get the idea and the overview of it.'*
- An elected representative told the other attendees that *'smart meters are part of the smart network, but not it in its totality.'*
- An energy/utility representative said (s)he saw it as *'WPD being able to do things differently through "smart networks", moving beyond a business as usual phase and making a sustainable grid for the coming years.'*
- A voluntary organisation representative argued that *'trying to match current demand with future demand will require a lot of forecasting. It is currently not clear what is and is not in WPD's remit.'*

Table 7:

- An energy/utility representative said *'the video was brilliant.'*
- A developer/connections representative commented that *'I am not sure everyone knows about it outside of the energy industry. The whole arena of "smart networks" is something we always talk about particularly when working with electrical engineers but I'm not sure others appreciate "smart networks".'*
- An energy/utility representative pointed out that *'most of the DNOs are working out what they have to do. You almost need the video as a government information video for all to see. However, the bit it alludes to is how much information you need. If you need information from every little substation it must all be automated which WPD does not do now.'*

Table 8:

- A technology representative said *'the video was headed in the right direction, with some useful pointers.'* (S)he continued, stating *'there has been a substantial shift between what people used to think "smart networks" were, and what they now are. It is moving very quickly towards renewable networks, which was not the original intention for "smart networks".'*
- A technology representative commented *'I am very encouraged by what I have seen today. But I don't think WPD has got any allowance or ability to do this. Simply, how will WPD achieve this? WPD has identified the smart network idea effectively but can the aims really be achieved?'*
- A technology representative continued, saying *'we are fast moving into a situation where the DNOs are going to hold up the whole energy system. WPD need to keep the lights on in the future. WPD can't solve this by themselves, they need connections people to bring new ideas, and so the stakeholder part needs to be expanded.'*

“ We are fast moving into a situation where the DNOs are going to hold up the whole energy system.”

- A business customer representative pointed out that *'the British people don't like to be told what to do. They have to be shown incentives.'* He said *'WPD have done some really good work in this area, but you have got to work with National Grid on this.'*
- A developer/connections representative said *'we have got to educate the end user and provide incentives.'*
- A voluntary representative hoped that *'a lot of education is built into this project, because education is important to change behaviour.'*
- A housing/development representative pointed out *'it can be hard to get the message through to some groups, such as owner occupiers.'*

Table 9:

- There was general consensus that everybody understood “smart networks” and their relative advantages.

Table 10:

- A business customer representative said that (s)he supposed *'it's just a way of optimising the grid to cope with increased integrated generation.'*
- A domestic customer stated that it was *'a move from a passive system to an active system.'*
- A domestic customer commented *'if you don't balance supply and demand you will have an inefficient situation and the only way to do it is to communicate with each other.'*
- An academic/education institute representative raised the point that *'if you have a smart home you could provide the voltage control and demand management for the network.'*

Table 11:

- There was consensus around the table that the video explained the purpose of smart networks well.
- An environmental representative liked it for being *'different from a plain infomercial, your attention is focused, it sort of speaks in words you can understand.'*
- An energy/utility representative agreed that they thought it was good, although qualifying that *'obviously if it's aimed at people who don't know the first thing about "smart networks" that's good, maybe if it was for a more technical audience it would be a bit different.'*
- A business customer or representative thought it *'gave you a good idea as to what the key issues were.'* Although when asked if the video needed updating slightly thought *'the next version should focus on how a smart grid affects people's work, their lives, be more customer focused.'*
- A housing/development representative voiced a concern that although *'it was very informative in a very simple way it's quite a scary vision ending up with a wind farm in your garden.'*

Table 12:

- A housing/development representative asserted that (s)he *'understand(s) what a smart network is in this context.'*
- Everybody on the table agreed.

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 local authority officer representative highlighted that *'one of the challenges is communicating this to people who are reluctant.'*
- An energy/utility representative asked *'are these the challenges in transitioning to a smart grid? The smart system is a big prize because when you can optimise the amount of generation required, only then can you look to optimise pricing.'*
- An academic/education institute representative said *'the DNOs have to look at their own network. The challenge is that people will think about their own network and not work together. If we get it right it matches the customers' needs. But there is the issue in the longer-term process.'*
- An energy/utility representative argued *'it's policy and the role of the government.'*
- A local authority officer representative pointed out that there *'might be new innovative partnerships in public sector areas. If we have WPD assets down the road and WPD invested in their own telecoms network we'd be quite happy to jump in – they'd have more resilience than BT.'*
- A domestic representative stated *'I would think the two we've been talking about are the most important. The cultural problem is phenomenal. Domestically I will turn the light off automatically, my wife won't – nothing will change that. Using the washing machine at night doesn't come automatically. There is a massive challenge to role this out.'*

Table 2:

- A voluntary organisation representative stated *'is there something referring to the role of smart metering – getting data from households will be a big challenge.'*

- A developer/connections representative highlighted *'you talked about communication just now at the end of the presentation but this doesn't mention communication at all! The actual bits of kit you need and the biggest challenge to solve is just how exactly you communicate – you need to know where you will move that power to. I know it's done at a higher level but it's not being done at a lower level with the 200,000 odd substations towards the homes.'*
- An energy/utility representative felt that *'I'd say ownership is not always clear where that sits too within the DNO. All DNOs have the same smart network problems, there's a lot of contentions with problem identification and development of key strategies.'*
- An energy/utility representative made the point that *'it's very new so it's hard to identify all the challenges at once.'*
- A voluntary organisation representative queried *'also who pays for this? Is it the homeowners or WPD? – ultimately it's going to be the customer!'*
- An energy/utility representative remarked *'the 'who pays' question can be a bit damaging where actually you can see "smart networks" have longer term pay backs. It's a very short term viewpoint to write off "smart networks" because they're expensive when in reality replacing the whole network itself from scratch would be far more expensive!'*
- A voluntary organisation representative stated *'yes but in my world whether WPD increases an energy bill by 10% or 20% it does have a big impact.'*
- A developer/connections representative enquired *'is there much collaboration with other people starting to develop "smart networks" such as UKPN or National Grid or even other DNOs looking at bringing adjoining "smart networks" together? I think there will be a fluid area where generation connects to distribution, so it will be important to make sure all parties are communicating and know what's going on.'*
- A developer/connections representative commented *'you need someone to oversee the whole process. The issue of too much generation into the grid is being looked after, but at the end point of connecting to the consumer and customer there is a vast amount of work and investment needed. So you really need someone to watch over and make sure everyone collaborates with each other on working "smart networks" into homes.'*
- An energy/utility representative said *'there's very little contact between the suppliers and the DNOs at the moment so that is something that could be looked at particularly as suppliers work with the smart meters.'*



Table 3:

- A business customer representative felt that *'it is difficult to comment because they are technical issues. If you don't understand how "smart networks" work.'*
- A developer/connections representative commented that *'from my limited point of view, it looks about right.'*

- A housing/development representative argued that *‘you are moving to something new. The problem with that is to establish a standard of what the future is. You have a lot of ad hoc stuff going on here but these are relatively polar parts. I would like to see more of a technical strategy which lets us see what the template for the future is from the perspective of a service provider.’*
- A business customer representative raised a point that *‘the only other thing which I thought I might see is just capacity as an issue on its own. One of the things that smart grids would facilitate is ensuring we are not overproducing but that will produce issues around capacity which WPD will need to manage. It will require that WPD slightly change its conservative view on bringing new distribution connections online.’*
- A developer/connections representative considered that *‘with the right infrastructure and the right tools, all this knowledge is knowable such as weather data. I think part of that is we have a part to play in it in terms of customers.’*
- A developer/connections representative emphasised that *‘there needs to be a lot of coordination. You have to always maintain net neutrality between high surges of demand and surges of supply.’*
- A housing/development representative pointed out that *‘it is interesting as well because you have transmission and distribution staff. There needs to be an interface which allows them to connect and manage the network.’*

Table 4:

- A developer/connections representative commented *‘I found these five quite confusing, I didn’t think they related very clearly. The video was great. These five feel like five implementation projects to me, rather than five strategy points.’*
- A voluntary organisation representative felt (s)he *‘needed further information to get those five strategy points.’*

“Surely a major problem is that you can’t store electricity?”

Table 5:

- An elected representative suggested that *‘equipment suitability should be most important. In a changing environment, we have to make sure the equipment can deal with it. At the same time, suitability should be met with fault level. If you get consistent faults, that’s a problem. Those would be the first two for me. If you get that right, you can move on.’*
- An academic/education institute representative thought that *‘I think they look right – they are all key issues. Obsolete equipment remains a problem. Equipment suitability is the key priority.’*
- A business customer representative said *‘surely a major problem is that you can’t store electricity? There’s a lot of research into storage. If you could store, then problems wouldn’t be so important.’*

- An academic/education institute representative raised the point that *‘we do a lot of research into smart grids and storage, and this is also being done by private sector motor manufacturers.’*
- A business customer representative commented that *‘Birmingham University has a big scheme in storage. Particularly at household level that would be good.’*
- A business customer representative felt that *‘they’re quite equal, but I would also say that equipment suitability is up there.’*

Table 6:

- A voluntary organisation representative said that *‘electric cars are a major issue, there’s real questions about how will they affect capacity.’*
- An elected representative argued that (s)he *‘had heard that the government does not want a surge in electric cars as we already have reached maximum capacity. What does this mean for the grid? Will it leave us in trouble in the future?’*

Table 7:

- An energy/utility representative asked *‘please clarify that those five issues don’t just refer to the issues they are in, thermal capacity refers to all of them.’*
- A developer/connections representative suggested that *‘nothing is missing from that list.’*
- An energy/utility representative argued that *‘the bit that’s not in there is the answers to those problems.’*
- An energy/utility representative said *‘I would say the most important issue is equipment suitability since everything falls out of that.’*
- A housing/development representative agreed *‘I would go along with that. I guess the issue of communications comes up again.’*
- An energy/utility representative added *‘as to which is the least important I don’t think I’m qualified to answer that.’*
- A developer/connections representative said *‘yes I would agree with that.’*
- There was general consensus amongst the group on this.
- An energy/utility representative highlighted that *‘individually none of these will break the network.’*



Table 8:

- A technology representative considered that though WPD currently has a monopoly on the distribution network, in the future *“smart networks” may come from other people, for example, a housing development might manage its own power.’*
- An energy/utility representative believed that *‘commercial innovation and service provision innovation are crucial to building a smart network.’*

- A technology representative pointed out that *‘a smart network might not necessarily be your network, but WPD will still have to manage it. WPD will have to pull the whole thing together.’*
- There was consensus around the table that data integrity and IT systems are crucial to creating a smart network.

Table 9:

- A developer/connections representative maintained that *‘although all the other issues are right, the one area that’s missing that WPD needs to talk about is the government, because the government is driving one policy and other people are driving another. But I’m not sure that the DNOs, and WPD in particular, and also National Grid, and then the government – are talking to each other! They mentioned the move from MegaWatz to MegaWatz/hours. Ok, this transition is happening. But there’s a lot of work to be done to sort this out. Who’s talking to the government?’*
- A technology representative argued that *‘WPD needs to talk to the government’s consultants too who may be a little bit behind on the forward thinking.’*
- A developer/connections representative contended that *‘National Grid and the ‘drive store’ are crucial. But the ‘store’ isn’t the key in all this – suddenly the government has decided to get rid of coal and gas, and now we need to get into greener sources of fuel, and by introducing that we have created a massive problem.’*

Table 10:

- An energy/utility representative said that *‘whether you agree with the key issues identified depends where you are on the network.’*
- A business customer representative admitted that *‘my knowledge of these is limited.’*
- An academic/education institute representative made the point that *‘facilitating connectivity will be the biggest challenge. WPD probably does not have the resources to do this job yet.’*
- An academic/education institute representative considered that *‘skills are very important because we must get the people looking to the future. The right people have the right skills and do the right job.’*
- A domestic customer queried *‘is this a global problem? My thought is to try and tap into what is being developed elsewhere rather than recreate the wheel.’*
- A domestic customer asked *‘how far are you going to be allowed into individual and personal choices? The population don’t seem to be ready for that at the moment.’*

Table 11:

- An energy/utility representative stressed that *“‘smart networks” are only going to work in tandem with communications technology, it’s an issue of coordinating those two things.’*

- A business customer or representative questioned how *'your network in the street will manage a smart network if everyone's trying to charge their electric car on the same street - there's a significant issue there depending on the level of changes...'*
- A developer/connections representative remarked that *'the era of centralised government is potentially coming to an end, which will affect things – it might be harder to monitor generator output from a central place.'*
- A developer/connections representative said that *'some of the alternative distribution networks aren't very well defined, I asked WPD for some maps but they just basically had the distribution sub stations - compared to UKPN it should be a bit better.'*

Table 12:

- An energy/utility representative made the point that *'from a market point of view, we find that what's missing is interaction with the National Grid. We can't look at the network as an island anymore. It must be part of a wider national framework.'*
- A developer/connections representative argued that *'it's about the end user and changing their lifestyle habits. It's about educating customers about the smart network and the impact and delivery process associated with the smart network. People need to start thinking about the future.'*
- A housing/development representative considered that *'there is a generation of people that take energy literacy for granted. We must tie in educating people with infrastructural development. The man on the street is what's missing here.'*
- An energy/utility representative added that *'tying this together means WPD, National Grid and others working together, collaborating.'*
- A developer/connections representative asked *'would you collaborate with each other? You need a commercial framework to make any of this work.'*
- An energy/utility representative responded *'on education, I don't think there would be an issue around collaboration.'*



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

The strategy areas WPD identified were:

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

Table 1:

- A domestic customer pointed out that (s)he felt *'the culture is missing.'*
- An academic/education institute representative said *'the telecoms issue has to be in there. Maybe you do the culture changes and technology changes in time, but until you create a smart network there's no point in changing your culture – you don't have an answer yet.'*
- An energy/utility representative highlighted *'it's tricky because there are really quick triggers. There was a trigger for a tender in National Grid and people applied. What happens if people suddenly have electric cars, or you put faith in that technology and it doesn't take off?'*
- A domestic customer argued *'data integrity is very important because if the data's not right nothing else matters.'*
- A local authority officer representative highlighted *'if you've got good data integrity, data analysis becomes transparent. You can spot what's happening.'*
- An energy/utility representative suggested *'research your customer base. If we were going smart as an incentive for customers to get a cheaper tariff, everyone shifts – you're just moving the problem. Some people who are penny pinching will move. How much has WPD looked at the customer base to see if they'll change their behaviour based on the tariff. What do we know about people's behaviour? Some families will do this, but it's about understanding your customer base. If not, you're just moving your peak to a different time. You don't want to grow the lines; but you still need to grow the network.'*
- An energy/utility representative said *'I've got a fixed tariff so it will cost me the same regardless of what time I do it.'*

Table 2:

- An energy/utility representative argued *'I'm not sure how well the stuff in the yellow box matches with the problems! I don't think the yellow box actually meets the aims.'*
- A voluntary organisation representative suggested *'that point we mentioned about joining up what everyone is doing means co-ordination needs to be in the other box.'*
- A developer/connections representative agreed *'yes they are quite broad areas so knowing exactly how much WPD is going to drill into those specific areas is very important.'*

Table 3:

- A developer/connections representative agreed that *'all five of them are spot on. They are certainly all very relevant.'*
 - A voluntary organisation representative commented that *'they are all hand in hand. You cannot deliver one without the other.'*
 - A business customer representative made a point that *'it is also about the timing. The data and market integration of its systems all have to happen for any change. Once that is changed, you can come up with customer propositions and installation of equipment.'*
 - A developer/connections representative highlighted that *'the data integrity and the IT systems are really important in that that then drives the issue on market integration as to what you can offer customers.'*
 - A voluntary organisation representative insisted that *'flexibility is equally important when you are designing as to how the market integrates. The IT sector needs some foresight as to what the national requirement or priorities are to be able to develop technology suitably.'*
 - A business customer representative considered that *'linking in with the government is very important. The government could set goal posts when you are doing all these things which might change the entire playing field.'*
- “ The government could set goal posts when you are doing all these things which might change the entire playing field.”**

Table 4:

- A developer/connections representative felt *'the idea can be more precise and individual consumers are supposed to be affected by that, which you can do now already. To do that in a more precise scientific way, unless you do education around that it's going to wash over 100,000s of people.'*
- A housing/development representative said *'I have to think, what is WPD's responsibility for this? I think it's the people who are delivering to the customer that should be doing the education. It's the retailer that should be explaining this to people.'*
- A voluntary organisation representative responded *'from our point of view we're looking to do a fuel poverty awareness week and relating it to "smart networks". We're looking to get an energy supplier in to do it, but from their point of view it's difficult to do it, because technologies vary between companies. It's a difficult issue to be impartial about as they're trying to push their smart meter from their supplier. They're conflicted about what their message is going to be. The point I'm getting at, at the end of all the internal dynamics in the industry, is that you have a consumer who doesn't really understand what is going on.'*
- A technology representative remarked *'on a very technical level, there are some issues around the effect of harmonics, there are some studies that say from a distribution point of view I don't know what is the penetration of smart metres in the area.'*

- A housing/development representative said *‘I was involved in the water industry and the different water companies still haven’t decided which is the best smart meter. Imagine how many different electricity companies there are around, each has to determine which is the best and right one to use.’*
- A technology representative pointed out *‘how to synchronise the new kit with the network is a problem. Harmonics and synchronisation.’*
- A technology representative related *‘it’s being researched and discussed if you introduce a wind turbine into a system, it may render the system unstable for some technical reasons as you can’t synchronise it because of harmonics. Synchronisation and harmonics are one of the biggest challenges for “smart networks”.’*
- A technology representative reported *‘there was a pilot project somewhere in Scotland, where they put in individual houses and controlled the wind turbine from depending on the supply and demand they can switch on and off units.’*
- A developer/connections representative argued *‘what WPD must be looking for from us is evidence of a need for this. Whatever it looks like in detail if they are required to move to this model they need to know what it should look like from us. Could get bogged down in the priorities, but I’d to spend time looking at what are the most important aspects of a smart network and these are the drivers of the smart network.’*

Table 5:

- An academic/education institute representative felt that *‘customer propositions and equipment are the most important. Far more than data integrity and market integration.’*
- A business customer representative complained that *‘I didn’t understand why you need to understand your IT systems. So substations are controlled remotely by radio? I don’t understand where National Grid and WPD separate. So you own some power stations?’*
- A business customer representative asked *‘does data integrity also include the storage and security of data from smart meters? The data element is very important, only because it ties back to the customer and confidentiality of data.’*
- A business customer representative asked *‘do television transmitters generate their own electricity?’*
- A business customer representative commented that *‘I was thinking about data integrity in terms of the smart meter data being sent back and being kept secure.’*
- An elected representative said *‘demand response is just the same as off-peak electricity – and that wasn’t successful.’*

Table 6:

- An elected representative said that WPD *‘needs to pay more attention to storage as its own issue.’*

- A voluntary organisation representative argued for the *‘need to look at regulation and where the market is moving to. One example is of meters showing readings every 15 minutes under EU law. What does this mean for data? Will we have to start totally changing our approach?’*



Table 7:

- A business customer representative felt *that ‘WPD should clarify if the customer needs to contact them or their energy supplier for new changes or ideas.’*
- A developer/connections representative complained that *‘there is a lot being made of the importance of data but what is also important is what you do with that data and how it is managed and that is not mentioned in these strategy areas. WPD should clarify what you will do with that data. How do you implement that use of data for customers so you have less outages and things?’*
- A developer/connections representative raised the point that *‘high profile stories in the news have highlighted the importance of security.’*
- A business customer representative suggested *‘WPD should clarify what data is taken from smart meters in people’s homes.’*
- An energy/utility representative explained that *‘IT systems will be essential. As your smart grid develops, your IT systems will become more important.’*
- An energy/utility representative remarked that *‘your “smart networks” system will allow you to make crucial decisions.’*
- A developer/connections representative mentioned that *‘customer perceptions are critical.’*
- An energy/utility representative stated that *‘you don’t have any choice on customer perception, otherwise you may have to spend a lot to make people not generate or not use at a certain time.’*
- A developer/connections representative made the point that *‘equipment is spot on as a strategy area but there should be more collaboration with us on developing this equipment.’*

Table 8:

- A housing/development representative felt that Demand Side Management (DSR) had been missed out. Others said that this issue has been covered later on, under customer propositions.
- A technology representative agreed and noted that *‘customer propositions might be the wrong way to describe it, as it sounds like only WPD are contacting the customer, whereas DSR requires the customers to contact WPD.’*
- The table felt another term should perhaps be used.
- A technology representative said *‘it is really reassuring that these areas are so well set out.’* (S)he said IT systems are essential otherwise *‘it will be a nightmare.’* An

energy/utility representative agreed and repeated the earlier point linked to that, that data is essential.

- A technology representative also highlighted that *‘commercial arrangements need to be included, because regulation does not encourage DNOs to do this.’*

Table 9:

- An academic/education institute representative questioned *‘how is WPD going to deal with all the data? You have integrity of it, you can get the data, but [in my line of work] we’re storing vast quantities of data, how do you get that into a presentable format that you can actually use?’*
- An energy/utility representative contended that *‘despite the advantages of smart data, if you know that the main load is at night, then you can better utilise your assets. It’s all about actually utilising data, making proper decisions from the data. Once you’ve got that data, it’s then determining whether it’s accurate or not. If you look at old MBI data, and then the new fancy kit, then there’s a real difference between the two.’*
- A technology representative commented that *‘this whole process has gone on for years. Smart metering has been spoken about since 2006/7, and it’s taken so long because of data integrity.’*
- An energy/utility representative agreed, asking *‘does WPD need to bring in third parties to run the new smart meters?’*
- A developer/connections representative asked *‘lots of processes to go through, will all the smart meters be the same?’*
- A technology representative queried *‘how many years will it be until we can control the dishwasher and all the household appliances?’*
- An energy/utility representative suggested that *‘in terms of regularity of data and how we respond to this, this smart metering is going to be on a voluntary basis.’*
- An energy/utility representative argued that *‘the problem with smart meters is that the people who will be earmarked for smart meters initially is anyone who has a pre-payment arrangement, and also large commercial ventures. This is another factor, the meter is now seen as being owned by the supplier, but in reality if there’s a fault with it, then it’s not their problem.’*
- A technology representative argued that *‘smart metering is really changing people’s lifestyles. It comes with higher costs when you use electricity at high peak times. Also, are we going to end up changing our habits because of our billing?’*
- An energy/utility representative reasoned that *‘there are real issues around education and “smart networks” and how the networks and customers’ demands will evolve. What comes across consistently is that these are impositions for which they have no*

“Smart metering has been spoken about since 2006/7, and it’s taken so long because of data integrity.”

choice. In terms of the customers' best interest, keep bills down and at a low level, so again education is key.'

Table 10:

- An energy/utility representative said that *'we have very similar strategies in our DNO.'*
- An energy/utility representative felt that *'market integration is crucial.'*
- An academic/education institute representative said that *'data integrity – there is an issue related to cyber security. This relates to the customer and their privacy. They will be concerned with both how and by who this data will be used in the future.'*
- A domestic customer added *'the data could be used by government bodies.'*
- An energy/utility representative pointed out *'the communication will only work if all the members in that market are pointing in the same direction with regard to market integration.'*
- A domestic customer felt that *'in the current world there is no point in looking to your politicians to coordinate market integration – it has to come down to the companies, all coming round a table. Is National Grid data something that could be shared?'*
- An energy/utility representative added that *'the national grid could share a lot more, however, it is not currently regulated in the same way as other market players are.'*
- An energy/utility representative stated that *'data integrity will be the key one. Without the real time visibility for what your network is doing, the establishment of a smart network will not be underpinned. You need to know what is going on in your own backyard first to build the trust and the communications channels across the market.'*
- An academic/education institute representative said that *'the past areas of research have been in the wrong direction. Until you have an automatic system, the change in behaviour will not happen. The smart meter will not produce a sustainable change in customer behaviour.'*

Table 12:

- A developer/connections representative wondered whether *'WPD sees itself as playing an active part in the generation mix?'*
- An energy/utility representative asked whether *'this generation mix possibility is nearer than you think? And could battery storage be the next challenge for the next generation?'*
- A housing/development representative made the point that *'as a developer, we're talking a lot about community generation. Is that something that you should be considering?'*
- A housing/development representative highlighted that (s)he *'does not believe that "smart networks" is on the radar for housing developers. They don't think it's going to happen.'*
- A local authority officer representative asked the question *'if you have capacity in the South West, surely you're going to say to community projects that we don't need it?'*

- An energy/utility representative felt that *‘education maybe needs to be brought out on its own. It should sit alongside some of this other stuff, even if it isn’t a separate strategy.’*
- A local authority officer representative queried whether *‘fitting smart meters in a domestic installation helps?’*

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

Table 1:

- An academic/education institute representative pointed out that *‘engaging with stakeholders on this is serious; regulations have changed – you were previously responsible for the customer, there was a direct link. We previously installed control systems so customers would set temperatures in their room and the substation would determine when heating came on and optimised the pricing; this was 25 years ago. The DNO had a direct link to the customer, but we don’t have that link at the moment. There’s a disincentive to work for the end user from the DNO’s point.’*



Table 2:

- An energy/utility representative made the point that *‘they should be more open and honest. The more information we have the better we can help WPD. There’s been a reluctance with DNOs to share information, however if they shared more we could work with them and give more ideas and solutions to the problems they face. At the moment you have to ask specific questions to get at the information you want which isn’t always ideal.’*
- A developer/connections representative considered that *‘more stakeholder engagement is always useful too.’*
- A developer/connections representative highlighted *‘you need a range of generator types so you get an input of what different models have on the network and when you look at other elements you can pull them together and make them work in parallel.’*
- An energy/utility representative mentioned that *‘timing is key as well, from a policy perspective WPD is moving towards bringing “smart networks” together. The government is doing a lot with “smart networks” at the moment and you should certainly look to work with the government on whatever you decide to do next.’*
- An energy/utility representative felt that *‘there’s no real point of contact to talk to at WPD and it’s always never exactly the right person to talk to about your problem! A smart network team or a specific point of contact about “smart networks” would be helpful to engage with.’*

Table 3:

- A voluntary organisation representative felt that *‘workshops like this give a good overview. However, I don’t have any technical expertise so perhaps you should be identifying stakeholders interested in this particularly and targeting them.’*
 - A business customer representative said (s)he *‘emailed someone from WPD’s innovation team once and now he keeps me up to date about any progress being made in managing demand side consumption and active grid management. I think he is doing the right thing.’*
- “I don’t have any technical expertise so perhaps you should be identifying stakeholders interested in this particularly and targeting them.”**

Table 4:

- A technology representative asked *‘if you have a sort of newsletter that you distribute about your activities in this area?’*
- A voluntary organisation representative said *‘if we’d known you were interested then when we could have got you to give a talk. We have an energy company going to do it. We have our own communication channels, we can do that kind of public engagement at direct levels. Most of our talks tend to be to organisations, but can talk directly to the general public, can use that too. We already do the ‘Power Up’ project.’*
- A developer/connections representative called for *‘more of this, it humanises you, can’t beat talking. Want a dedicated event on “smart networks”.’*
- A voluntary organisation representative felt they *‘wouldn’t have known about it, 26 advice bureaux in the region, I’m not sure if they all know if this sort of thing exists and if they got the invite.’*
- A technology representative commented *‘there are issues from a developer point of view, the distribution company might refuse to connect as it might upset the stability of the network.’*
- A housing/development representative argued *‘it’s going to stifle investment.’*
- A developer/connections representative believed *‘good connection is one of the things that is stifling connection.’*
- A developer/connections representative said *‘we’ve created a much more market driven network.’*

Table 5:

- An elected representative complained that *‘WPD has a communications problem with this. It’s a shame, but people might think they’re being taken advantage of.’*
- A business customer representative commented that *‘key contacts in the organisation who are experts are important to engage with so they can filter around. Working groups would be a good way of interacting with stakeholders.’*
- A business customer representative said *‘for a larger firm, they might have a chief engineer who could engage with WPD. For a company with five*

employees, it's difficult to spend time engaging with WPD. Because of the use of electric cars and low carbon technology, these things need to change eventually.'

- An academic/education institute representative asked *'are you incentivising charging electric cars at night to avoid peaks?'*

Table 6:

- An energy/utility representative called on WPD *'to talk to as many stakeholders as possible. Actively canvassing any companies who may be affected will be a core issue for them.'*
- An energy/utility representative suggested that *'as WPD get clearer with their priorities through the consultation process, they'll be able to better identify the right stakeholders, making them able to respond to their customers far better.'*
- A voluntary organisation representative disagreed, saying that *'WPD should not engage with domestic customers. You do, however, have to look at the eventual impact on the domestic customer. As I said, I'm not clear that there should be an interaction between WPD and a domestic customer at the moment though.'*

Table 7:

- A law firm representative said *'definitely yes to that, the video was informative and straightforward. If more of us were aware of these challenges, it would help. If you spoke to someone about solar energy on the street they think more is better but around this table we know it causes a lot of problems.'*
- A business customer representative considered *'everything about smart data at the minute is a myth – people think smart data is about identity theft or more expensive energy. The video helps and WPD needs to get the word out more.'*
- A developer/connections representative commented that *'when we develop new technologies the first people we contact are DNOs.'*
- An energy/utility representative pointed out that *'there are a lot of IT events WPD should be aware of such as low carbon innovation conferences. There was an event in Liverpool recently; it makes it look like something is happening rather than having fluffy conversations about nothing.'*
- A developer/connections representative agreed *'yes, it was a good conference.'*
- A developer/connections representative added *'the challenge is involving smart systems in everyday actions rather than just being an annual event you then forget about.'*

Table 8:

- A technology representative noted that *'people are surprised that this is coming so fast. The presentation today on this issue started off really well. WPD need to bring in users and customers to explain it to them.'* (S)he pointed to the example of National Grid, who do this well.

