Western Power Distribution

Stakeholder Workshop:

Cheltenham 29 January 2015

Contents

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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 sustained engagement with stakeholders and was fast-tracked by the regulator in 2014.

WPD is committed to continued engagement with its stakeholders over key decisions. The company identified two areas of focus for engagement going forward:-

1. The delivery of WPD's plans and improvements to their services
2. Key, long-term priorities that will change the way WPD operate in the future

In January 2015, WPD hosted six workshops across its network area in order to get feedback from stakeholders on the two areas identified above. This report details outcomes from the workshop that took place at Racecourse in Cheltenham on 29th January 2015.

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 featured 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 here.

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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:
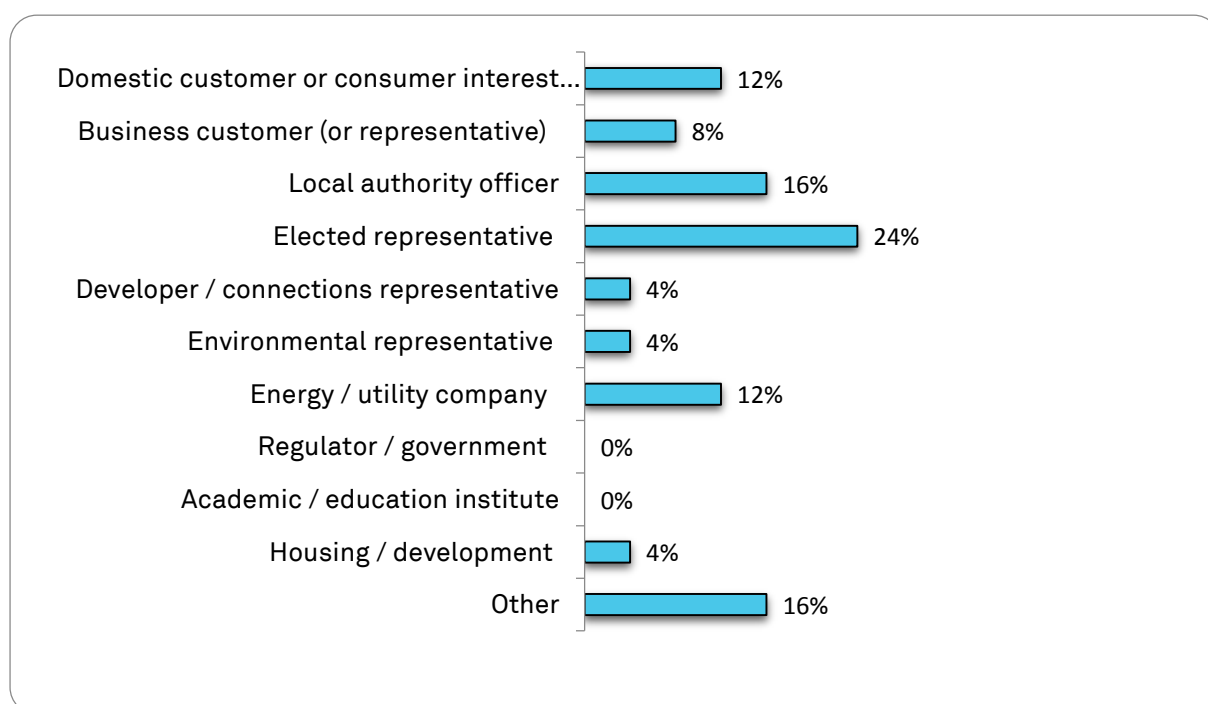
- **Workshop 1: Short-medium term – WPD's Business Plan & reporting.** The first workshop involved a discussion on WPD's Business Plan, specifically on which areas interested stakeholders most and how they would like to be kept informed.
- **Workshop 2: Long term – strategic priorities impacting the future of electricity networks.** The second workshop involved a discussion on the strategic priorities that impact the future of electricity networks. This included an interactive session where the group ranked the priorities as high, medium or low.
- **Workshop 3: Long term – starting to address these priorities**. The third workshop involved a more detailed look into two specific long-term priorities: *Customer Awareness of WPD* and *Affordability and Vulnerability.* Stakeholders were able to vote individually on what they believed to be the best actions in these areas.

Attendees

A total of 28 stakeholders attended the workshop. There were a range of representatives from different backgrounds, including the domestic, business, local authority, developer/connections, environmental, energy/utility, regulatory/government, academic/education, housing/development, and voluntary 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:

What type of stakeholder are you?

Stakeholder type	%
Domestic customer or consumer interest…	12%
Business customer (or representative)	8%
Local authority officer	16%
Elected representative	24%
Developer / connections representative	4%
Environmental representative	4%
Energy / utility company	12%
Regulator / government	0%
Academic / education institute	0%
Housing / development	4%
Other	16%

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The organisations represented were as follows: -

- ACRE
- Bovis Homes
- British Red Cross
- Caplor Energy
- Cirencester Town Council
- Country Land & Business Association
- Deerhurst Parish Council
- Energy Networks Association
- Festival Housing
- Geldards LLP
- Gloucestershire County Council
- Gorsley and Kilcot Parish Council
- Harvington Parish Council
- Hermes Energy Services
- Kempsey Parish Council
- Malvern Hills District Council
- Nortech Management Ltd
- North Somerset CPRE
- Npower
- Pitchcombe Parish Council
- Prestbury Parish Council
- Stroud District Council
- Tusc Ltd
- University of Bristol
- Warm Wales
- Worcestershire County Council

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3. Summary of feedback

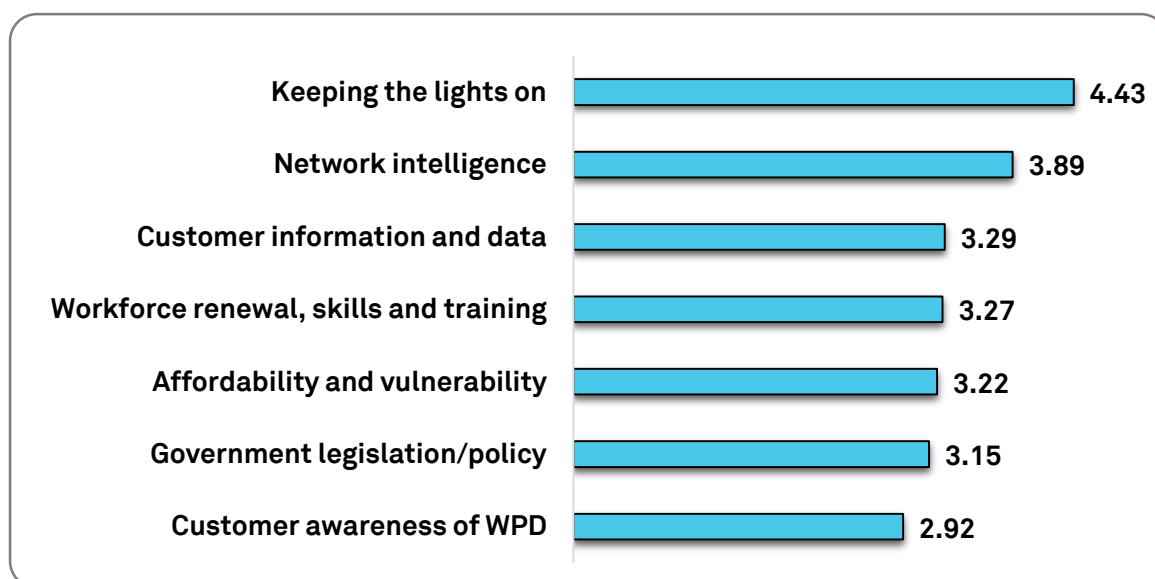**Workshop 1. Short-medium term – WPD's Business Plan and reporting**

- Although there was a lack of consensus regarding which areas of the Business Plan prompted the most interest, a significant amount of stakeholders commented that reliability was on the top of their list.
- Additionally, connections and customer satisfaction was also cited frequently.
- Stakeholders generally agreed that they preferred short summaries with the option of getting more information if they required.
- Many stakeholders also commented that they thought the "traffic light" approach was a good way of being kept informed of the Business Plan.
- The stakeholders agreed that the average domestic customer would not be interested in the breakdown on their bills. However, it was suggested that the information on the breakdown should be available online if one wishes to access it.

Workshop 2. Long term – strategic priorities impacting the future of electricity networks

- Stakeholders believed that the priorities WPD identified were appropriate. There was a consensus that the priorities were not stand-alone, but all fed into each other.
- A few present believed that the environment should be addressed in each of the priorities. However, a WPD representative commented that each priority has an environmental impact assessment.

- 'Keeping the lights on' was consistently ranked the highest priority in both the table discussions and the individual voting.
- Network intelligence was also ranked highly on each table. It came in as the second most important strategic priority overall in individual voting as well.
- There was no consensus on the tables which priority ranked lowest, however individual voting showed customer awareness of WPD to be bottom.
- Many stakeholders stressed the importance of workforce renewal, skills, and training as they believed that it was important for the future of the network.
- There was also consensus that affordability and vulnerability should be split into two different priorities as they do not necessarily go hand-in-hand.