- A voluntary representative asks if *'it is WPD's final responsibility. In terms of getting the message down to customers, surely that is the responsibility of everyone involved, not just WPD.'*
- The table noted that this all puts a lot more pressure on the customer.
- A technology representative says *'we have to proactively engage with people on this topic, to show that this will definitely be happening soon'.*
- A technology representative pointed out that *'if energy provision fails because of a lack of smart network, then it is the vulnerable who pay the most if prices shoot up. So it affects "vulnerability" and "affordability" too.'*



Table 10:

- An energy/utility representative said that *'our DNO is looking at projects based upon home appliances running more efficiently and at appropriate voltage levels.'*
- A domestic customer added that *'the kettle uses 1%-2% more electricity than it needs each time it is boiled.'*
- An energy/utility representative shared that his/her DNO had *'recruited some customers for a test aimed at incentivising energy saving measures in their homes, for example the use of energy-saving bulbs and cold washes'.*

Table 11:

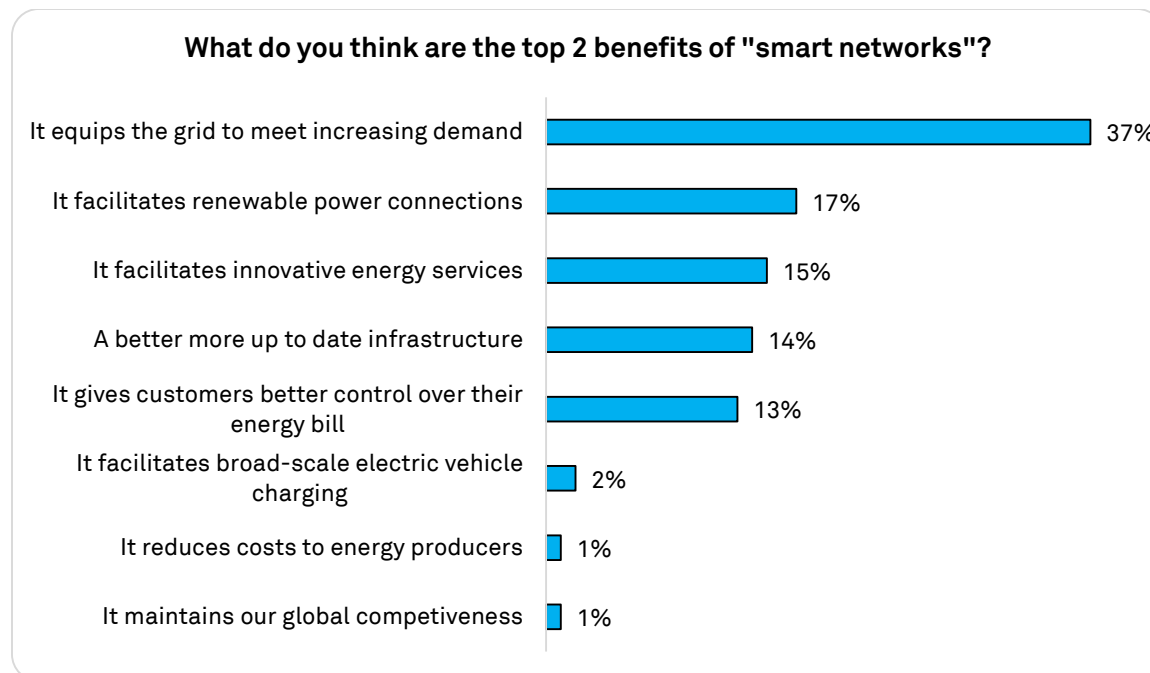
- A developer/connections representative felt that *'as long as it's on the website it's sufficient.'*

Table 12:

- An energy/utility representative argued that *'anything involving the grid as part of the discussion has to be the way forward. If collaboration is important, stakeholder engagement must be part of it.'*
- A housing/development representative re-iterated that *'energy literacy is a big problem. It's everyone's issue.'*
- An energy/utility representative commented that (s)he *'went to a Utility Week conference last week, and a key part of the discussion was about engaging on the benefits of the smart grid. Only that way can we build trust.'*
- A housing/development representative asserted that *'people care about environmental sustainability, but don't really know how to do anything about it.'*

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

Within this workshop session, discussions were held around the following key questions:

- What do you think of WPD's current approach and the projects so far?
- What do you think of WPD's proposed next steps?
- What do you think of ideas from other DNOs?

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

Table 1:

- A domestic customer asked *'what is the prime purpose of WPD?'*
- A domestic customer said *'so should WPD's job really involve any of these peripheral activities? They have a whole number of people with their fingers in the same pie. They will waste an awful lot of consumers' money.'*
- An academic/education institute representative questioned *'how do you contact and work with the end customer? It's the suppliers who send information to the end user.'*
- A domestic customer stated *'in my view vulnerability statistics should be gathered by the local authority. WPD should be getting an update from the different district councils – they shouldn't be doing it themselves. All district councillors have a responsibility for emergencies in their district and they need to know who's vulnerable.'*
- A local authority officer representative pointed out that *'it's difficult for the local authority to do this in some aspects. We have a responsibility to our patients, who in our area are vulnerable. That will change on a day-to-day basis. You've only got to contact the right people and we'll tell you who is vulnerable at that time. Time is spent on lists that can be out of date in the next hour. If you're contacting priority customers I can see the value in having a backstop filter. You can flag it up and safeguard. There's a lot of stuff here that the suppliers should be doing. I am interested in what has been played down, an annual refresh of our social indicator mapping. That piece of information and data needs to run quarterly which can run into everything else. Hot spots are key.'*
- A domestic customer highlighted *'that's another source for WPD to get information from – the NHS.'*
- A domestic customer argued *'you often have a difference of opinion between sales and production etc. but sales shouldn't be as critical of production as they aren't involved with that side of things. We're responsible for this and you're responsible for that. The problem with companies these days is that so many people have fingers in the same pie – no one has a real singular responsibility.'*
- A local authority officer representative highlighted that *'super dilution of data occurs when everyone is involved – key aspects of this data become less usable.'*

“The problem with companies these days is that so many people have fingers in the same pie – no one has a real singular responsibility.”

Table 2:

- An energy/utility representative stated *‘it’s all great, I thought what was interesting is it all links back to the smart grid idea to get people to reduce energy usage, they then win with lower bills and reducing strain on the network – it’s win win all round.’*
- An energy/utility representative highlighted *‘I think from my perspective we have a number of initiatives that we work with and the priority services register we are mandated to do but how we share that information is an important idea.’*
- A voluntary organisation representative remarked *‘health service referrals and sharing data is a good idea. Quite a lot of big questions on how much funding is given and how to get people onto the service in the first place need to be resolved.’*
- A regulator/government representative commented *‘for me district nurses and health workers – informing the right people on a trust by trust basis on who is vulnerable is vital. Working with the NHS to identify and help those vulnerable people is a fantastic idea.’*



Table 3:

- A voluntary organisation representative explained that *‘the project is brilliant in terms of what it delivers to customers and to people who are fuel poor. They give us the freedom and flexibility to look into all of these and you usually find that people who are fuel poor have issues in other areas as well.’* (S)he pointed out that *‘unless you get to the real cause, you are not going to be solving the issue. It is all about looking into all of the issues and trying to solve it as a whole.’*
- A voluntary organisation representative observed that *‘the outcomes have shown that for a small team, we have had a huge impact on customers.’*
- A voluntary organisation representative made a point that *‘it seems like you need a fairly broad approach. It is not just fuel poverty. WPD don’t want to be taking on beneficial specialists and debt management so it’s useful to push that out to organisations that already do that.’*
- A voluntary organisation representative emphasised that *‘people can argue that it’s a waste of money but it is such an important area. If you can help people meet their energy levels as they stand and make the costs affordable, it would dispel the perception that it is ‘green crap’ making things costly. Going forward, it would give us more scope in terms of investing into more technology.’*
- A voluntary organisation representative agreed and added that *‘there needs to be a lot about education as well and educating people as to how best to use their energy. People are just so sceptical of energy companies.’*
- A developer/connections representative questioned *‘where is the distinction between energy companies and WPD? Is this not more of the energy company’s responsibility?’*

- A voluntary organisation representative argued that *'it is about identifying people who are vulnerable. They already have a list of people who are potentially going to be fuel poor. If they have access to that information, and access to those people, it is about providing support for them.'*
- A developer/connections representative accepted that *'there is definitely a distinction between fuel poverty and vulnerability. It is not always the same thing.'*

Table 4:

- A voluntary organisation representative said *'I can't say anything as it's our project and we have a vested interest.'*
- A voluntary organisation representative believed *'I think it is those who have developed that rapport already, I think that's a better route to go down. People are a bit sceptical and might not interact directly with WPD. Also that awareness, going back to before, not many people know about WPD so might not trust WPD.'*
- A voluntary organisation representative said *'people value and appreciate it's an independent third party. We do find, whoever it is, that consumers getting a letter from somebody who doesn't really read it and sometimes doesn't even open it if they think it's from particular people. If they think it is independent then there more likely to look at it.'*
- A voluntary organisation representative pointed out *'we all hope that it's another way of getting hold of those people. The hardest to reach are the hardest to reach and if we can't reach them directly we can get to their neighbour, their friend. Even if we can't get directly to the vulnerable person we can get through to the hinterland of vulnerability.'*
- A voluntary organisation representative said *'yes I would say so, those are the things we look at, all those five things are key.'*

Table 5:

- A business customer representative asked *'are you saying you have direct information on vulnerable customers or does it go through a third party?'*
- An elected representative complained that *'people don't know they need to tell you about their stair lifts and kidney dialysis machines.'*
- An elected representative suggested *'couldn't you put a letter with a bill?'*
- A business customer representative said *'credit to WPD in emergency situations, including flooding. It's the old adage about going one step further and people remembering.'*
- An academic/education institute representative commented that *'most of these issues will fall under suppliers' responsibilities.'*
- A business customer representative asked *'how would you deliver the tariff-related intervention? This would depend on the supplier they have and switching suppliers.'*
- An academic/education institute representative suggested that *'there might be some scope for identifying vulnerable customers with meter readings.'*

Table 6:

- A voluntary organisation representative said that *‘in most cases, a lot of the projects don’t go far enough. When people move into a new property, they don’t feel comfortable enough looking for the best deal. They’re not quite sure what’s efficient. There’s so much more that can be done in this regard.’*
- A voluntary organisation representative argued that *‘the Power Up fuel poverty referral schemes are good because they identify the most vulnerable customers. They need more funding, however.’*
- An energy/utility representative said that *‘it needs to be made clearer where funding comes from. Who is paying for these services? There should not be taxpayer money just swishing around the system.’*

Table 7:

- An energy/utility representative queried *‘in doing this it sounds like you are a social service rather than a DNO and I don’t understand why you are doing anything on this especially since you don’t affect the price of energy. I can understand working with the vulnerable, but why should you spend money to help others. I can understand referrals but why pay?’*
- A developer/connections representative stated *‘the key words are referral and social responsibility, it is spot on.’*
- A law firm representative said *‘I have seen examples on the news that people aren’t helped but in this case you have the information and data to be able to help.’*
- An energy/utility representative asked *‘I applaud you for helping and referring but do you need to seek out to give help? That should be a job for social services, since the cost ultimately falls on the other customers that pay.’*
- An energy/utility representative suggested *‘what does that 500 list of referrals actually mean? What does WPD do differently if they are on your register compared to other customers?’*

“The Power Up fuel poverty referral schemes are good because they identify the most vulnerable customers.”

Table 8:

- A voluntary organisation representative thought the approach so far was right, and that *‘the results so far have been very positive.’*
- A housing/development representative agreed that these projects are *‘fantastic.’*
- A technology representative noted *‘it is good to see suppliers and DNOs working together on some of these projects.’*
- A voluntary representative explained that (s)he felt *‘suppliers often treat “affordability” as a bit of a sales gimmick. So with schemes like the priority service register, suppliers are not looking at it in the right sense. For example, they may place too many people on the register who don’t need it. It offends me that I could automatically be put on the register and many elderly people often refuse help.’*

Table 9:

- A technology representative stated *'it's really impressive that WPD is looking at this.'*
- A housing/development representative argued that *'it's right for WPD not to do too much though and instead to let other organisations do it. Letting landlords, CAB suppliers are the traditional places you might go for that sort of advice. It's still better if customers go directly to those organisations first.'*
- An energy/utility representative contended that *'trust is a big issue, and WPD needs to make sure it doesn't overstretch its remit. It's a fine line.'*
- A housing/development representative noted that (s)he wasn't *'sure people would fully understand the nature of the organisation.'*
- An energy/utility representative maintained that *'we do this through social housing, landlords. People aren't interested in DNOs knocking on people's doors. Particularly if people are in arrears with electricity bills, they don't even want to open the doors. So going through social housing and landlords is much better.'*
- There was general agreement on this point.
- An academic/education institute representative commented that *'WPD does have a unique opportunity, but on the domestic side, how WPD approaches that is very difficult.'*
- A housing/development representative queried *'who has the incentive to do this? The housing association's incentive is for people to pay the rent – so this isn't their main incentive, whereas it would be for the fuel companies, albeit for financial rather than moral reasons.'*
- An energy/utility representative pointed out that *'this needs to be funded by the energy industry, at the moment fuel vulnerable people don't necessarily get the benefits of smart metering. But how you go about that is difficult.'*
- An energy/utility representative reasoned that *'it's a great approach to use a lead organisation that will then feed into local organisations, a two way exchange of information. It can be a two-way street. We have a project where we've looked at fuel poverty areas in Stockport, two neighbourhoods, one very affluent, one with many people in fuel poverty. So we engage with the local community and local organisations to try and resolve this by engaging with people in the fuel poverty areas to see if they can be helped to reduce their consumption particularly through education. DNOs are in a difficult position because most people consider them suppliers. With very low cost interventions like explaining issues to customers, we've made some real changes in*



behaviour not only in terms of their bills, but also fostered an increased community spirit. The problem though is related to the sustainability of that sort of project.'

Table 10:

- An energy/utility representative said that *'it's fantastic and completely unnecessary that a network operator is having to do that. The more the better.'*
- A business customer representative stated that *'behavioural changes are the most efficient way for WPD to impact on issues with "affordability".'*
- A domestic customer agreed but added that *'behavioural changes are also the hardest for WPD to impact.'*
- An energy/utility representative commented that *'it is great that they are doing it but it seems outside their remit. It is a poor state of affairs that the government isn't doing more of this.'*
- A domestic customer said that (s)he felt *'it is brilliant to form these integrated situations. It is pushing the communication level right up to the top and I think that really ought to be praised.'*
- An academic/education institute representative asked with regard to Power Up projects *'if WPD is a natural economy, are you dealing with customers directly? How exactly can this link to your business?'*
- A domestic customer made the point that *'whether WPD should be rolling out such projects is a fine line, you are obligated to supply connection. Where does it become the DNO's or the supplier's responsibility?'*
- A domestic customer pointed out that *'you can see a direct link with this affordable warmth project and your core need, as you need to keep a directory of your most vulnerable customers.'*
- An energy/utility representative shared that at the DNO (s)he works for *'keep a vulnerable customer database and we are in partnership with the British Red Cross. However, we do not have the capacity or the quantity of referrals that WPD have and carry out. It does seem fantastic but how do they balance the customer spend?'*
- A business customer representative said that (s)he felt *'surprised it is not the supplier who is identifying those customers most in need in terms of "affordability".'*

Table 11:

- A developer/connections representative contended that alternate networks still weren't being *'integrated into the system as efficiently and affordably as possible. My understanding of when we were constrained as a generator [as a solar energy company] is that some of the modelling could maybe be closer to real time data, to an extent you can manage constraints more dynamically - since I thought everything was mainly based only on previous probabilities it would be good to see that information.'*
- A developer/connections representative pointed out that *'some of the issues we face are really coming out of interfacing with National Grid, and it's not on WPD to do that.'*

Table 12:

- A developer/connections representative queried *‘is this a reflection on the fact that suppliers are supposed to deal with fuel poverty and they’re not doing it? What’s this got to do with the DNOs?’*
- A developer/connections representative added *‘is there any insight that says that people who are in fuel poverty use too much?’*
- An energy/utility representative stated that (s)he was *‘surprised about income maximisation. That’s a valuable service, but does it sit within WPD’s remit? It’s still a nice thing to offer though.’*
- An energy/utility representative posed the question that *‘if the cost per referral is under £120, is there a financial benefit for WPD?’*
- A local authority officer representative believed *‘it is valid to extend projects across the region. It’s picky to only do the West Midlands, and not cover other areas.’*
- A developer/connections representative said that *‘it looks like warm zone is more effective, from a customer perspective.’*
- A developer/connections representative asked *‘are there other leading warm zone organisations that WPD can work with in other areas?’*
- A housing/development representative commented that *‘it is natural instinct to focus on overreaching. For me, it feels slightly jarring that this is WPD’s problem. It’s the suppliers’ problem. For me, it should be more of an awareness effort from WPD. It should be a reactive platform for WPD, not a proactive one.’*
- A developer/connections representative highlighted that *‘assuming suppliers have these programs as well, it’s about finding the right supplier to partner with.’*

“That’s a valuable service, but does it sit within WPD’s remit?”


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 respective tables below.

On occasion, stakeholders agreed to add a suggested activity to vote on as a table. In these instances, there are six or seven ‘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 (smart network projects) in areas of network constraint and high fuel poverty			✓



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- An academic/education institute representative said *'creating a new Power-Up in the East Midlands is a great idea, but it's not in WPD's remit.'*
- A local authority officer representative pointed out that *'if you're doing this for other areas it's difficult to not do it for the East Midlands too.'*
- A domestic customer argued *'there should be a do nothing column on there.'*
- There was consensus that monthly satisfaction research should be reduced in terms of frequency.
- A local authority officer representative said *'you'll end up disengaging people if you do this so regularly.'*
- A domestic customer argued *'WPD's responsibility is to get the power back when there's been a power cut. You should know priority people from an up to date register about vulnerable people. Good communication is needed.'*
- A local authority officer representative pointed out that *'with data share comes data fees. This definitely feels like something the supplier should be doing, not WPD.'*
- An academic/education institute representative said *'these initiatives are fantastic and clearly you have a responsibility as the connected service but it's really for the supplier to sort out.'*
- There was consensus that the Affordable Warmth project should not be expanded.

- Discussing the competition, a local authority officer representative argued *‘absolutely not, a competition bidding like that is a complete waste of money.’*
- There was consensus around the table that the competition should not take place.

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 (smart network projects) in areas of network constraint and high fuel poverty			✓
Working with suppliers and landlords to drive energy efficiency		✓	
Supporting customers to use ‘cheaper’ energy e.g. at night		✓	


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- An energy/utility representative asked *‘is there any way to feed back some of the benefits to the customer? If a customer is in an area and gets referred on and gets a new insulated boiler and reduces demand - which is a potential saving for WPD - and it then means they may not have to do a referral in a certain area – can that be fed back? There’s a knock on benefit to WPD that could be quantified.’*
- A developer/connections representative said *‘they have to get feedback to prove that it’s making a difference and is effective.’*
- An energy/utility representative warned *‘but not too much! Monthly sounds about right.’*
- A developer/connections representative mentioned *‘it’s diminishing returns, if you focus on one area you get less and less people that register but if you go into a new area you’ll get a lot of new quick gains.’*
- A voluntary organisation representative considered that *‘I would rather everything go to the East Midlands if that’s where the highest rate of fuel poverty is – you have got to target it in the right area.’*

- An energy/utility representative felt that *'running competitions is a very different strategy to innovation projects and I really feel you can work in ideas with "smart networks" and so on into your innovative projects, so we really should divide up those points and make sure they're not grouped together!'*
- A developer/connections representative highlighted *'we also have to remember that bringing in competition certainly brings in costs! That is the nature of competitions so you have to be careful.'*
- An energy/utility representative commented *'you should be open to those suggestions and may go through a non-traditional route to get funding but you should consider things.'*
- A voluntary organisation representative made the point that *'innovation is a great thing but sometimes it's at the risk of things that are currently working such as some of the action plans we are using to tackle poverty.'*
- An energy/utility representative suggested that *'it's not to say we can't innovate but it's asking what would deliver the best benefit. It's a bit of a trade-off.'*
- An energy/utility representative said *'there should be less of a competition angle but you shouldn't be dropping links with existing schemes.'*
- A voluntary organisation representative mentioned *'working with suppliers, local landlords and social landlords would be really good to try and reduce energy usage too, as it reduces strain on the network and brings down customer energy bills - which also then helps those in fuel poverty.'*



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 (smart network projects) in areas of network constraint and high fuel poverty			✓



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- A business customer representative commented that *'there are lots of projects going on around the country by various different organisations which would be far better done centrally. I don't really understand why WPD is taking responsibility for delivering this themselves and not simply putting money into companies which would be better equipped to do this service.'* (S)he made a point that *'the data sharing might not be enough to ensure that you are not duplicating work which has already been done elsewhere.'*
- There was general consensus that more should be done in terms of developing a new Power Up referral scheme.
- A voluntary organisation representative felt that *'everyone should get the same sort of projects.'*
- The table agreed that the work being done with regards to the monthly satisfaction research was about right.
- A voluntary organisation representative said *'it would demonstrate the value for money of these programmes for those who are sceptical.'*
- There was also consensus that what was being done in terms of the Affordable Warmth projects was satisfactory.

- A voluntary organisation representative pointed out that *‘the strike rate of 500 out of 600 demonstrates that they need the additional support.’*
- However, the table was in agreement that less should be done towards developing a competition for existing schemes to bid for partnership funding.
- A voluntary organisation representative emphasised that *‘that’s where you should be sure there is a clear need for localised schemes or if it is best left to a centralised organisation.’*
- A local authority officer representative wondered *‘who would be the decision maker? Are they better placed than a local authority or charity? I don’t think WPD should be deciding the winner by themselves.’*
- A voluntary organisation representative argued that *‘equally it is WPD’s money so it is their decision as to where the money goes.’*
- A business customer representative raised a point that *‘the problem with that sort of thing is the money goes not where the need is but where the bidding ability is.’*

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 <u>E.Mids</u> , <u>S.Wales</u> , <u>S.West</u>)	✓		
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects (smart network projects) in areas of network constraint and high fuel poverty			✓
WPD supporting the new PSR, updating regime as it develops. <u>Ofgem’s</u> guidance joining up with retail	✓		



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- A voluntary organisation representative remarked *‘the only thing I’ve got is about context, as far as I’m aware, Ofgem is looking at priority service registers and making them more uniform and consistent across suppliers. I assume it is something that WPD are aware of. Currently everyone’s register can be different, those things are being*


harmonised. Not necessarily an issue in the future to make a definition of priority service as its going to be harmonised. It is one of the things Ofgem is talking about now.'

- A developer/connections representative felt that *'the risk of all these referrals is that you have a disjointed register. It's a sensitive matter because of data constraints.'*
- A voluntary organisation representative believed it's *'good in and of itself, but the better that register can be nationally, the more of an indicator it is of who is vulnerable anyway. You could use it as a database as a proxy nationally.'*
- A housing/development representative queried *'I would question if monthly satisfaction research is WPD's responsibility. Isn't it the responsibility of frontline organisations?'*
- A voluntary organisation representative countered this suggesting *'if we can check our own projects and can tell you anything, it needs to be independent.'*
- A developer/connections representative felt *'just on monthly, that's too often.'*
- A housing/development representative agreed *'at some point, at the appropriate point, when they've done what they can do.'*
- On the West Midlands Affordable Warmth project a technology representative asked *'what does it involve? How do the two schemes differ?'*
- A voluntary organisation representative said *'it's a vested interest thing for me, we have a scheme that works well, so I don't want to say let's have an open competition for funding.'*
- A housing/development representative commented *'I always worry about competitions for funding. If people have the right people and make their bid the best they end up getting more than anyone else, because they are good at putting a bid in. That can end up precluding people who have the best intentions.'*
- A developer/connections representative agreed *'I don't want it to go to the people who are best at bidding, but the people who are best at delivering.'*

“It's a vested interest thing for me, we have a scheme that works well, so I don't want to say let's have an open competition for funding.”

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 (smart network projects) in areas of network constraint and high fuel poverty		✓	
More communications to customers	✓		



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- An elected representative said *'I would think that the new Power Up scheme is about right. It should be brought in line with the rest of the regions.'*
- A business customer representative stated *'definitely more in the East Midlands. Thumbs up.'*
- An academic/education institute representative suggested that *'there should be customer surveys for the people in the schemes.'*
- A business customer representative commented that *'it's a good thing to do, you just have to think about how you do it.'*
- A business customer representative raised the point that *'older people won't know how to do it. It's sometimes difficult to tell the difference between two more or less similar products. Older people are afraid of picking up the phone.'*
- A business customer representative made the point that *'at the start of support, you should alert them that you'd like to catch up with them a month later. They should know it is coming.'*
- An academic/education institute representative asked *'why not expand the Affordable Warmth project in the West Midlands?'*
- An elected representative said *'doing more is good.'*
- A business customer representative felt that *'developing new Affordable Warmth projects makes sense.'*

- There was general consensus on new Affordable Warmth projects.
- An elected representative complained that *'the only reservation I have on a competition is that some people will miss out.'*
- A business customer representative asked *'aren't a lot of the problems due to cables laid fifty years ago?'*
- A business customer representative asked *'what do you mean by competitions to participate in partnerships with WPD? I like the idea of the competition and think it might work. They should all be able to do it, but there isn't funding for all of them. If it works, then no problem.'*
- An academic/education institute representative suggested that *'you could issue a tender instead and do it on the basis of a business plan.'*
- A business customer representative agreed that *'yes, a tender and doing it on the basis of who can help vulnerable customers best.'*

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 <u>E.Mids.</u> , <u>S.Wales</u> , <u>S.West</u>)		✓	
Develop a competition for existing schemes to bid for partnership funding – e.g. innovative projects (smart network projects) in areas of network constraint and high fuel poverty	✓	✓	



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- An elected representative said *'WPD need to implement more Power Up referral schemes so that they cover as many areas as possible across their remit. They should actively look at expanding the scheme as much as possible.'*

- A voluntary organisation representative argued that *‘if you’re doing a monthly survey and if you’ve done income maximisation, customers might not be targeted at the right times. They are good criteria to ask questions about, but if you want genuinely quantifiable research you need to do them over one month, six months, a year and so on.’*
- A voluntary organisation representative firmly stated that *‘the Affordable Warmth project should be expanded as much as possible.’*
- A voluntary organisation representative suggested that *‘areas of network constraint and high fuel poverty should be fully mapped; it will be the best way to help people in fuel poverty. You’re also helping to improve your capacity elsewhere. It should most definitely be expanded.’*

Table 7:

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 (smart network projects) in areas of network constraint and high fuel poverty		✓	✓

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- A business customer representative argued that *‘looking at developing a new Power-Up referral scheme for the East Midlands, things seems about right for now.’*
- A business customer representative said *‘with regards to monthly satisfaction research, it is a good idea to find out how well things went down, which is also something that you can communicate to other customers which lets people feel good about the work you have done.’*
- A law firm representative added *‘it is important to find out if it has worked or not.’*

- An energy/utility representative highlighted that *‘when looking at expanding the existing Affordable Warmth project in the West Midlands, I see you have a large hit rate on referrals in that region.’*
- A housing/development representative felt that *‘expanding obviously has to be a good thing.’*
- An energy/utility representative raised the point that *‘WPD needs to expand it, so have more.’* There was general consensus amongst the group to have more Affordable Warmth projects.
- A developer/connections representative suggested that *‘I think you should develop new Affordable Warmth projects, if there is a need for it you should expand it across the region.’*
- An energy/utility representative commented that *‘I presume it was targeted at the West Midlands for a good reason so if you have those hotspots in other areas you should go there.’*
- A law firm representative said *‘make it results related, if it works well then expand it.’*
- An energy/utility representative explained that *‘if the register is important to you then expand it.’*
- An energy/utility representative remarked that *‘with regards to developing a competition for existing schemes to bid for partnership funding why should they get funding from you when there are government programs to access that? Funding means giving money to others that should have been used on the network anyway, is that right?’*
- A developer/connections representative mentioned that *‘people who win bids are good at bidding; they are not necessarily the best at giving help.’*
- A business customer representative enquired *‘does the government actually encourage WPD to award these bids?’*
- A developer/connections representative stated that *‘I’m nervous of the competition, the more competition the more likely to make things worse for the outcome, so I would say the same or less.’*
- There was general consensus amongst the group on this point.



Table 8:


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 (smart network projects) in areas of network constraint and high fuel poverty	✓		


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- There was consensus that the Power-Up scheme in the East Midlands is a good idea.
- A technology representative said that monthly satisfaction research is *'a good idea, and no one will object to it.'*
- There was consensus that the Affordable Warmth projects were a positive development.
- The idea of expanding Affordable Warmth projects elsewhere was also supported, and the idea of increasing competition to spark innovation was popular.
- A housing/development representative hoped that greater competition will bring *'more innovation, and better ways to engage with stakeholders.'*

Table 9:


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 (smart network projects) in areas of network constraint and high fuel poverty	✓		


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- Discussing the development of a new Power Up referral scheme for the East Midlands, a technology representative argued that *'I don't think WPD can do too little of that, especially for vulnerable people.'*
- There was general consensus on this point.
- A developer/connections representative asked whether *'the East Midlands is the only region where the Power-Up referral scheme isn't going?'*
- A developer/connections representative asked *'how are these organisations funded?'*

Table 10:

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 (smart network projects) in areas of network constraint and high fuel poverty			✓
Government legislation policy	✓		




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- A domestic customer said that *'if you have Power Up schemes in the other areas that you hope to continue then it seems about right to establish it in the East Midlands.'*
- An energy/utility representative commented that *'monthly satisfaction research is probably going a bit too far.'*
- A domestic customer added *'I agree with that. Also, vulnerable people can be overwhelmed by too much communication.'*
- A business customer representative felt that *'if WPD wants to be number one then they should have these in place.'*
- An energy/utility representative considered that *'affordable warmth doesn't cost so much and makes sense so it should be set up in the three next areas.'*
- A domestic customer said that (s)he felt *'competition for existing schemes to bid – I personally think you are stepping outside the boundaries of the firm.'*
- An energy/utility representative commented that *'the administration costs of setting up a competition like this is a waste. Plenty of good ideas – not so keen on this one.'*
- An energy/utility representative stated that *"government legislation and policy" should be prioritised with respect to "affordability". They should in fact be leading on this.'*

Table 11:


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 (smart network projects) in areas of network constraint and high fuel poverty			✓
Work with housing associations			


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- An energy/utility representative replied that he was *'sure, ultimately, WPD understand far better about where they should be targeting next than us.'*
- A housing/development representative thought it was *'very good.'*
- A business customer or representative thought *'if you're covering three out of four areas [with the Affordable Warmth projects] you might as well do the fourth.'*
- An energy/utility representative queried the frequency and meaning of the monthly research idea but after having it explained thought it *'sounds about right.'*

Table 12:

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 (smart network projects) in areas of network constraint and high fuel poverty	✓		



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- On developing a new Power-Up referral scheme for the East Midlands a housing/development representative believed that *'if you're doing it in one area, it makes sense to do it in another.'*
- An energy/utility representative felt that *'whether it's monthly satisfaction research or using another timeframe, if it gives you useful information to improve a scheme, then do it.'*
- An energy/utility representative queried whether *'it should be WPD doing it? Can't you get partner companies to do it?'*
- A housing/development representative asserted that *'we need measurement, but it should not be WPD doing it.'*
- All of the table were in agreement that it should not be WPD doing the satisfaction research.
- Discussing expanding the Affordable Warmth project a developer/connections representative stated that *'it should be in other areas. But how do you know how big the problem is and how far you need to go?'*
- A developer/connections representative said that (s)he *'has no context for this in the West Midlands.'*

- A developer/connections representative made the point around new Affordable Warmth projects that *'you have to do this if you want to be consistent.'*
- All of the table were in agreement that WPD should develop new Affordable Warmth projects.
- A developer/connections representative stated that *'WPD should definitely have a competition as it informs you whether you're doing the right thing.'*
- All of the table were in agreement that WPD should action the competition for existing schemes.