Following the workshop session, stakeholders were asked to vote on the priorities, ranking them in order of importance, with 1 being of no importance and 5 being highest importance.

Priority	Score
Keeping the lights on	4.43
Network intelligence	3.89
Customer information and data	3.29
Workforce renewal, skills and training	3.27
Affordability and vulnerability	3.22
Government legislation/policy	3.15
Customer awareness of WPD	2.92

Workshop 3. Long term - Starting to address these priorities

Customer awareness of WPD

- A number of stakeholders made suggestions for alternative activities that were not included as part of WPD's plan for raising customer awareness. The most popular suggestions included close work with partners via suppliers and putting the WPD number on utility bills.
- A stakeholder made the point that WPD does not have a specific audience, rather everyone is affected in their region. Therefore, WPD needs to be innovative with their customer awareness in order to reach a wide audience across many different age ranges.
- Joint ventures and partnerships were heralded as very important, with stakeholders feeling that WPD can increase awareness with the help of others.
- Expanded schools education activities and expanded website tools were also seen as important to stakeholders during the table discussions.
- A number of stakeholders thought that the fridge magnets and resilience packs that WPD had distributed were an excellent way of raising customer awareness of WPD.

Stakeholders were asked to cast a vote by placing a sticker next to their preferred initiative. The outcomes of this are shown below.

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Initiative	Votes
Investigate the feasibility of network solutions to tackle fuel poverty	18
Expanded website tools and leaflet information (distribution via targeted partners)	16
More direct mailing	11
Expanded social media presence and smartphone apps	7
More television advertising	1
More local media advertising (radio & newspaper)	0

Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote using their electronic keypads.

- The most popular actions identified was expanded website tools and leaflet information with 34% of the vote.
- The second most popular action identified was more direct mailings with 23% of the vote.
- In a separate question, stakeholders voted more television advertising as the least popular action identified with 56% of the vote.

Affordability and vulnerability

- A majority of stakeholders felt that the actions identified were comprehensive, however two alternative suggestions were made: education on the most efficient ways to heat homes and collaboration & data sharing with other utilities and agencies.
- There was an overwhelming consensus that WPD should work in collaboration with local councils and groups rather than start from scratch. Many stakeholders pointed out that the activities suggested were already in place.
- The sharing of data and the importance of the Priority Service Register was raised by many stakeholders.
- Many stakeholders also felt that practical support to improve vulnerable customer resilience was an important activity.

Stakeholders were asked to cast a vote by placing a sticker next to their preferred initiative. The outcomes of this are shown below.

Initiative	Votes
Investigate the feasibility of network solutions to tackle fuel poverty	20
Improve the data held on our Priority Service Register	12
Establish an 'affordable warmth innovation scheme' for not-for-profit agencies	11
Practical support to improve vulnerable customer resilience	9
Identify fuel poverty hotspots and existing initiatives/schemes	8
Fuel poverty referral schemes	6
Establish a "hardship fund" for qualifying domestic customers	3

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Electronic Voting Results

Following the workshop discussions, stakeholders were asked to vote using their electronic keypads.

- The most popular actions identified were investigating the feasibility of network solutions and improving the data held on our Priority Service Register both with 22% of the vote.
- The second most popular action identified practical support to improve vulnerable customer resilience with 18% of the vote.
- In a separate question, stakeholders voted: establish a "hardship fund for qualifying domestic customers" as the least popular action with 60% of the vote.

Summary of written feedback:

- Overall, 70% of those who completed and returned feedback forms on the day thought the event was very interesting. The remaining 30% thought it was interesting.
- 63% of attendees strongly agreed with the statement that they had the opportunity to make their points and ask questions. 33% agreed with the comment, and 3% disagreed.
- 59% agreed that the right topics were covered on the day, while 33% strongly agreed, 4% disagreed and 4% strongly disagreed.

Stakeholders were given the opportunity to leave comments under each question. The comments included '*very well run,' 'the table discussions and voting buttons allowed everyone's opinions to be aired,'* and *'very well run and presented.'* One stakeholder felt that there '*didn't seem to be many other large users present, and that steered the debate.*

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4. Workshop 1: Short-medium term – WPD's Business Plan & Reporting

The first workshop involved a discussion on WPD's Business Plan, specifically on which areas interest stakeholders most and how they would like to be kept informed.

4.1   Which Business Plan areas interest you the most (for reporting)?

This question referred to the key areas of focus for WPD's Business Plan. The following areas were discussed:

- Safety
- Reliability
- Environment
- Connections
- Customer Satisfaction
- Social Obligations

Table 1:

- An elected representative asked *'you're talking about reporting on the Business Plan. Will you be reporting on our area, regionally?'*
- An energy/utility representative stated *'I'm interested in the list, but also interested in what might be missing. In the LEP's point of view, we're tasked with creating the county economic plan. I sense there isn't enough connectivity between DNOs and LEPs. How is the engagement happening? It's really important to see the engagement in the higher process, not just in the beginning stages of the Business Plan.'*

Table 2:

- An elected representative said *'reliability. Without power, our country is going to be dead. In terms of reliability it's going to be about outages and long term supply.'*
- A developer/connections representative stated *'my main interest is in connections towards renewable energy.'*

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- A local authority officer agreed and commented *'it's more about being able to get connections rather than the actual performance.'*
- A housing/development representative felt that *'reliability is the main thing. But in terms of my role, it would also be social obligations.'*
- An elected representative considered that *'reliability brings in satisfaction as well. If they are getting the power, they are not going to make any complaints. You are only going to be unsatisfied if you are not getting a supply.'*
- An elected representative said *'I am a user so obviously I want to see reliability.'*

Table 3:

- A developer/connections representative remarked *'this will be different for everyone, but reliability and connections for me – as a supplier.'*
- A voluntary organisation representative stated *'from our perspective fuel poverty is a very key issue. We want to ensure that your social obligations are actually enacted, plus what the social obligations are and how they are fulfilled effectively.'*
- An elected representative commented *'I'd go the same with reliability and connections on the basis that in most cases, its energy that is supplied to people living in the communities I'm engaged with so that is important- when it stops then it's a major concern!'*
- An elected representative felt that *'in the climate we are in now, it's vital that people can be reliant on electricity and it is so important that they get consistent power particularly in more rural areas.'*
- An environmental representative raised the point *'I would say it is a concern, but a flip side is if a generator's at the end of the line– who are able to generate power such as with solar panels or wind turbines who can feed it back up into the grid. So it's the other side of the argument, traditionally you'd need a less robust network for the sparser areas, however that is different now – you could be a generator at the end of the line not just a receiver.'*

Table 4:

- A business customer/representative said *'we're interested in reliability, environment and connections. We want to be satisfied as a customer and if we had those three boxes ticked we'd be satisfied.'*
- A representative from a voluntary organisation said *'reliability, customer satisfaction and social obligations are the most important for me.'*
- An elected representative commented *'reliability and customer satisfaction is most important from my point of view.'*
- An elected representative said *'reliability is always top priority I think.'*

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- A representative from a law firm said *'I look after our carbon management plan, which guides the way we're going to reduce consumption in times of rising estate, student and staff. We also want to increase resilience and establish renewable energy production on campus.'*
- An elected representative commented *'when we have an outage, as happened recently when 400 houses were wiped out. The immediate response was within half an hour to an hour before everyone was reconnected. It involved getting 8 generators to the village. I got out to the village to find out how people were responding and I was wanting to ask questions of WPD, and I phoned up and we had a constructive conversation about how reliable the system was.'*

> **" I phoned up WPD and we had a constructive conversation about how reliable the system was. "**

- A representative from a law firm said *'connections is most important for us.'*
- An elected representative added *'as long as the systems are reliable, safe etc., in some ways there's not much interest and it's not discussed. Something that is discussed is that we don't like transmission lines.'*
- An energy/utilities representative said *'as well as representing a utilities provider I also happen to be a parish councillor. In that second role, reliability is key, and being able to talk to WPD and find out what's happening and how quickly we're going to be back on.'*
- A representative from a voluntary organisation said *'we work in partnership with the DNO's to support people when the power goes off, and reliability is very important for us because it allows us to plan. We're exploring ways to explore the PSR register and work with other groups.'*
- An energy/utilities representative said *'my team is concerned with long term change and Smart Grid. Everything comes down to reliability, safety and customer service.'*

Table 5:

- An environmental representative stated interest in the *'putting in of extra pylons. And if they were highly visual, we would want them undergrounded right through the area, but I understand that there are losses of energy.'*
- An elected representative commented that *'customer satisfaction and vulnerable people are of interest.'*
- A local authority officer pointed out that *'connections is a big one*

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for me. The pressure is to connect faster. A customer is satisfied when things are done quickly.'

- A local authority officer highlighted that *'in villages we sometimes find that we are cut off. So customer satisfaction is important. The other issue is environment. There is a lot that can be done to ruin our lovely countryside, so that is a concern.'*
- A business customer/representative felt that *'affordability is important. WPD is looking at what can be done for customers.'*

4.2 How would you like to be kept informed of the progress of the Business Plan?

The stakeholders were asked how they would like to be kept informed. Specifically, what level of detail they would like, how frequent the communication should be, and how the information should be relayed.