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 respective tables below.

On occasion, stakeholders agreed to add a suggested activity to vote on as a table. In these instances, there are six ‘ideas from other DNOs’ on the respective tables 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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- Discussing ‘partnerships with gas distributors’, a local authority officer representative pointed out *‘this adds another complexity. If you’ve had a flag raised with an electricity distributor with a problem and give them a voucher and say go and see the gas people, you’re spreading that problem. You should try and contain it.’*
- A domestic customer said *‘WPD should concentrate on getting supplies and reconnecting as soon as possible. They should have a register to know who to go to in an emergency.’*
- A local authority officer representative stated *‘no if they’re in food banks then they’ve got a potential problem with their meter supply and with claims, this is not a WPD problem it’s the suppliers. Support on this should come from the supplier.’*
- An academic/education institute representative said *‘CSR commitment is your problem.’*
- A domestic customer argued *‘I have a fundamental problem with anything to do with fuel poverty and income poverty because you can never reduce it to zero. There will always be people below the line.’*
- A local authority officer representative said *‘I would say social indicator mapping needs to increase. I can see value on the data feed from social indicator mapping.’*
- An academic/education institute representative pointed out that *‘all of these activities need to be done, but they’re not WPD’s responsibility; other than your commitment to CSR.’*
- There was consensus around the table that energy efficiency surgeries should take place.
- There was consensus that WPD should not create funds for vulnerable people.
- An academic/education institute representative highlighted *‘the fundamental issue that you have as a company is your relationship with your connected service at the end of the line. You can’t access your customer consumption data.’*

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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- An energy/utility representative agreed *'yes definitely work with gas distributors.'*
- A voluntary organisation representative pointed out that *'we run a food bank project and it's a tough group. People tend to go to a food bank for an emergency situation not because they want an energy chat, so you have to be really cautious about how you target people.'*
- A voluntary organisation representative felt that *'we need a better cleverer idea as people don't turn up to talk about energy and what you want is a voucher code mentality. If you know you save £200 by switching energy bills then why aren't people doing it? So there may be a better way to approach it with a financial incentive.'*
- A developer/connections representative agreed *'I think energy efficiency funds are a great idea as it also links with the community understanding and engagement you're trying to improve upon.'*

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)	✓		


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- The table agreed that partnerships with gas distributors were a good idea.
- A housing/development representative commented that *'there are a lot of factors which create this issue. I am surprised you are not also combining with water companies. Generally, if people cannot pay their electricity bill, they cannot pay their water bills either.'*
- A voluntary organisation representative clarified that *'there are other schemes out there in terms of water support so we can identify those and point the people to it.'*
- There was consensus that fuel poverty outreach projects via food banks should not be adopted.
- A developer/connections representative felt that *'it is a couple of steps away from your core business.'*
- A voluntary organisation representative highlighted that *'if you went through one of the other charities WPD is working with already, you would probably catch them before they reach the stage of having to go to food banks.'*
- The table agreed that refreshing social indicator mapping should be considered.
- There was also consensus that energy efficiency surgeries were a good idea.

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			✓
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption	✓		
Energy efficiency funds (local communities)			✓



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- Discussing fuel poverty outreach via foodbanks, a voluntary organisation representative said *‘we do something like that and know there’s something like that.’*
- A developer/connections representative questioned *‘does it work?’*
- A housing/development representative wondered *‘are you getting people’s permission to refer them?’*
- A voluntary organisation representative said *‘social indicator mapping is a yes, but there are a lot of people already doing that sort of mapping. So it’s not as important as lots of other people are already doing it. They should use existing information.’*
- A housing/development representative argued *‘you need to really target what they can do and what they can influence.’*
- A voluntary organisation representative asked *‘is WPD directly setting up energy efficiency surgeries?’*
- A housing/development representative queried *‘or is it facilitating and supporting partners?’*
- A voluntary organisation representative felt *‘if it’s supporting partners it’s a good idea.’*
- A housing/development representative believed *‘providing support, yes.’*
- A developer/connections representative said *‘it’s partly to reduce peoples bills, but partly to keep the lights on and that’s a good thing.’*

- A voluntary organisation representative asked *‘does everybody know about the npower fuel bank initiative? They were providing funds for people who got into difficulties. It was a pilot that ended in September, last time I spoke to them they were speaking to the NEA about whether to roll it forward. So there is something out there.’*

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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- An elected representative commented that *‘the top one should be a yes with gas networks.’* A business customer representative and an academic/education institute representative agreed.
- A business customer representative complained that *‘food banks are great, but they are very hard work to run. With funding, it could be possible to employ someone to run it full time. All agreed on the positivity of a food bank.’*
- A business customer representative said *‘social indicator mapping should be done vigorously. You should be able to identify areas that are vulnerable. You have to start from an area and break it down to get results.’*
- An elected representative suggested that *‘energy efficiency surgeries are a good idea.’*
- A business customer representative agreed that *‘they are a good idea, but how will they get people to turn up?’*

- A business customer representative felt that *'it would be a good idea, but getting people to turn up at a centralised location might be difficult. People are bad at talking to people. Older people might turn up at a hall.'*
- An academic/education institute representative said *'this is not WPD's core business. This is not in WPD's remit.'*
- A business customer representative said *'energy efficiency funds could be a good idea.'*
- An academic/education institute representative suggested that *'energy efficiency things on network equipment should be part of WPD's remit, because it benefits everyone, but if it includes individual homes, it doesn't square with the remit.'*
- A business customer representative said *'it's all about going the extra mile and regaining the trust of customers.'*
- A business customer representative commented that *'it's a good idea – it shouldn't be the sole responsibility of WPD, but they should partner with suppliers and other organisations.'*

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 and oil too)		
Fuel poverty outreach projects via food banks	✓ (use existing agencies)		
Bi-annually refresh our social indicator mapping – to better target schemes	✓ (share data)		
Energy efficiency surgeries & community projects to encourage customers to lower energy consumption			✓
Energy efficiency funds (local communities)	✓		



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- A voluntary organisation representative suggested that WPD *'should target people with an oil connection, but not those who are too far from the mains to be connected. These people won't have the option of reducing their costs through gas.'*

- A voluntary organisation representative argued that *'a lot of food banks have staff from the Citizens' Advice Bureau already, so they could refer people who are also in fuel poverty. I think this would definitely be a good idea.'*
- Another voluntary organisation representative disagreed however, saying *'this is not necessarily what WPD should be doing. It is beginning to go a little too far outside of their remit.'*
- A voluntary organisation representative suggested that *'WPD should possibly speak to someone who is already doing social indicator mapping, instead of doing it itself. DECC already has a lot of this data, for instance. There really is no point in duplicating effort.'*
- An elected representative stated that *'a lot of agencies are already doing energy efficiency surgeries. WPD entering the market would muddy the waters. I don't think they should be doing this at all.'*
- A voluntary organisation representative firmly disagreed, however, saying that *'WPD should definitely do this; it would really help them to inform their customers.'*
- A voluntary organisation representative said *'WPD should definitely set up energy efficiency funds; without a doubt.'*
- A voluntary organisation representative stated that *'if there is cash to hand out then why not, but you probably shouldn't do it directly – perhaps through intermediaries. I can see a place for WPD to do this, even if it isn't necessarily their place to do it.'*



Table 7:

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 developer/connections representative made the point that *‘I’m not sure about partnerships with gas distributors to send referrals for recipients of gas connection vouchers.’*
- An energy/utility representative agreed *‘I’m not sure either.’*
- There was no general consensus amongst the group on this point.
- A developer/connections representative said *‘I would say do more for fuel poverty outreach projects via food banks.’*
- An energy/utility representative countered *‘I think there would be general consensus for doing more but I’d actually be at the other end of the scale.’*
- A business customer representative added *‘I would agree, I think there are already food banks available.’*
- A law firm representative considered that *‘there should be food banks but I think WPD should be focused on “keeping the lights on” above all else.’*
- There was general disagreement amongst the group on this point.
- A developer/connections representative commented that *‘looking at bi-annually refreshing social indicator mapping to better target schemes, I don’t see why not.’*
- A housing/development representative agreed *‘it is good in principle.’*
- An energy/utility representative pointed out that *‘energy efficiency surgeries are a good idea.’*

- A developer/connections representative said *'yes, it is good to keep the lights off if they are not needed.'*
- An energy/utility representative queried *'I'm not sure what energy efficiency funds are.'*
- A developer/connections representative suggested *'I think energy efficiency funds are the only way to fund local communities.'*
- An energy/utility representative added *'you will have to deal with the energy tariffs to do that.'*
- A business customer representative argued *'I would say that is a local government decision.'*
- A housing/development representative highlighted *'I am not sure if they are appropriate.'*
- A developer/connections representative felt that *'it is a laudable cause but I am not sure.'*
- A business customer representative commented that *'I do not know how other DNOs would do things.'*

Table 8:

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 developer/connections representative supported the idea of partnerships with gas distributors.

- A voluntary representative was against the idea of starting outreach projects in food banks. (S)he stated that *'it's not WPD's area, and suppliers are already doing it.'*
- There was consensus that social indicator mapping was needed, and would be a positive development.
- A voluntary representative was unsure about the benefits of energy efficiency consultation projects, *'although there is certainly demand for such schemes.'*
- A voluntary organisation is *'not sure there is such demand for energy schemes.'*
- A housing/development representative opposed the idea, *'as it is not WPD's area'.*
- Many representatives noted that WPD is doing *'more than expected'* in this area.

Table 9:

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 housing/development representative pointed out that *'we do look for funding for energy efficiency funds for local communities, and once that role is embedded in our organisation, we can then pay for someone to take on that role. So it helps the individual in fuel poverty, but it also helps the organisation. That fund allows housing organisations to see the value of taking this course of action, if they can get involved in something like that they can see the benefit of these schemes to themselves.'*
- An energy/utility representative contended that *'it all boils down to dissemination and obligations. As DNOs we have obligations to sit down and share our ideas, and that's partly where we've failed. The dissemination possibly needs to be improved.'*
- An energy/utility representative stated that *'yes, [energy efficiency funds with local communities] is definitely an area that needs to be explored, but again we start to*

enter the areas of overstepping remit. One of the issues I have with these is that there are some customers who may be forced to seek this kind of intervention, it comes back to sharing of data, and data integrity.'

- An energy/utility representative underscored *'the question of consent. It's important to ask these fuel poor people: do they want their information to be passed on to other organisations?'*
- An energy/utility representative said *'it's all about taking and sharing new and innovative ideas from and to other DNOs.'*
- An energy/utility representative underlined the *'importance of WPD being honest about the information you've shared.'*
- A technology representative maintained the importance of *'validating the message. There are many cases where when there was a lot of solar going on, social housing was targeted a lot. But it was mis sold. They were told they were going to get free electricity. But then the poor people had to go out and buy electric heaters because the electricity was too expensive. It was horrible. The message must be validated.'*
- An energy/utility representative reasoned that *'improving education within the community is essential – making sure the information is transparent and available.'*

Table 10:

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 domestic customer shared '*I personally think you might be in a grey area with food bank outreach and whether it is a DNO's responsibility.*'
- A domestic customer raised the point that '*my image of poverty stricken areas tends to be fairly consistent, does social indicator mapping have to be so frequent?*'
- A domestic customer stated '*I'd say no to energy efficiency surgeries.*'
- A domestic customer felt '*energy efficiency funds could come under corporate social responsibility.*'

Table 11:


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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Table 12:

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 commented that *'if 'partnerships with gas distributors' stacks up from a cost-benefit perspective, then it's common sense to do it.'*
- The table was in agreement with this statement.
- A developer/connections representative felt that fuel poverty outreach projects via food banks was *'a long way from WPD's responsibility.'*
- The table was in agreement that WPD should not be doing outreach via food banks.
- Around bi-annually refreshing social indicator mapping, an energy/utility representative made the point that, *'whatever the frequency, it makes sense to keep it up to date.'*
- A developer/connections representative thought that energy efficiency surgeries and community projects should be *'the suppliers' responsibility.'*
- A housing/development representative responded by stating that (s)he *'thinks it is everyone's responsibility.'*
- An energy/utility representative asserted that *'National Grid should be doing more here.'*
- An energy/utility representative made the point around energy efficiency funds that *'this feels a bit "PR-y", but that's not a reason not to do it.'*

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

Table 5:

- A business customer representative felt that *'WPD should issue more fridge magnets and other collateral material. This is linked to who is vulnerable and who to contact. Old people are afraid to pick up the phone, many don't use the internet, but they will respect a letter and send them a fridge magnet with it.'*

Table 9:

- An energy/utility representative queried *'at the moment, if there's a new innovative idea, is WPD looking at using venture capitalists etc. to actually fund projects? Are they ultimately part of that project? Getting involved with venture capitalists is potentially a great idea. If there's the potential to develop new technologies, they then own part of the project that may then be something that is sold on to another DNO or used by developers. So if WPD is driving it by external funding it should then be driven very much as a business case.'*

“ Everything in this country is a problem because the basic level of education in this country is too poor. How can you teach uneducated people to reduce energy consumption? ”

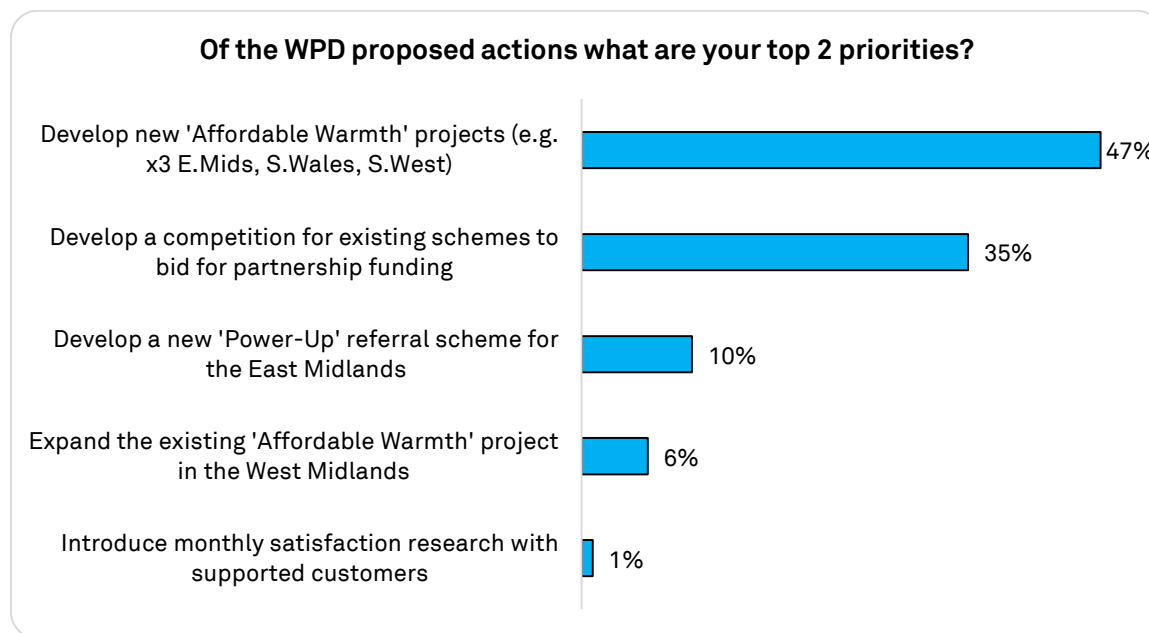
Table 11:

- A housing/development representative who was a benefits advisor said *'a lot of fuel poverty is that people aren't getting everything they're entitled to, they don't realise they can get benefits... Or it's to do with mis-education, a lot of people buy an electric heater, instead of using gas, because they think it's cheaper... Also people who want to prepay on a gas meter don't really get the opportunity to switch tariffs, there's not a lot of choice – a lot of fuel poverty is caused by prepaid tariffs... People also don't understand how to read their meters, like what a kilowatt is.'*
- A business customer or representative asked *'how much of this is associated with the elderly who don't know how to use the internet, for example?'*
- A housing/development representative answered that *'people are also scared of switching, or don't even know they can switch.'*
- An environmental representative queried *'how much of a connection is there between energy companies and distribution companies - because there's a lot of vulnerable person data and an awful lot that could be done by joining up various suppliers and distributors.'*
- Asked about the idea of a competition, an energy/utility representative argued *'in my experience in the public sector procuring competitions like that is an absolute nightmare and doesn't necessarily come out with the right outcome - if it's working already then you're just adding a massive layer of bureaucracy.'*

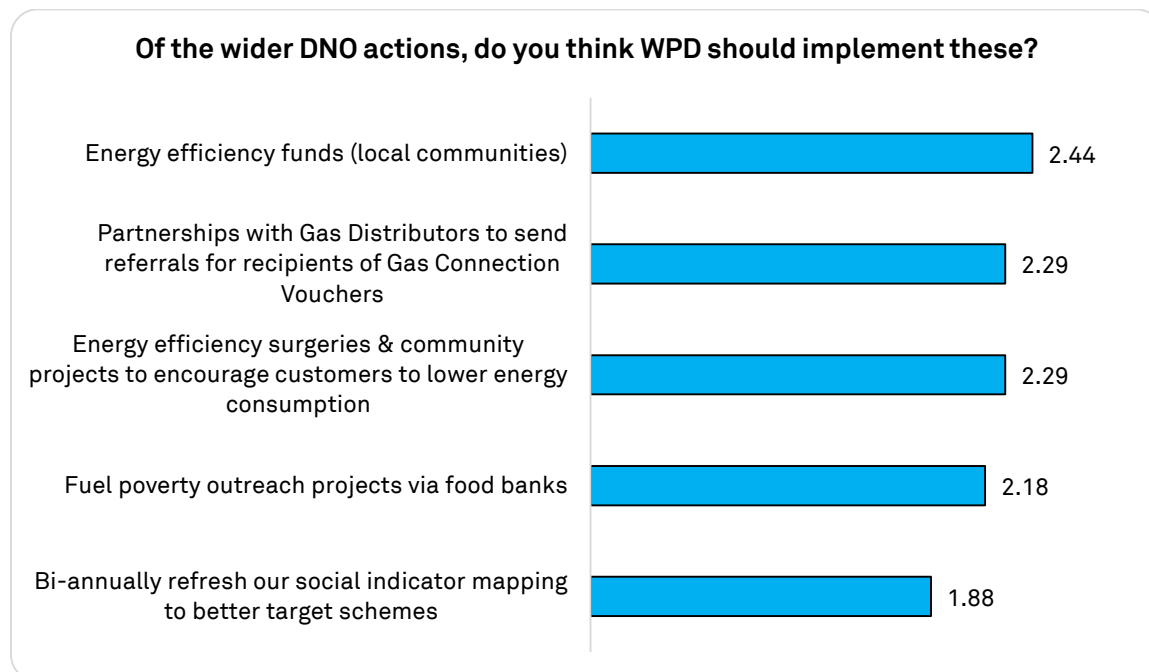
- A housing/development representative said *'what about something inexpensive like funding energy advisors within council associations?'*

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 wider 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.

Key points stakeholders raised were:

- The cost of a new connection has reduced significantly as the market has become more competitive.
- More information is needed on the WPD website and it is important that all maps are updated regularly.
- With regards to wayleaves, it is positive that WPD prefers to get permission through negotiation rather than use statutory powers.
- Regular updates are appreciated by connections stakeholders and it is not acceptable if there is 'radio silence' for long periods of time.
- Consistency in how WPD deals with connections is very important and WPD was praised for this.
- It was noted that it is very difficult to predict the future or identify what will be the next trend which will impact distributed generation and connections which makes WPD's role difficult.
- The importance of ensuring that applicants don't clog up the system was noted.
- It was commented that it is very hard to get planning permission in the West Midlands.
- The WPD representative was asked what the company's plans are for improving performance. It was explained that it is the intention to provide more clarity in scheduling, allow applicants to better track their applications online and also to provide a single point of contact to manage the process. These proposed actions were viewed positively

7.2 Social Obligations (vulnerability & fuel poverty)

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

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.

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

Key points stakeholders raised were:-

- A stakeholder said *‘you need to keep expanding fuel poverty schemes. Consistency and continuity are both key. Don’t take your foot off the pedal.’*
- A stakeholder commented that *‘you need a scheme that does both Power Up and Affordable Warmth. Behaviour change drops off after a period of time, so it’s important to find ways to overcome this.’*
- A stakeholder argued that *‘we’ve got so far, but it’s only the tip of the iceberg. There are still so many vulnerable people out there. A power outage or similar can be fatal. We need to look specifically at the first 12 hours without power. Data needs to be drastically improved.’*
- A stakeholder warned that *‘we don’t know early enough what’s happening with a power cut - how long it will be, for instance. There’s still a bit of work to be done in that area. What you’re doing so far is great, but it needs to accelerate. Fuel poverty and vulnerability should be done by suppliers, not DNOs. This is a huge duplication of work that needs to end.’*

Voting form

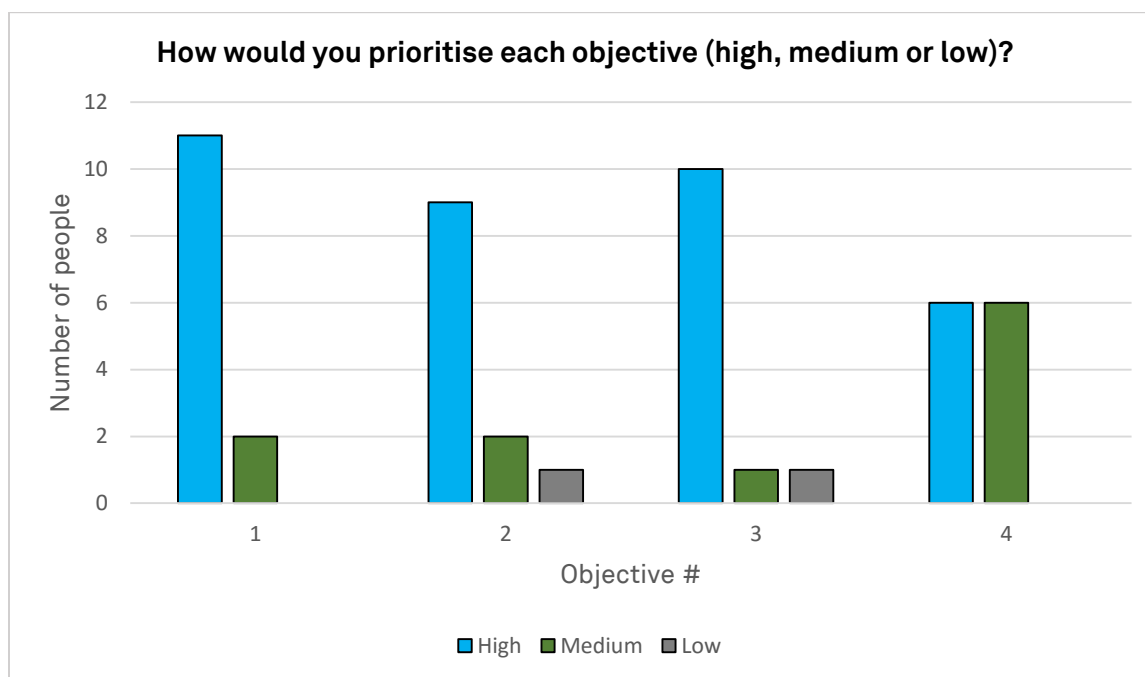
The table below summarises the voting results for the objectives for fuel poverty referral schemes. The average scores are set out below and the highest averages are in bold.

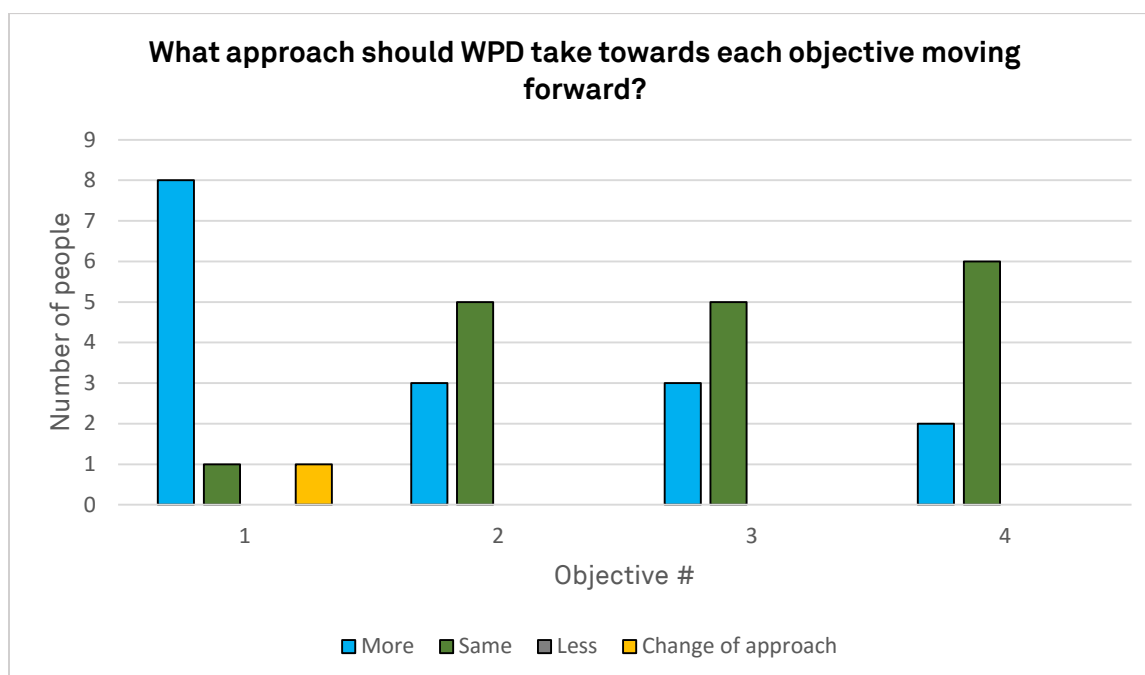
Objective #	Objective	Priority average	Future actions average
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³ <http://www.westernpower.co.uk/docs/About-us/Stakeholder-information/January-2016-Workshops/Stakeholder-Workshop-January-2016-Social-obligatio.aspx>

1	Expand referral project capabilities to include interventions relating to 'Health & Wellbeing'	2.85	2.89
2	Renew and expand existing 'Power Up' fuel poverty schemes (with Citizens Advice, Energy Savings Trust & Centre for Sustainable Energy)	2.67	2.38
3	Set up a 4th 'Power Up' fuel poverty scheme in East Midlands (ensure one per licence)	2.75	2.38
4	Trial 'Affordable Warmth' fuel poverty projects with local authorities and other existing schemes (incl. receiving referrals onto WPD's PSR)	2.50	2.25

Detailed scores are in the below tables:





PSR referral networks

Key points stakeholders raised were:-

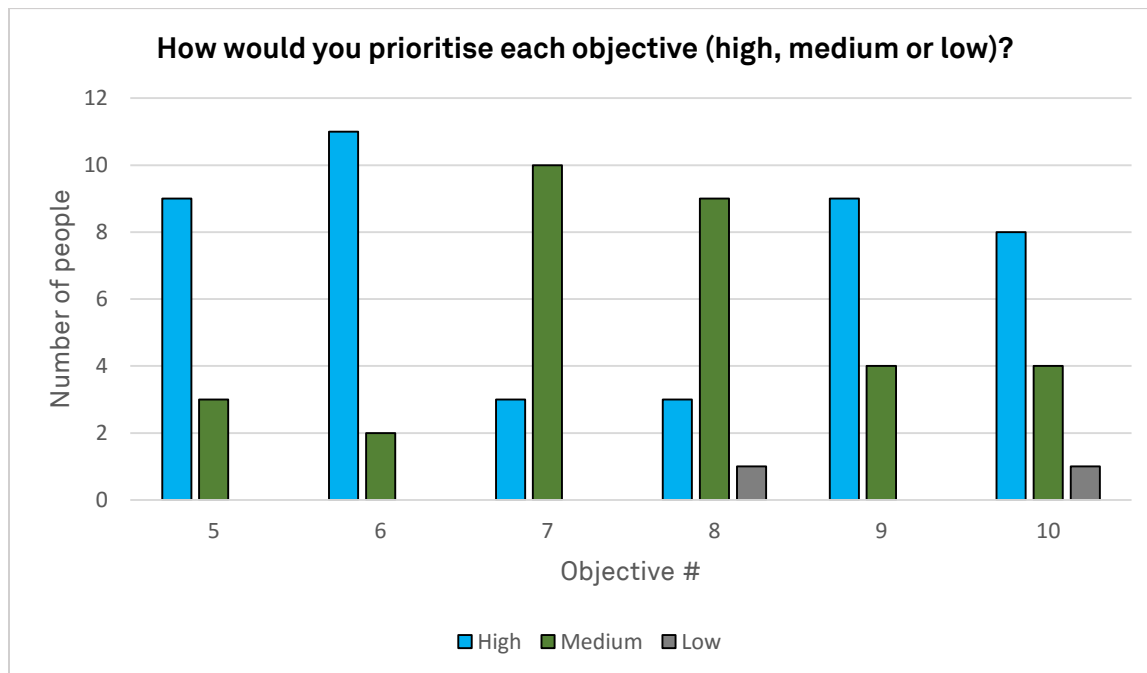
- A stakeholder asked *'is there a system where vulnerable people can go on the list for several years? Perhaps someone who has just had a child? These PSR referral networks need to learn how to get better data.'*
- A stakeholder said *'around our local area they do electric blanket testing workshops – they would be perfect to get more people signed up to the PSR register.'*
- Building on this, another stakeholder said *'Leicestershire Fire Service used a mosaic system to sign people up.'*