Table 1:

- An elected representative pointed out that (s)he *'gets fed up with traffic lights, because when they're all green you sometimes just ignore it. I like the second one I saw with the bullet points. I prefer more detail than colour. You don't quite know what the levels of the "green" are where bullet points have more meaning to us, the normal consumer, than colours. Customer satisfaction when you get down to my level, my criticisms are quite important. Reliability and environment are quite important to me as well.'*
- An energy/utility representative felt *'there is a huge amount of detail, you need to start with a one-pager. If people want to find out a bit more or people are interested they can get deeper into it. Most people want to read the executive summary. Allow people to get the information they want.'*
- An energy/utility representative pointed out that *'businesses will have a different perspective. Businesses will be interested in what the threats are and what opportunities are, so it's tailoring the reporting to your stakeholders. Some businesses would want reporting in more detail. Unless connections are happening, then WPD and businesses won't be able to work together. Using the LEP to help start-up businesses and if they know what you're looking for, then it'll be a mutually beneficial relationship.'*

Table 2:

- A housing/development representative stated *'traffic lights would tell me the key things I need to know. If there is anything that stood out that I would like to know more about, I assume I would make an effort to find out.'*
- A developer/connections representative agreed and added *'I like the traffic light, you could leave it on your website. I think if I was actually interested in your business performance, I would have a look.'*

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- An elected representative argued *'I prefer the short summary because I prefer to have more information. I wouldn't be interested in averages across all the areas because that would be meaningless. I would rather have more focus on each of the areas such as more local breakdowns.* (S)he raised the point that *'averages just tell us that they are doing well overall, but that doesn't say how they are doing for me.'*
- An elected representative pointed out that *'being old fashioned, I prefer a piece of paper in front of me.'*
- An elected representative felt that *'if it's a purely personal interest, I would want more details for my area. I can understand that from a business point of view, you might be alright with a broader view of things.'*

Table 3:

- An environmental representative commented *'it changes all the time, so an annual one is not really frequent enough.'*
- A developer/connections representative pointed out *'yes but if you're reporting across 70 different outputs how you can deliver a monthly report?'*
- A local authority officer suggested *'perhaps a general report that explains annually what happens, but things do change as you said which means a quarterly report? Opportunities for different stakeholders to receive more specific updates on their area maybe by email?'*
- An elected representative warned *'yes, but how do you measure customer satisfaction and how can you measure vulnerability? I would rather have information saying how they went about scrutinising those people instead of telling me random numbers within the report.'*

Table 4:

- A representative from a voluntary organisation said *'I quite like the idea of quarterly or 6-monthly report, online with links, in a summary format, with the ability to reach more detail easily.'*
- An elected representative said *'I'd like to receive an email or some notification when a new report is available.'*
- There was general assent that a high-level summary was most appropriate.

Table 5:

- An environmental representative made the point *'that is a challenging question, because I don't want to have to read a report. I just want to look out the bedroom window and hardly see the pylons. I don't think a one page summary will be any better than a brick sized report. Maybe the report should be split into sections. I suspect one would like to see some maps so maybe more than a page.'*
- A local authority officer stated *'I'm going to go for a short summary because I'm always pressed for time.'*

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- A local authority officer felt that *'it is a challenge because there is so much information. My preference would be a graphical representation which you could then drill down into.'*
- A local authority officer argued *'I would go for a one page report because it would be easier and I want to save the trees.'*
- An environmental representative considered *'I would imagine you could just have the detail online.'*
- A business customer/representative commented that *'I like the traffic lights. There should be some indications of what has been done, how the company is doing.'*

4.3 How would you like to be kept informed of the impact of the delivery of the Business Plan on customer bills?

Stakeholders were asked to discuss what level of detail they would like to see on their domestic customer bills, what method of communication is most effective, and whether WPD should be responsible for the breakdown of this information.

Table 1:

- An energy/utility representative raised the point that *'we know energy is never going to be out of news and out of politics. It is the hidden costs in end user bills that the DNOs need to demonstrate where the money is going.'*
- A local authority officer asked *'do they care how it's broken down? We have the same problem with council tax.'*
- An elected representative highlighted that *'customers are only interested in energy when they have a problem. As long as you're happy with where you are then you're not interested in the breakdown.'*

Table 2:

- A developer/connections representative commented that *'if you put it on the homepage of your website that would be enough. I would have thought most of your customers would have gotten the headlines from the news and that would be it.'*
- A local authority officer highlighted that *'if it's something they are interested in, they will actively look for it. I think bombarding them with things which are not relevant isn't necessary.'*
- A local authority officer stated that *'the high level stuff is really interesting. We have colleagues who work on fuel poverty so this aspect will let them make comparisons. Aside from that, I can't imagine this is important for many people though.'*

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- An elected representative considered that *'the information is of interest to see what improvements are being made, but there is not much people can actually do about it.'*
- A housing/development representative pointed out that *'the only value of the email should be to tell them that the information is out there if you need it.'*
- An elected representative felt that *'once a year is more than enough.'*

Table 3:

- An elected representative considered *'I think that 16% would be lost on most people; people don't realise the breakdown at all so to educate the public on how it's broken down is actually quite effective.'*
- A local authority officer felt that *'you can put the generic stuff on the website rather than just churning everything out, and show how you've delivered it – quite frankly your Business Plan is a given for the next 8 years so you're not too concerned about all the details.'*
- A voluntary organisation representative raised the point that *'given the work done and the obligation and green deal work with the political element of green taxes – it's interesting how the green side and environmental aspect of you bill is broken down. You've got one group saying we shouldn't pay for the eco side and others say we should because we care about the environment so it's a fine balance – of that 16% of the bill you should market it appropriately – maybe just give a decent breakdown of that 16%.'*

Table 4:

- A business customer/representative said *'twice annually by email.'*
- An elected representative said *'as an adjunct under the general reporting.'*
- An energy/utilities representative said *'it's part of the same thing.'*
- A representative from a voluntary organisation said *'if there are things in the press about it, it's useful to be able to respond.'*
- An energy/utilities representative said *'in terms of the impact on price, perhaps WPD could disseminate this information proactively.'*
- A business customer/representative said *'it depends on the customer as to whether this is relevant.'*
- An elected representative said *'I agree, I don't know whether this is of interest to most people.'*
- An elected representative commented *'if the charges are fixed for the next eight years, then it doesn't seem useful to report them.'*
- An elected representative said *'I don't need to be notified regularly about this.'*
- An elected representative said *'there might be other parts of the system which are more volatile and it's more important to report on them than here when it's controlled.'*
- A business customer/representative commented *'it's a different issue for businesses than it is for domestic customers. Charges are site specific and more likely to change over the years. I can do something about the site specificity but not the volatility.'*
- A business customer/representative said *'there's a very good summary for charges which I use a lot on the front page of the WPD website but I've only recently discovered*

that, and it would have been great if WPD could have got in touch when charges started to increase rapidly so that we could see what it was being used for.'

Table 5:

- A local authority officer made the point that *'if it is a web based reporting system, you should be updating things in real time. The other thing I would like to see is independent scrutiny of what you are saying. It would be good to get Ofgem's view of what you are saying.'*
- A local authority officer commented that *'because I am older, I have friends of my age who will not go down the digital route. Because they have bills sent through, I would say a once a year short summary would be enough.'*
- A local authority officer considered *'you have such a diverse customer base. One size does not fit all. I would say a written report in the first instance with online links for more information.'*

> **You have such a diverse customer base. One size does not fit all.**

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

Table 2:

- A developer/connections representative said *'I am interested in the research behind when they allow connections and when they don't. The second thing I am interested in is the speed of the process. The same people in my office have gotten decisions or quotes to make connections in both 5 minutes and 3 months.'*

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5. Workshop 2: Long term – strategic priorities impacting the future of electricity networks

The second workshop involved a discussion on the strategic priorities that impact the future of electricity networks.

5.1 Do you agree with the priorities identified?

The long-term priorities identified were as follows:

- Customer awareness of WPD
- Network intelligence
- Government legislation/policy
- Affordability and vulnerability
- Keeping the lights on
- Workforce renewal, skills and training
- Customer information and data

Table 1:

- An elected representative felt that *'the problem is that sometimes they bleed into each other. If you can't get customer information and data you can't help customers who fall in the affordability and vulnerability category. With none of those things, you can't keep the lights on. They all feed into each other.'*

Table 2:

- A housing/development representative said *'I would say they are fairly general, so they seem to cover everything.'*

- There was broad consensus that the priorities identified were comprehensive enough.