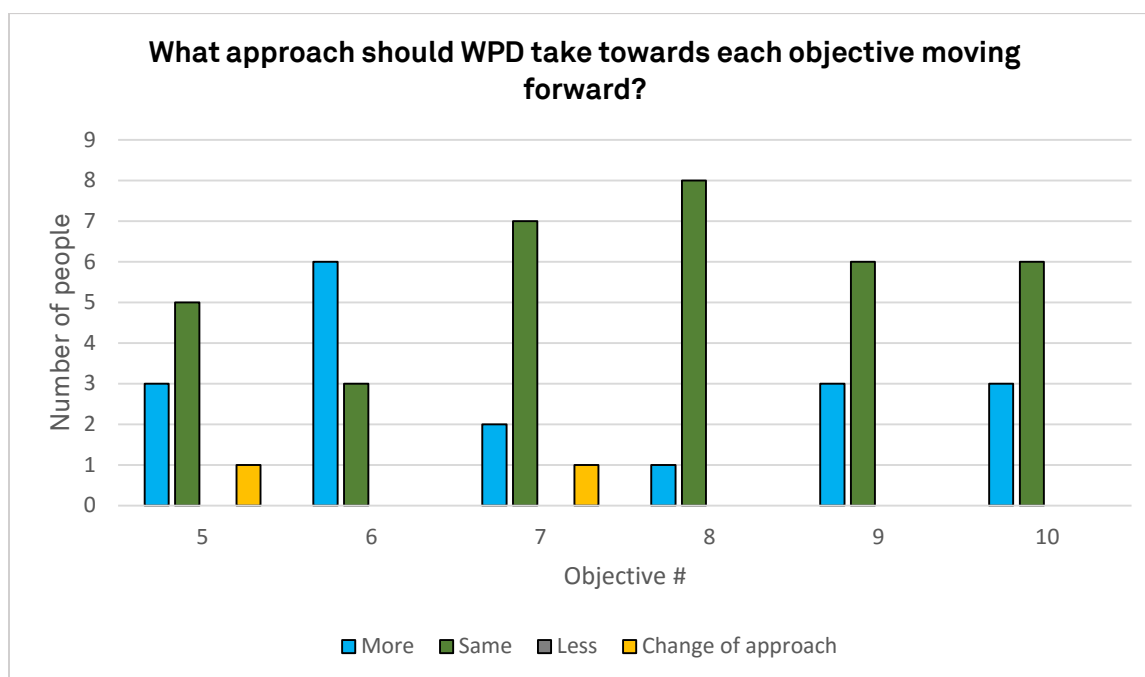
Voting forms

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

Objective #	Objective	Priority average	Future actions average
5	Create PSR referral partnerships where partners sign-up customers to the PSR directly via their front-line services (initially 1 per licence area, per partner (4 in total))	2.75	2.38
6	Develop links between key relevant services – e.g. Fire Service home fire safety checks	2.85	2.67
7	Count and report the number of customers we have informed consent from to share data	2.23	2.22
8	Expand WPD's PSR data cleansing teams to ensure contact with c.500,000 PSR customers annually	2.15	2.11
9	Lead industry changes to PSR (e.g. common needs codes, 2-way data flows between suppliers & DNOs)	2.69	2.33
10	Initiate PSR data sharing trials with other industry members (e.g. suppliers, gas networks, water)	2.54	2.33

Detailed scores are in the below tables:





Establish area-wide 'affordable warmth' services that expand existing pilots

Key points stakeholders raised were:

- A stakeholder argued that *'we need to get smarter as organisations working together to map hotspots and concentrate resources.'*
- A stakeholder said *'it's all about working smarter with key partners – there is massive scope to work with social workers and social care teams. Suppliers should be doing something similar. Working with WPD, our company has developed best practice and what works. I'd like to see one solution for vulnerable people which everyone is funding, giving a sustainable method of tracking who needs help most.'*
- A stakeholder asserted that *'WPD in a neutral position, because in terms of fuel poverty, most would look to switch suppliers. DNOs are neutral in this process.'*

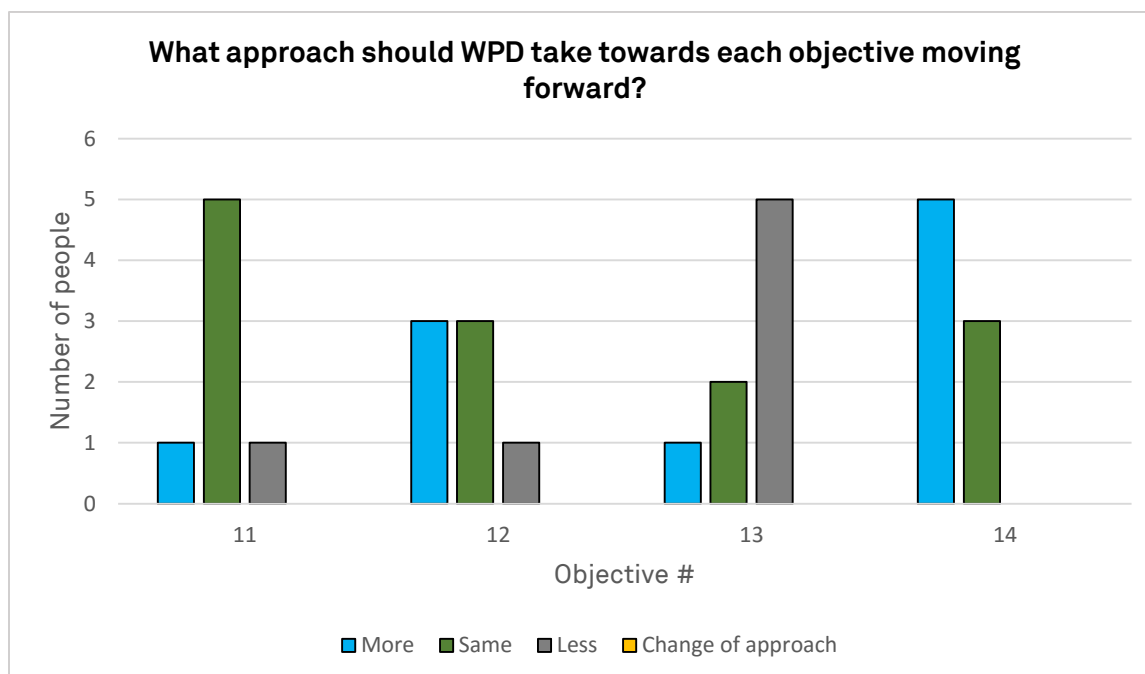
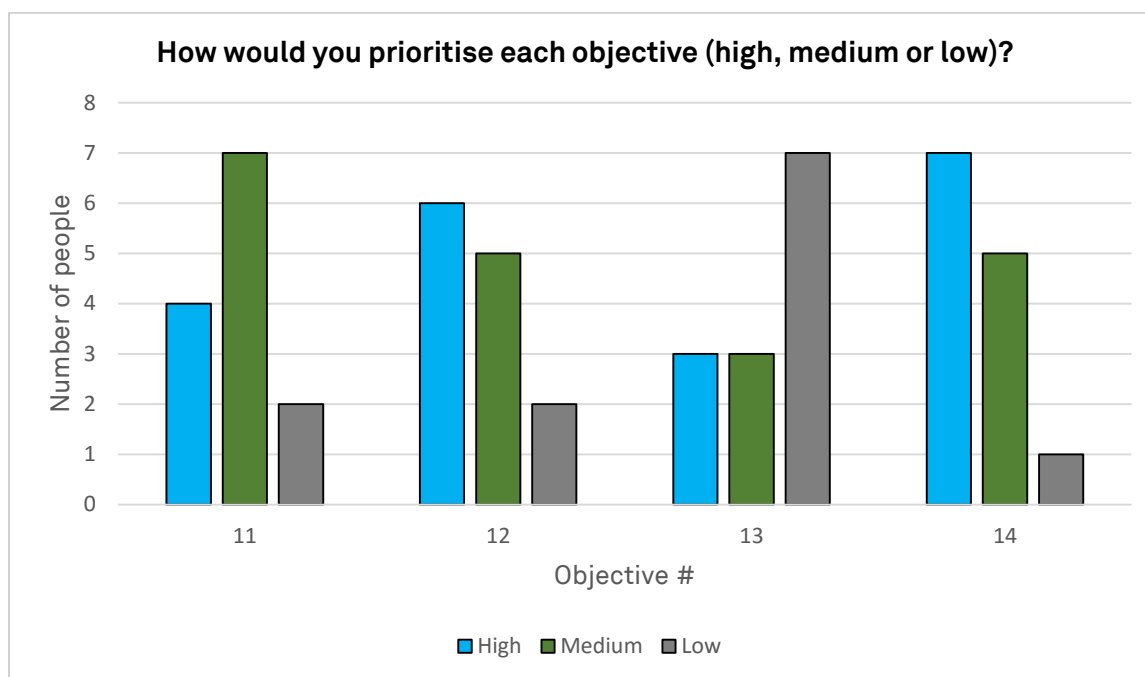
Voting forms

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

Objective #	Objective	Priority average	Future actions average
11	Expand the existing 'Affordable Warmth' project in West Midlands	2.15	2.00

12	Develop new 'Affordable Warmth' projects (e.g. x3 E.Mids, S.Wales, S.West)	2.31	2.29
13	Develop a competition for existing schemes to bid for partnership funding	1.69	1.50
14	Install devices to automatically notify WPD of power cuts in potentially vulnerable/fuel poor households, in areas of above average power cut levels	2.46	2.63

Detailed scores are in the below tables:



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

Key points raised by stakeholders were:

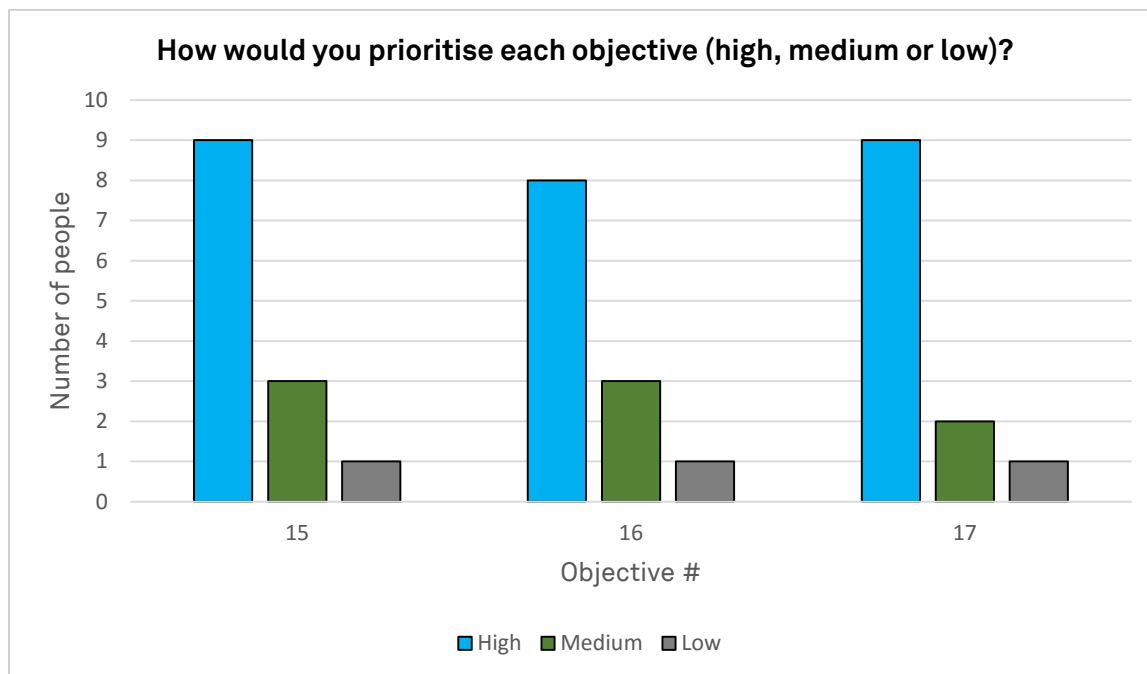
- A stakeholder asserted that *'we get to know power cuts by tracking current data and training staff to look for these kind of things. Sometimes the right information goes to the wrong place, however. It's all about flagging up the right triggers.'*

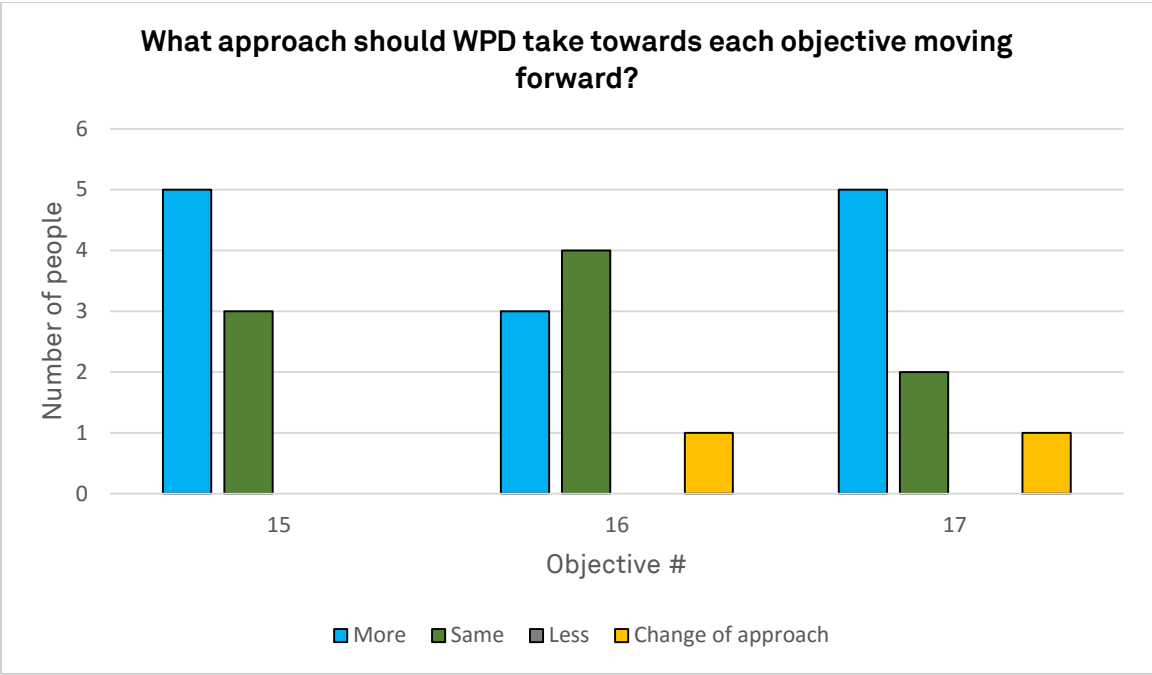
Voting forms

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

Objective #	Objective	Priority average	Future actions average
15	Vulnerable customer training to field staff. Enable staff to: <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	2.62	2.63
16	Monitor 12 hour faults impacting vulnerable customers specifically	2.58	2.43
17	Introduce a WPD standard to ensure no vulnerable customer is off supply >12 hours (in normal weather)	2.67	2.71

Detailed scores are in the below tables:





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:

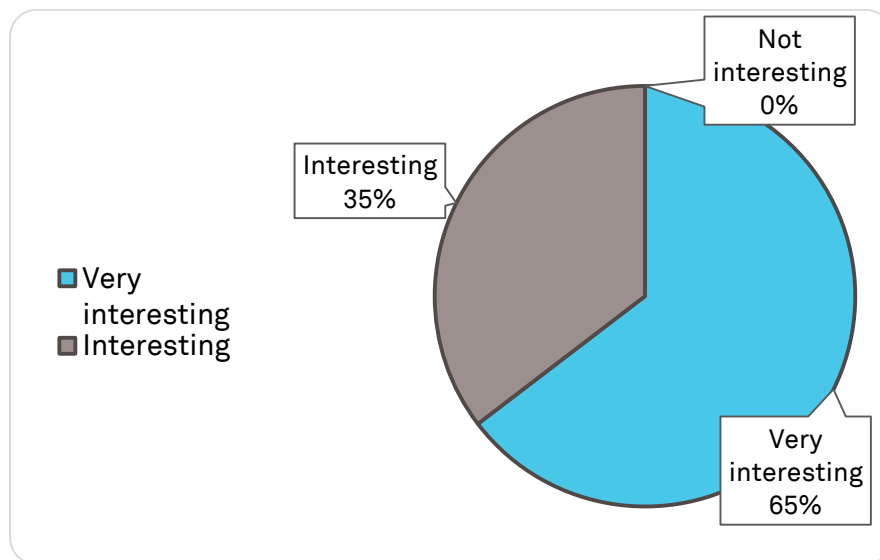
- How much of the £7bn investment in WPD's business plan is on smart networks.
- Whether WPD has got systems in place to handle the smart meter data.
- It was noted that WPD has concentrated quite a lot on the south west, and there was a request to know a bit more about what was happening elsewhere.
- There was discussion about energy storage, whether WPD was investing in it and what the price comparison would be between upgrading the network or making use of energy storage.
- What the smart plug actually does and what WPD's involvement was in its development – whether it was financial.
- Whether WPD has got an innovations team that is looking at more projects and whether there is an opportunity to get involved.
- Whether the local substations will have wireless or hard wired communications systems.