Table 3:

- A developer/connections representative stated *'well I'm happy with it, they've covered most bases. In terms of an overall corporate view it gives a balanced approach.'*
- An elected representative commented *'I think I like the idea that you can identify where supply has gone down instantly rather than having to report it. In rural areas when the power goes and you lose the power it goes dark – it gets pitch black and you can't see anything! So sharing information with mobile phone data etcetera is very valuable, but the communications element is one of the most important.'*
- An elected representative highlighted *'the skills priority is really key, at a science, technology, engineering and mathematics meeting I just went to they explained how it's a huge issue that we have a lack of qualified engineers so will end up with more eastern European engineers because young people and particularly women are not going into engineering – we're going to have a serious shortage of engineers in the future!'*

Table 4:

- A business customer/representative said *'I think these are the right things to be thinking about. There are a number of cross-correlations between them so it's particularly important not to look at them in isolation.'*

Table 5:

- An environmental representative stated *'there is nothing on the environment. Each of the priorities of WPD needs to be done in such a way that they do not impact on the environment.'*
- A local authority officer felt that *'each of the priorities should have an environmental impact assessment.'*
- An environmental representative commented that the *'environment is going to be a priority for us all. Coming from the mining industry a death of a person costs a £1m, so we don't want to see unsafe practices.'*

- A business customer/representative stated *'I agree with what has been said so far. The information under each heading makes sense, but maybe needs to be boosted.'*
- An environmental representative said *'I don't disagree with any of these priorities, but the assets of the company go here there and everywhere. Most people are familiar with their supplier but not with who distributes. As a member of the public, WPD is the company with lots of assets.'*
- A business customer/representative considered *'maybe it is more about customer awareness. It all goes on in the background and we take it for granted. Only when things go wrong do we take the opportunity to find out who is responsible.'*
- A local authority officer pointed out that *'I'm interested to know why WPD is interested in what we think. Your Business Plan for the next 8 years is already fixed, so why are you interested in what we think?'*
- A local authority officer felt that *'to deliver all of these priorities, workforce renewal should be right at the top.'*
- A local authority officer commented that *'environmental issues like visibility should come out more.'*

5.2   Is there anything missing?

The stakeholders were asked if they thought anything was missing from the priorities identified.

Table 1:

- An energy/utility representative remarked that *'the priorities are an extension of keeping the lights on, it is business as usual and making sure nothing fails, but it's also keeping the lights on in future scenarios. You've got to have a reasonably good idea of what might be the problems. How are you aligning your views on what might be the problem? There needs to be a congruence in agreement of what the problems might be amongst DNOs, councils, and LEPs.'*
- A local authority officer commented that *'think the priorities are great and I don't have a problem with any of them. It's the translation of priorities into actual actions. I don't know how WPD will implement some of this stuff. It's taking an innovative approach to engaging with communities to reduce consumption of electricity.'*
- A local authority officer highlighted *'if you're going to buy that intelligence, what powers do you have to take any actions with the knowledge?'*

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- An energy/utility representative raised the point that there *'needs to be collaboration between network and suppliers. There needs to be strategy between networks and government.'*

Table 2:

- An elected representative made the point that *'there is not really much here about customer education. If I turn on the light in my house, it stays on.'*
- An elected representative added *'it's just a habit, people don't realise it half the time. The attitude of most people is that I am paying for it, so I can use as much of it as I want. Changing that behaviour can make things more efficient.'*

Table 3:

- An environmental representative felt that *'sharing information might be more beneficial, other people have more data and sharing local knowledge on the ground that tells you why something goes wrong is because of xyz, but that could be very useful to know.'*
- A developer/connections representative stated *'but that is a hard thing to achieve, because all DNOs and utility companies in general build networks to be extremely succinct closed and trapped – and now everyone wants the data available immediately. In fact that is quite big ask as it requires the redesign of IT technologies etcetera and that's why this is more of a long term implication rather than an instant change tomorrow. It's a big challenge.'*
- A developer/connections representative pointed out that *'there is another point here, which is the data is ours – not yours! We should all benefit from the data, you should give that data to the academic institutions and that information should be shared with the right people whenever you can, but it should be done safely with an awareness of cyber security.'*
- A developer/connections representative said *'knowing what goes on allows you to identify weak spots within the network.'*
- A developer/connections representative remarked *'if you can share the data, you can leverage the benefit of sharing the data and it really feeds back into a better network for the future.'*

Table 4:

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- A representative from a voluntary organisation said *'cyberattacks and security are missing, as part of keeping the lights on, and hacking in to customer databases.'*
- An energy/utilities representative added *'there is new legislation coming in for energy networks and cybersecurity.'*
- An elected representative added *'I'd be worried about people hacking in and taking down energy networks.'*

" If you can share the data, you can leverage the benefit of sharing the data and it really feeds back into a better network for the future. "

5.3   Which are most important to you and why?

Stakeholders were involved in an interactive session where the long term priorities were ranked in order on a traffic light board. Each stakeholder was able to provide input on where they thought the priority should lie – high, medium, or low. At the end, each stakeholder was able to vote individually to ensure everyone's opinions were accounted for.

Table 1:

- An energy/utility representative highlighted *'policy must be based on strategy, and strategy must be based on what the government believes will happen on the future, so WPD should gaze into their crystal ball as well.'*
- An energy/utility representative felt that *'there is a dis-jointedness, because government is in power for 5 years but energy is a lot longer term than that.'*
- An elected representative raised the point that *'if you're looking at the most important ones in WPD's perspective, then government legislation would be at the absolute bottom because there is no influence there. I agree it's a priority but is it one that you can change? It's more about awareness of it, not necessarily how they prioritise it.'*
- An energy/utility representative highlighted *'there is an element of how much WPD lobbies to change the government legislation and policy. I don't think politicians understand technology and they need to be educated.'*
- A local authority officer felt that *'domestically it's important to customers because it's important to us that WPD follows the law.'*
- An elected representative commented that *'keeping the lights on must be a high one.'*
- An energy/utility representative pointed out that *'down in Somerset they're getting really worried about the vulnerability of transformers in the area.'*
- An elected representative stated *'it needs to be right at the top.'*
- A local authority officer commented that (s)he is *'going to be difficult again. I think there is an interrelated role between local authorities and DNOs, it's also a priority to think about what happens when the lights turn off. What do communities do and how are they prepared by their local authorities?'*

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- An energy/utility representative felt that *'there is an increased reliability on electricity. It's about keeping you warm as well as keeping the lights on.'*
- An elected representative felt that *'for customer satisfaction, customer awareness of WPD is very important. If you know when your power is coming back on, there is less frustration. If you know to call WPD and they can help you plan, it helps plan for the coming days. The awareness of WPD is actually quite important.'*
- An energy/utility representative asked *'is there not a way to have some sort of SMS broadcast when your power goes off? '*
- An energy/utility representative highlighted *'it's hard to capture data and people are weary about giving out their information, so it's about gaining trust.'*
- An energy/utility representative stated *'I think awareness is in the high section.'*
- A local authority officer commented *'I'm the official contrarian. When I had a power outage, everything was quite slick. If something goes wrong, then it doesn't matter who's going to sort it, it's just about getting it sorted.'*
- An energy/utility representative asked *'is it because you're more informed? You might be in a better position to find out about it.'*
- An elected representative highlighted *'I think network intelligence ties in with customer information and availability of data.'*
- An energy/utility representative made the point that *'there's also something to do with it's as smart as you use it. There is something to say about comparing data and helping people become more energy aware.'*
- An energy/utility representative commented *'if customers were more aware and became more energy efficient, then it would bring lower demand and more flexibility.'*
- A local authority officer raised the point that *'in the short term network intelligence is probably low, and in the long term it's going to be high.'*
- An energy/utility representative felt that *'they're long term priorities, in that case it's probably high.'*
- An elected representative stated *'I don't' see how network intelligence isn't connected to customer information and availability of data.'*
- An elected representative argued *'vulnerability is such a high priority that I don't know how you can argue with that.'*
- An energy/utility representative felt that *'I think affordability lies with the suppliers, but vulnerability is the DNO's call.'*
- A local authority officer commented *'maintaining that database is a huge task.'*
- An energy/utility representative asserted *'there is a huge interaction with social services in affordability and vulnerability.'*

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- A local authority officer remarked *'getting into the databases to find out who is vulnerable is a real struggle.'*
- An energy/utility representative pointed out that *'customers don't want to classify themselves as vulnerable. Being over 60 now is different. People think they are not in need. Vulnerability is also temporary, if someone's just got out of hospital how do they get on the vulnerability database?'*
- An energy/utility representative asked *'do you have relationships with training schools? Workforce renewal is extremely important and as long as you manage it correctly then it should be ok. Perhaps linking with universities and secondary schools to market yourselves a bit better.'*
- A local authority officer stated *'the consumer probably doesn't care if WPD has a workforce in a few years.'*
- An elected representative asked *'if you don't have a workforce how are you going to keep the lights on?'*

Table 1

Affordability and Vulnerability

Government legislation/policy

Keeping the lights on

HIGH

Customer awareness of WPD

Network Intelligence

Customer information and availability of data

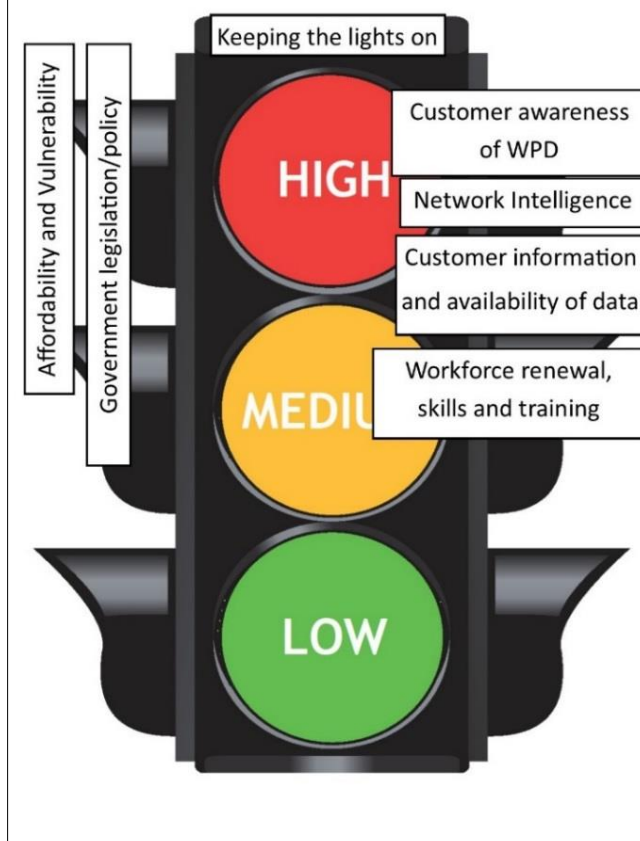MEDIUM

Workforce renewal, skills and training

LOW

Table 2:

- A developer/connections representative felt that *'for me, network intelligence is going to be at the top. It is the topic I am selfishly interested in.'*
- An elected representative agreed and added *'well generally it is important. If you don't know what is going on, how do you know?'*
- A local authority officer highlighted that *'it has got to be in order to keep up with innovation. You can start moving toward active demand management.'*
- A developer/connections representative raised the point that *'you are not going to be able to keep the lights on if there is no network intelligence.'*
- An elected representative said *'lights on is of primary importance.'*
- A local authority officer argued that *'you don't necessarily need to keep the lights on all the time.'*
- A developer/connections representative pointed out that *'demand side management is getting increasingly popular actually where it's not necessary to keep the lights on all the time and only when it is needed.'*
- An elected representative argued *'if your objective is not to keep the lights on, what is the point of having you around?'*
- A housing/development representative considered that *'keeping the lights on is a given. Maybe it's not a priority which should be discussed because that is the purpose of the organisation.'*

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- A developer/connections representative commented that *'we are in the 21st century economy where you kind of expect the lights to be on. What is interesting to me, is that in the scope of supply and demand, there are areas which can help both you and the customers.'*
- A housing/development representative pointed out that *'from a regulation point of view, it is extremely important. Otherwise, it makes events like these where you are trying to engage and asking people for feedback pointless because people don't know who WPD are.'*
- A local authority officer disagreed and complained *'I don't know too many people who would care about WPD. If you had a power cut, you could just Google their number. It's just a name on a van, the actual name is insignificant.'*
- A developer/connections representative added *'the only time I care is when the power goes off. I don't really care the rest of the time.'*
- A housing/development representative raised the point that *'if we were building homes, they would contact our customer care department first during a power cut and we would have the number.'*
- A developer/connections representative pointed out that *'you have a beautiful situation where you have a monopoly over seven and a half million so you don't need to care about brand awareness. You don't need to be spending millions on it.'*
- An elected representative felt that *'it is crucial. Government is the whole industry.'*
- A developer/connections representative said *'you need to have a good understanding of that to be able to do things.'*
- A local authority officer brought up that *'It's not negotiable.'*
- An elected representative considered that *'it is crucial because as much input the government gets about what should and should not be done, the more helpful it would be.'*
- An elected representative disagreed and said *'that doesn't affect me. It is nice to know what it is but I am more concerned about the other ones which actively affect me.'*
- A developer/connections representative highlighted that *'if we had a power cut and someone rang me up and said this is why you've had the power cut, that is pretty cool.'* (S)he commented that if (s)he *'can form a better relation with the DNO because of the extra information they have, that would be good. If that allowed WPD to deliver good customer service, then I would put it higher.'*
- A housing/development representative felt that *'vulnerability is quite important. There are so many lives at risk.'*
- A housing/development representative enquired *'where would you get the information about vulnerability for example? Would that be information that you would gather or something which already exists which you tap into?'*
- An elected representative raised the point that *'this would have to be done every time you change your supplier. It should be part and parcel of whatever form you have to fill in when you are signing up to a supplier.'*

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- A local authority officer considered that *'affordability and vulnerability are very different things and so they have different importance.'*
- A housing/development representative agreed and commented that *'vulnerability should be at top but I don't think affordability should be.'*
- An elected representative pointed out that *'affordability usually comes down to the overall situation.'*
- An elected representative felt that *'it is not down to individual companies. I think it should be done by central government policy and how the government wants to look after people. The basic problem again is to do the supply as cheaply as possible.'*
- A housing/development representative raised the point that *'it would work quite well with customer awareness. If the information regards to vulnerability and affordability schemes are delivered efficiently you could get more awareness for WPD.'*

Table 2

Keeping the lights on

Affordability and Vulnerability

HIGH
- Network Intelligence
- Government legislation/ policy
- Customer information and availability of data

MEDIUM

LOW
- Workforce renewal, skills and training
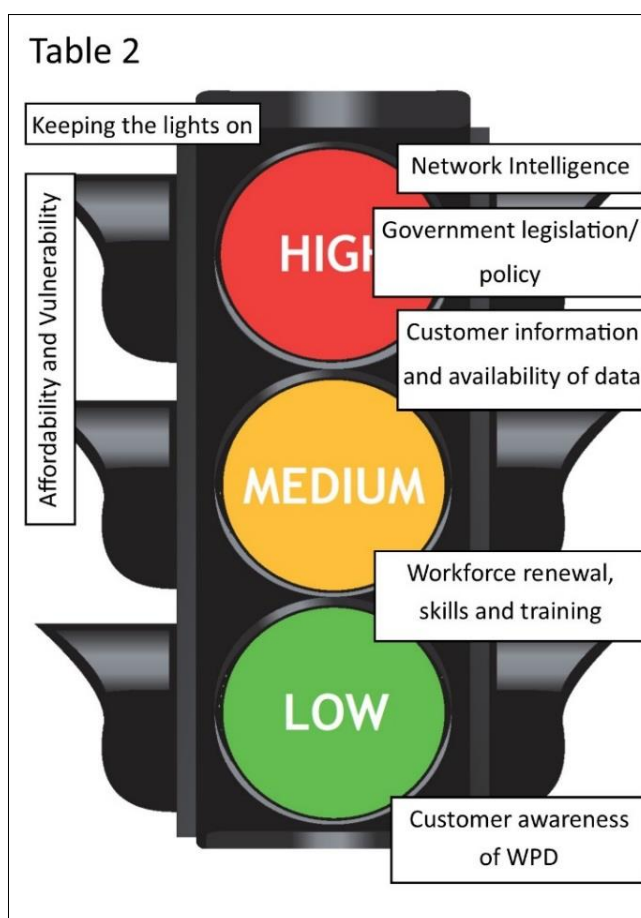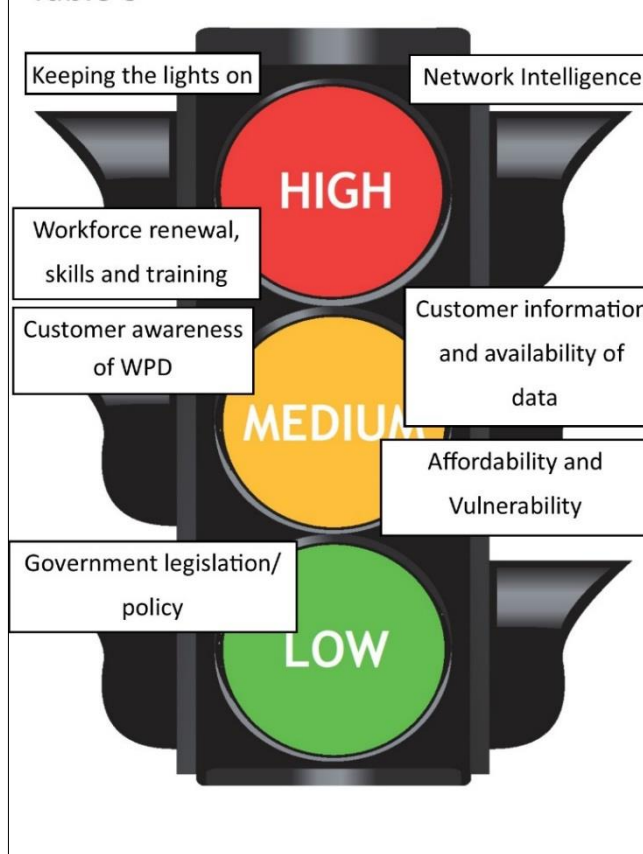- Customer awareness of WPD

Table 3:

- An elected representative considered *'personally I'd say you've gone a long way with customer awareness already, so it's not a high priority, but there are more important other priorities yes – you've tried already to combat the customer awareness issue.'*
- An elected representative disagreed *'but it's serious if the customer doesn't know about the company and there is a power cut! So I'd say it's a high priority.'*
- A voluntary organisation representative suggested *'it's only really an issue if something goes wrong, it's that balance between that priorities side – well if the lights stay on I don't really care who distributes the power, it's just when it goes wrong you have to be concerned.'*
- An elected representative highlighted *'for medical issues such as people on dialysis they are already aware of the problems so they are already aware of who to contact through the assistance of other services. Such as the floods in 2007, they found out exactly who to contact, so they have almost really made themselves more resilient already.'*
- A voluntary organisation representative felt that *'it's targeted too – if there's a single household that loses power from their perspective it's a big emergency, it's especially a priority for people who are vulnerable. Our power goes off maybe one a year, but if*

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you're fit or healthy you just deal with it but if you're more vulnerable it's crucial for you get the power back on fast.'