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

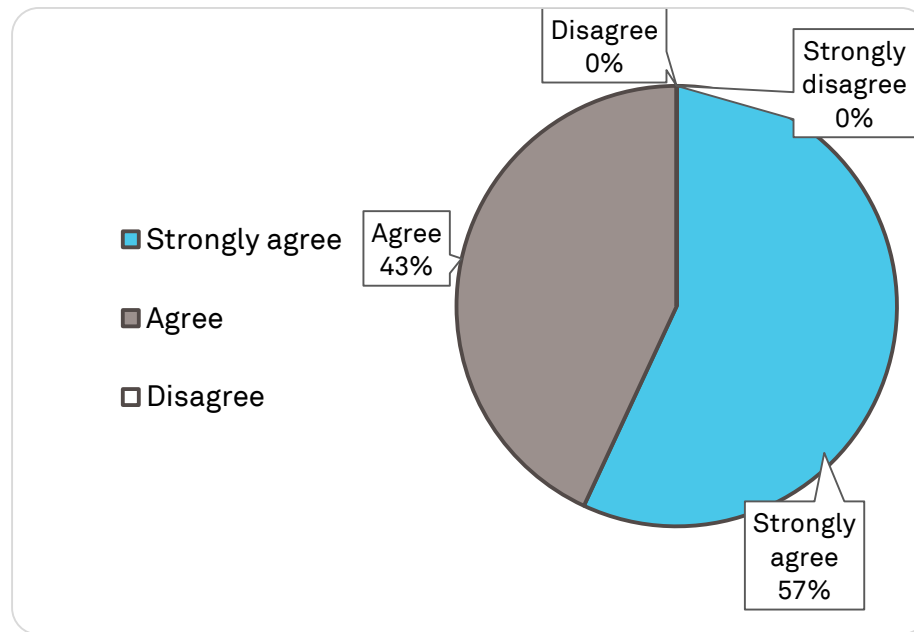
8. Written feedback

Of the 65 attendees who came to the workshop, 65 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?



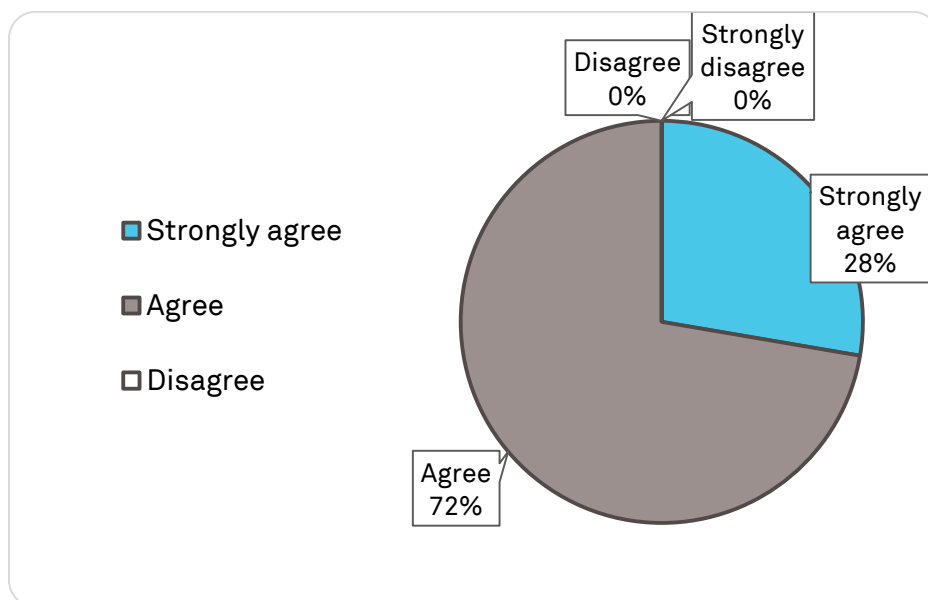
Q2. Did you feel that you had the opportunity to make your points and ask questions?



Stakeholders made the following comments on question two:

- *'Would be great to have a bit more time for energy storage.'*
- *'Only "problem" is that points were only made to a small group at your own table.'*
- *'Good pace to conversation and hosted sessions worked well.'*
- *'Loved the electric voting system.'*
- *'I felt that others at the table weren't as vocal as they could have been.'*
- *'Very well facilitated sessions.'*
- *'Well organised.'*
- *'Well managed discussions.'*
- *'Very well organised and presented.'*
- *'Good format, well presented and well facilitated.'*
- *'Good table host and facilitator.'*
- *'Good group discussions.'*
- *'Venue, organisation and presentation were very good.'*
- *'A good mix of views.'*
- *'Yes the format worked very well.'*
- *'Yes the facilitators helped with this.'*
- *'I think that connection type issues and social obligations issues should be consulted on separately.'*

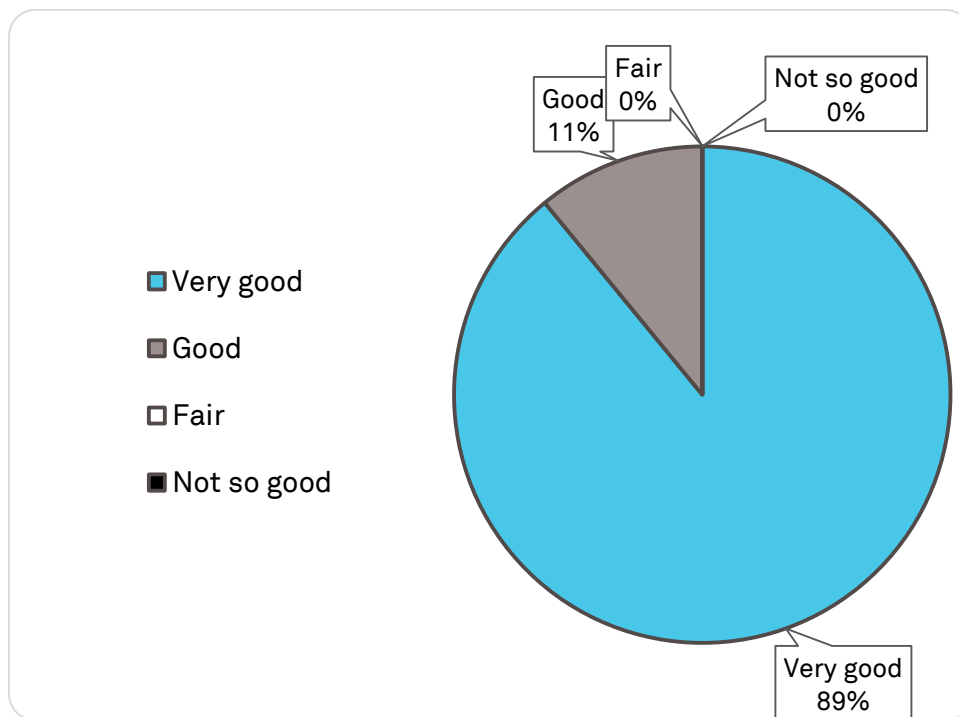
Q3. Did we cover the right topics for you on the day?



Stakeholders made the following comments around topics covered on the day:

- *'Yes, needed more on support to grid in the future.'*
- *'Yes, a good range of topics.'*
- *'Some opportunity for discussing technical issues would be good.'*
- *'Would like to see more around communication with end consumer.'*
- *'There could be greater inclusion of new connections in the morning session.'*
- *'Would like a little more on DG.'*
- *'You did a very good job of keeping the topics specific, yet broad enough for everyone to understand and participate.'*
- *'Yes, applicable to the present and future.'*
- *'More emphasis on environment and sustainability as it is so key and links into other priorities (flooding defence etc.).'*

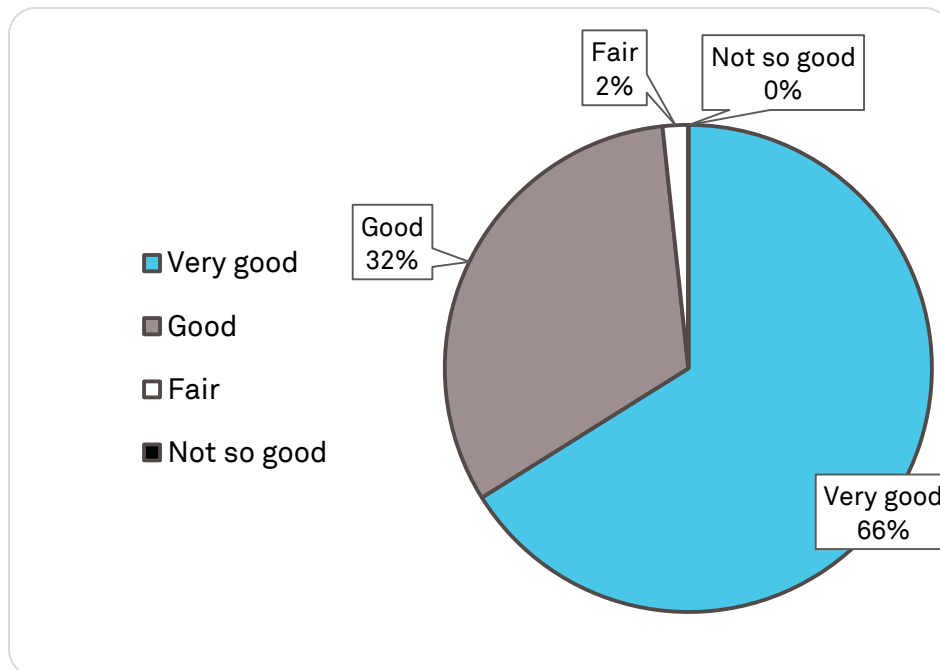
Q4. What did you think of the way the workshop had been facilitated?



Stakeholders made the following comments around facilitation:

- *'I enjoyed the mix of presentation, discussion and voting.'*
- *'It was good to have facilitators at the table.'*
- *'It was facilitated very well and kept to the timetable.'*
- *'As always, well organised.'*
- *'Interactive.'*
- *'Excellent.'*
- *'Interactivity certainly helped retain interest.'*
- *'I liked the Clickapad.'*
- *'The facilitators and voting sessions worked very well.'*
- *'Good – interactive.'*
- *'Excellent format and delivery.'*

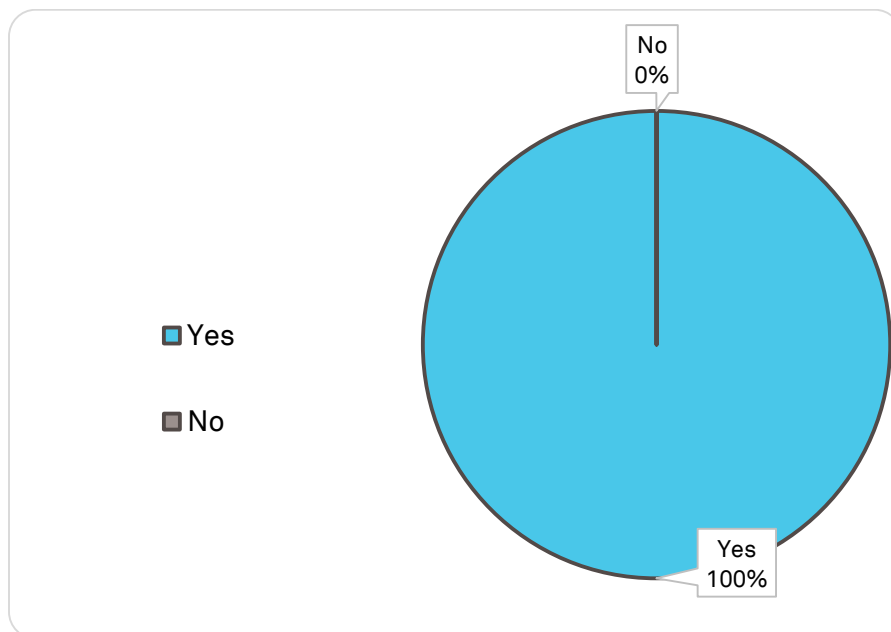
Q5. What did you think of the venue?



Stakeholders made the following comments about the workshop venue:

- *'Central Birmingham hotel venue would be more convenient for rail access in future events.'*
- *'Not as good as Cheltenham.'*
- *'Easy to get to with good facilities.'*
- *'Easy to access by public transport – an additional benefit.'*
- *'Took some time to find it.'*
- *'Excellent transport links, food and facilities.'*
- *'Not the easiest to get to at 9:30 in the morning, but not really a problem.'*

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



Q7. Do you have any other comments?

Stakeholders made the following comments on the workshop:

- *'Key, fundamental issue for WPD is its relationship with connected clients and how it deals with them as "customers".'*
- *'WPD's prime purpose in life is to ensure electrical supply, not social services. Others do that.'*
- *'Good session, very useful.'*
- *'May be combined with tech showcase.'*
- *'Thank you. Very informative and interactive.'*
- *'This is what good stakeholder engagement is and feels like - well done Alex Wilkes and the rest of the stakeholder engagement team.'*
- *'The day has been excellent.'*
- *'Slide colour content needs to be reviewed - pastel colours are not good.'*
- *'Thanks, a very informative, well-run day with topics that appealed to a broad range of people.'*
- *'Major use of seminar and focus group.'*
- *'Social obligation/fuel poor people are vastly outnumbered at these events, hence suggestion to keep separate.'*