- An elected representative made the point that *'in long term, network intelligence is a high priority.'*
- A local authority officer stated *'it's managing the capacity you have now, and bringing in more investment and expansion of the network.'*
- An environmental representative considered *'I think it's in conjunction with government legislation, if you get a requirement that you have to produce X amount of green energy you will need to have a system to deliver that!'*
- An environmental representative mentioned *'I think you offer some really good workshops where you can talk to the engineers but the general perceptions is that there is not the capacity and the network is progressively getting worse as more people connect to it.*
- A voluntary organisation representative stated *'I think the work to do with the government is very much focused on the money that is taken out and where that money goes. While you can influence things, you are really in the middle between the suppliers and the government, so it's very much at the bottom.'*

Table 3

- A local authority officer remarked *'yes the government really drives the agenda and you just have to follow it —it's something you've got to do.'*
- A voluntary organisation representative felt that *'from our perspective the amount of 16% of the bill that goes towards affordability and vulnerability is important. From what we see you have a social responsibility, and it's important that you distinguish how much money you put in to help those people and make it a suitable proportion of the 16%.'*
- A local authority officer said *'my guess is with some existing businesses they might take on a massive new contract and if they need to take on more power, from our perspective we have lots of businesses that manufacture in the county - you then need to respond to that by increasing capacity and demands, so it's a broader point really.'*
- An elected representative thought *'it's that fuel element; that is the only form of fuel entering the property, although I suppose it ties with keeping the lights on.'*

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- A voluntary organisation representative considered *'if you were going to invest, then maybe investing in council resilience plans could be a lot more effective. If that money was going to something like that it would be more palatable than if it went to something less tangible.'*
- An environmental representative raised the point that *'in terms of affordability and vulnerability it would be interesting if you compared the difference between the rural and urban areas and I'm sure you'd get very different answers. In fact I would say those are very different points, just because you suffer affordability problem are you vulnerable?'*
- A local authority officer agreed *'yes you could treat them as two separate issues.'*
- An elected representative highlighted *'a lot of what's underneath keeping the lights on supports that main activity!'*
- A developer/connections representative commented *'for me keeping the lights on is a measure of the performance of your network, you should focus every engineer to keep the lights on for a fixed price with all the other aspects the same, it's really the bottom line because it's what you do as a company! Like any business you have to cover all the other aspects, do the accounts pay the tax pensions etc but you have to keep the lights on at any cost!'*
- A voluntary organisation representative argued *'yes but without running your other company areas into the ground!'*
- A developer/connections representative raised the point that *'it has to be a tactical day to day of investing within the network but also making sure the lights are always kept on.'*
- A voluntary organisation representative pointed out *'I would agree, you could argue what is a DNO doing with affordability and vulnerability if it can't keep the lights on?'*
- A developer/connections representative stated *'a lot of that comes from the legislation from the government that tells you that you need to intervene and look after those vulnerable people.'*
- A voluntary organisation representative argued *'it's part of a the corporate social responsibility aspect that is important so you have to put some money down but at the end of the day it's about how much you put in and how you do that, but it's got to be covered!'*
- An elected representative made the point *'I personally think that the skills aspect is high! It takes a long time to train people; it's not an overnight job!'*
- An environmental representative disagreed *'but is the company responsible for training and bringing in a new wave of new young workforces?'*
- A local authority officer remarked *'but for an organisation there is high pressure to grow your own workforce for the future!'*
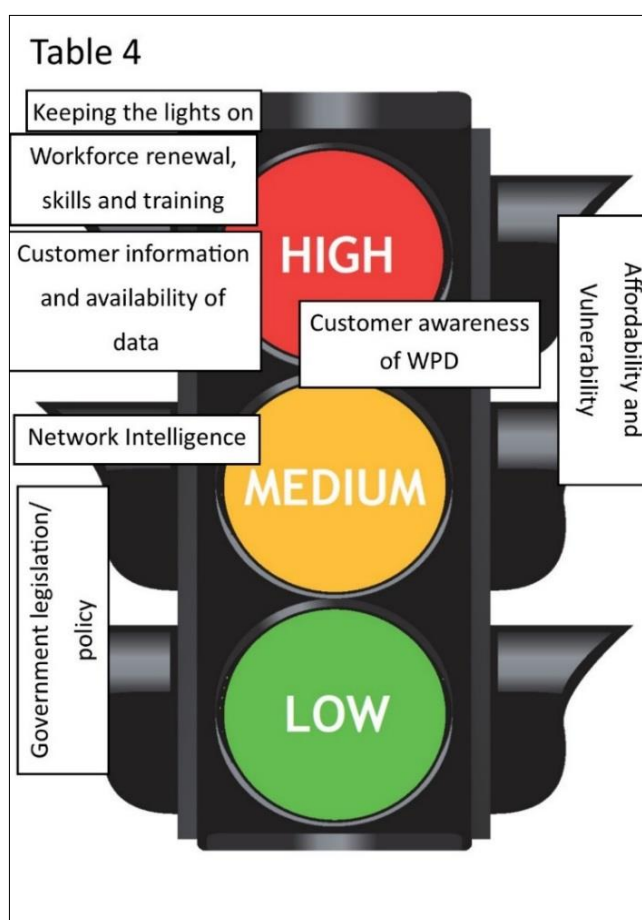
> **❝ For me keeping the lights on is a measure of the performance of your network, you should focus every engineer to keep the lights on. ❞**

Table 4:

- An energy/utilities representative said *'from a professional point of view, government policy is high; from a parish council point of view, I don't care about it.'*
- A business customer/representative said *'these things will change because of the general election and we will need to know how to respond to that.'*
- A representative from a voluntary organisation commented *'I'd like to put government policy low to medium, partly because as charity sector we need to be neutral about these things.'*
- An elected representative said *'I'd just expect these things to be done, and the system will take care of this. Safety is over-riding everything, and that isn't mentioned in this exercise but I think we all agree that that is most important.'*
- A representative from a voluntary organisation commented *'from our perspective customer data is key so that we don't turn up to the wrong house, or have incorrect data, so I would say it's of medium to high importance.'*
- A business customer/representative said *'we're getting more interested in customer data.'*
- An energy/utilities representative said *'vulnerable people data is going to be of relevance to the council.'*
- An energy/utilities representative said *'the change between central networks and WPD, customer awareness is very important.'*
- An elected representative said *'from the point of view of customers this is important.'*
- An elected representative said *'it's important because it's repeated again and again who to get in contact with in case of an outage. I found people wandering around wondering what was going on, and they mostly found out by word of mouth. That was the case in our small community, but might be different elsewhere.'*
- A representative from a voluntary organisation said *'from a proactive perspective this links to customer data.'*
- An elected representative said *'the village agents want to know that sort of information.'*
- A representative from a voluntary organisation commented *'affordability and vulnerability is important from our perspective. I think this is everybody's problem.'*
- A business customer/representative said *'for domestic customers this is of high importance.'*
- An elected representative said *'vulnerability is a separate issue from affordability. Vulnerability is under WPD's control in the sense that they can do something about who gets cut off, so that is high importance.'*
- A representative from a voluntary organisation said *'I would say that affordability and vulnerability is not as important as customer data.'*
- A business customer/representative said *'I'd like to cut vulnerability and affordability in half.'*
- An energy/utilities representative said *'I agree, lumping them together is not the right thing.'*
- An elected representative asked *'what feedback do you get from a smart meter?'*
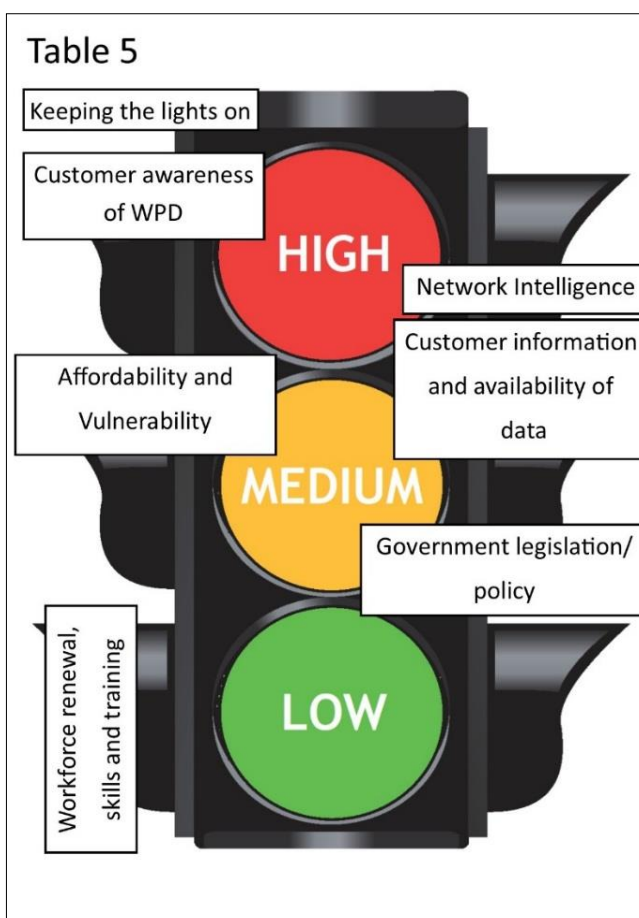
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- A business customer/representative said *'we have smart meters in our university and we were able to see that electric immersion meters were all coming on at the same time in halls of residence. So we were able to stagger them and avoid having a spike in consumption, and thereby pay less.'*
- An elected representative asked *'how does a smart meter work in a power cut?'*
- An energy/utilities representative said *'this is the future: the smarter grid, and you can help to reduce people's energy usage. Network intelligence is really high from our perspective.'*
- A representative from a voluntary organisation said *'I can see the benefits but from our perspective this is low.'*
- A business customer/representative said *'it's important to be able to make changes to a network.'*
- An elected representative said *'on a wider scale you already have the ability to detect network outages, because the lights go off.'*
- An elected representative said *'as an engineer, you'd think that the country would have cottoned on by now, but it's the same thing over and over again, everyone thinks skills and training is getting worse and worse and worse. We need to renew skills and stop the loss of knowledge.'*
- An elected representative asked about *'the number and kind of universities involved in WPD's training schemes.'*
- An elected representative said *'it's in the background but it is a high priority because it's tied to the lights going out in the long term.'*

Table 4

- A representative from a law firm said *'WPD were the first company to reintroduce in-house training after privatisation. Before that there was a reliance on contractors. WPD are leading the way on skills and training.'*
- An elected representative agreed that *'WPD are doing a good job. You can't rely on contractors, and the country needs these skills.'*
- A representative from a voluntary organisation said *'ultimately if the skills supply isn't sorted the lights go out.'*
- A representative from a law firm said *'this is a national issue. We have the world's leading nuclear technology experts and all these skills are being lost and we're now relying on the French. It's so difficult to get engineers which is crazy.'*

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- A business customer/representative said *'I'd like government legislation and policy to go down on the list. I don't think our relationship with WPD is the place to manage that.'*

Table 5:

- A law firm representative argued *'customer awareness is at the top.'*
- A business customer/representative commented *'I would also suggest keeping the lights on is the main priority.'*
- An environmental representative considered *'in terms of customer awareness, we have had some power cuts, one due to an exploding transformer. I was impressed because the lights were on within a half an hour and the transformer within the week, and you did not really need to know who WPD are.'*
- A local authority officer felt that *'if customers don't know who the company is, that company has failed.'*
- A local authority officer argued that *'if you have to deliver savings in a difficult environment, you really need network intelligence to make this happen.'*
- An environmental representative *'the distribution needs to be fit for purpose and I don't see how you can do it without the right information.'*
- A local authority officer commented that *'as it is not a constant, I would not put too much reliance on government policy. If you put your efforts into network intelligence, the legislation comes into place.'*
- An environmental representative made the point that *'you will not make the same kind of impact as the suppliers, so the environmental policy is not really that important.'*
- A business customer/representative stated *'the vulnerability side is difficult, because you do not have a direct relationship with the individuals who are using the energy. I have the feeling this is coming up the agenda for WPD.'*
- An environmental representative stated *'we are medically dependent. I would have thought most will have a backup generator. Does that come within your remit?'*
- A local authority officer pointed out that *'a good public image comes*

Table 5

Keeping the lights on
Customer awareness of WPD
HIGH
Network Intelligence
Customer information and availability of data
Affordability and Vulnerability
MEDIUM
Government legislation/ policy
Workforce renewal, skills and training
LOW

from a profitable well-run company. You should be able to do it because of the infrastructure you have.'

- An elected representative commented *'I would put this as medium, because I think people already have backup generators or batteries.'*
- A local authority officer argued that *'keeping the lights on is what you are selling to customers. It is your product. If you cannot supply your product…..'*
- A law firm representative felt that *'nothing else matters if the lights go off.'*
- A local authority officer highlighted that *'I rank workforce renewal, skills and training as a high priority because without them you are going to have problems. The workforce need to be trained, because they are working in difficult condition and you need the right people.'*
- A law firm representative pointed out that *'on one hand I see it as important because the workforce make the company operate, but at the same time, the company should be doing this anyway. It's just expected.'*
- An environmental representative commented that *'I think that companies should just be expected to provide skills and training, so it should be ranked as a low priority.'*
- A local authority officer considered *'customer information and data is very important to companies and less important to residents.'*
- A local authority officer felt that customer information and data would rank *'high or medium.'*
- A local authority officer stated *'I would have put workforce training above network intelligence because without the workforce you can't get the network intelligence.'*

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

Table 2:

- An elected representative stated that *'the problem with electricity is you only distribute, you don't produce. So you only control a little bit of the whole system. There is no point talking to you for instance because there is not much you in particular can do. I think a more joined up approach would be better.'*

5.5 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.

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Overall results:

Long term strategic priorities

Priority	Score
Keeping the lights on	4.43
Network intelligence	3.89
Customer information and data	3.29
Workforce renewal, skills and training	3.27
Affordability and vulnerability	3.22
Government legislation/policy	3.15
Customer awareness of WPD	2.92

Priority-by-priority results:

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

Rating	%
Not a priority at all 1	8%
2	3%
3	1%
4	6%
Highest priority 5	82%

Average score = 4.43

How do you rate network intelligence as a long-term priority?

Rating	%
Not a priority at all 1	3%
2	4%
3	19%
4	32%
Highest priority 5	41%

Average score = 3.89

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

Rating	Percentage
Not a priority at all — 1	3%
2	19%
3	41%
4	23%
Highest priority — 5	14%

Average score = 3.29

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

Rating	Percentage
Not a priority at all — 1	6%
2	11%
3	27%
4	37%
Highest priority — 5	19%

Average score = 3.27

How do you rate affordability and vulnerability as a long-term priority?

Rating	Percentage
Not a priority at all — 1	7%
2	15%
3	31%
4	24%
Highest priority — 5	23%

Average score = 3.22

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

Not a priority at all	1 — 4%
	2 — 19%
	3 — 29%
	4 — 23%
Highest priority	5 — 24%

Average score = 3.15

How do you rate customer awareness of WPD as a long-term priority?

Not a priority at all	1 — 18%
	2 — 27%
	3 — 33%
	4 — 15%
Highest priority	5 — 8%

Average score = 2.92

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6. Workshop 3: Long term – Starting to address these priorities

The third workshop involved a more detailed look into two specific long-term priorities:

- Customer Awareness of WPD
- Affordability and Vulnerability

Customer Awareness of WPD

Stakeholders were asked to refer to the list of customer awareness activities in the presentation and discuss any actions that may be missing. The actions are as follows:

- Expanded website tools and leaflet information (distribution via targeted partners)
- More local media advertising (radio & newspaper)
- More television advertising
- Expanded social media presence and smartphone applications
- More direct mailings (A, to every customer; B, targeted groups only; C free items – e.g. fridge magnets)
- Expanded schools education activities – safety plus wider information

6.1 Are there actions missing that we ought to be taking?

Table 1:

- An elected representative commented that *'the problem with direct mailing is that people literally throw it away. They had the same problem with the NHS leaflets, direct mailing can irritate people and it's all tucked together and people just chuck it away before looking at it.'*
- An elected representative highlighted *'that's the whole difficulty of advertising. Advertisers never know which medium is the most profitable for them. They're never aware which messages actually go through. Somehow you've got to use all of them to reach everybody.'*
- An energy/utility representative felt that *'you have to match the audience as well. For WPD you're not tied to a certain type of market or social category, it's everybody and you're connected to everything. If you do branding on Facebook and Twitter you'll reach your younger audiences but for the older audiences it's the direct mailing and television advertising.'*
- An elected representative felt that *'if it were on the right channel and hour, television advertising would be good. You've got to cover them all really.'*
- An energy/utility representative highlighted *'you want to get it in the Archers or something. Something like product placement.'*
- An elected representative commented that *'with the expanded schools I do wonder if you can also get it to brownies and packs. We're always looking for stuff that would inform and education them.'*
- An energy/utility representative pointed out *'National Grid sponsors a cubs home safety badge. It's something to consider.'*

- An energy/utility representative considered *'there's a good way to outreach into the community by going to neighbourhood watches and community organisations, ladies organisations, etc.'*
- An elected representative pointed out *'pensioners are also part of these community organisations. If it's something they go out to and have their tea, they listen to it and it might actually go in.'*
- An energy/utility representative raised the point that *'doctor's surgery's having screens and it's a useful way to get information out.'*
- A local authority officer considered *'it's about utilising existing channels in the community. District councils have training and product placement events, it's something WPD can look into. It's also education in terms of career opportunity and teaching about safety.'*
- An energy/utility representative felt that *'WPD needs a map of the regional events and get involved with the LEPs as well as the district councils. The LEP can help and they can tell you where the key events might be and where to get the best impact.'*

Table 2:

- A housing/development representative considered that *'you could promote WPD through fuel suppliers. If the bills could include an explanation of what WPD does that would be useful.'*
- A developer/connections representative agreed and added that *'you could do some joint marketing with fuel suppliers or other partners.'*
- A housing/development representative pointed out that *'many people don't really do paper billing anymore. Does anyone actually go to the second or third page of your bill? Or do you just go to the bit which says how much you need to pay?'*
- A housing/development representative stated *'I would go for the cheapest option out of that, whatever the cheapest option is because I don't think the customer is too fussed with awareness.'*
- A developer/connections representative agreed and commented *'I just cannot see the point. You are a monopoly – why bother? You should put the money into the bare minimum of what you have to do to satisfy the regulators and that's it.'*
- A local authority officer said *'I was going to say that WPD is being obsessed with branding and PR. I think they want everyone to know about WPD and no one actually cares.'*

> **You could promote WPD through fuel suppliers. If the bills could include an explanation of what WPD does that would be useful.**

Table 3:

- A voluntary organisation representative stated *'you don't use any of our networks or request anything to message anyone, we're linked with 53,000 different communities*

and organisations and have things such as local newsletters and we have a whole range of corporate entities that do work with us – but you don't!'

- A voluntary organisation representative pointed out *'it's where the leaflets are going and if they're just going through the door or if someone is meeting in person while delivering that is important.'*
- A local authority officer remarked *'I think the thing about the locality, the point is good as your county council is the best way to get out in touch with the rural areas and they have a fantastic local database so it's so good to get the information and work with them.'*
- An environmental representative raised the point that *'interestingly we work with you on events, however we approach you rather than vice versa – and it should sometimes be led by you.'*
- A developer/connections representative queried *'maybe the challenge is, how do you know that WPD needs to engage with these organisations? And that is maybe done better with their online advertising etcetera.'*

Table 4:

- A business customer/representative said *'specific engagement for half-hourly metered customers. We get billed differently and we'd get a different set of tariffs. By engaging with a smaller number of people, WPD could make a bigger difference.'*
- An elected representative said *'the fridge magnets weren't fluorescent enough.'*

Table 5:

- A business customer/representative considered that *'it would be great if we could find one way to reach everyone, but that does not happen. We never find a way. We don't want to know things until there is something wrong. I have my fridge magnet on my fridge and my friends have theirs on their fridge.'*
- A local authority officer stated *'we have a village newsletter that goes out every month. If we had information in the newsletter about WPD it would reach a lot of people.'*
- A local authority officer commented *'I don't understand why WPD want to go out and make their presence felt. They don't need to attract customers. The priority is to get the phone number out, the rest is window dressing. If there is a power cut they need a point of contact. If you did a straw poll around here, people would not go to WPD, they would go to their power supplier. Getting to the right source is important, everything else is window dressing.'*
- A local authority officer felt that *'there is no need for TV adverts. Maybe the phone number should be on the bill.'*
- A local authority officer commented that *'there will be other groups, minority groups who would seek you out if they need your information. I find it strange to use social media.'*
- An energy/utility representative felt that *'television has a role. Even if it is a documentary. If you compare WPD to other utilities, WPD takes customer awareness seriously.'*

- A law firm representative commented that *'there is a medium that has not been mentioned – the telephone. I would like to receive phone call from WPD.'*
- A local authority officer felt that *'you need to instil confidence in the customers. Most people don't trust their power supplier, on here is the cost and changing energy providers.'*

6.2   How important are the actions relative to one another?

Stakeholders were given three 'votes' for each priority. They were first asked to cast their votes for customer awareness of WPD, indicating which priority they believe will be the most effective. They were then asked to do the same for affordability and vulnerability. The three votes per stakeholder could be used as block votes or spread out between the priorities. Stakeholders could also add votes to their own priorities and were encouraged to give reasons for their choices.

Table 1:

Table 1

- An elected representative highlighted *'every parish council is meant to have a website, and we are at the roots. If we are given the information, we can fan it out. So that's why I'm going to put my sticker on direct mailing because we can distribute it and people will actually look at the material we distribute to them.'*
- A local authority officer pointed out *'actually tapping into existing events is a big one for me. I have a feeling that WPD have a feeling that they have to do this by themselves*

and lack of knowledge, but I think that there can be connectivity. We have a fantastic database, so if you want a ready source, it's already there. There is a lot of local intelligence out there. However, it is local, so you cannot have a national strategy or national engagement plan because the information that councils have is very local.'

- An elected representative felt that *'the only thing that's missing on the board is your vans, people see the vans and remember them.'*
- An energy/utility representative stated *'I think television advertising goes over people's heads and it rinses out.'*
- A local authority officer felt that *'there's no market segmentation; it's a bit of everything. It's not like you're trying to sell to a certain group, that's why you need to spread it.'*
- An energy/utility representative commented that *'there are some things already being done, and you shouldn't stop with the historic marketing, but it's about moving on to reaching audiences in a more efficient manner.'*
- An elected representative considered *'sometimes it's the supplier that's making the mistake and the DNO gets the blame, and that's something you need to get the word out about.'*

There's no market segmentation; it's a bit of everything. It's not like you're trying to sell to a certain group, that's why you need to spread it.

Table 2:

Workshop Three - Beginning to address these long-term priorities
Customer Awareness of WPD

ACTIVITY	RATING
Expanded website tools and leaflet information (distribution via targeted partners)	
More local media advertising (radio & newspaper)	
More television advertising	
Expanded social media presence and smartphone apps	
More direct mailings	●●●
Expanded schools education activities – safety plus wider information	●●●●●●●
Use links with existing partners to promote WPD (e.g. fuel suppliers)	●

Table 2

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

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- An elected representative pointed out that *'so many people do so many little things to advise people in these areas. So many of these things are duplicated, and many of them are not done properly.'* (S)he argued that *'many of these organisations have primary roles or responsibilities such as WPD's to produce electricity. It should not be half a dozen people trying to feed the same information in different ways. That makes it inefficient.'*
- A developer/connections agreed and highlighted that *'you are just re-inventing things. You might be better off to do a joint venture rather than doing it all again.'* (S)he complained that *'when you were showing me those slides, I was just thinking how much all of that must be costing.'*
- A developer/connections representative considered that *'maybe it's a better idea to deliver these ideas through a third party and sponsor these organisations.'*
- A housing/development representative felt that *'TV advertising is one of those things, I noticed because I was aware of WPD. If I wasn't aware of WPD, I don't think I would have taken it in.'*
- An elected representative disagreed with direct mailing and highlighted that *'when you get different pieces of paper from different organisations, they are going to go into the bin. No one is going to put up all the papers on their wall, all the information from all the suppliers and distributors should be put on a single piece of paper telling you who to ring.'*
- A developer/connections representative supported expanded schools learning and stated that *'you can do all sorts of energy education at the same time. WPD should not be going to schools and talk about WPD but more about safety. It doesn't have to be Western Power, it just has to be done.'*

Westbourne
Engage Opinion

Table 3:

Workshop Three - Beginning to address these long-term priorities
Customer Awareness of WPD

ACTIVITY	RATING
Expanded website tools and leaflet information (distribution via targeted partners)	●
More local media advertising (radio & newspaper)	
More television advertising	●
Expanded social media presence and smartphone apps	●●
More direct mailings	●●●
Expanded schools education activities – safety plus wider information	●●●●
Close work with partners via their activity	●●●●●
Close work with partners via suppliers	●

Table 3

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

- An environmental representative remarked *'it would be more beneficial if a cost was associated with this, if you have a fixed budget what would be most effective may not be the best use of the money!'*
- An elected representative felt that *'I think the website development is a must because we always put your links on our own website and they'd start to see and look for a link towards your site, and it's so important that the information is right there and they don't have to spend ages searching for things. It's key that the site is usable so that they can go directly to that part of information straight away.'*
- A local authority officer proposed *'social media is a very good idea too; maybe giving alerts out via smart phones is just as important if not more so than the web. Even the police force is using texts and social media so it's really becoming quite common and widespread. Particularly if these information areas relate to a location too.'*
- A voluntary organisation representative felt that *'there's kind of a negative connotation with advertising 'power cuts!' It builds an expectation you will need that phone number at some point!'*
- An environmental representative stated *'local radio and TV is far better to make it appeal to people, but the timing has to be appropriate, if it's coming into winter when people think about the issue that is when you have to do it.'*
- A voluntary organisation representative remarked *'you are right, we run our targeted advertising campaigns exactly when they are needed and the issues are at the forefront of people's mind.'*

Westbourne
Engage Opinion

- A local authority officer said *'you can get generic messages out about keep warm too, and looking after vulnerable people.'*
- A developer/connections representative commented *'I've got a fridge magnet too, and it's useful to know that number you have to call when the power fails.'*
- A local authority officer raised the point that *'one of the things you could also use it for is schools as an education partnership and also really stress the importance of a career in your company; promoting your company in schools and encouraging kids to choose the right subjects to get a job in your field.'*
- An elected representative agreed *'yes it's important that people learn about and are kept informed of what is involved with power generation and distribution – finding out exactly how they get electricity into their homes.'*
- An environmental representative pointed out *'you want to make sure when people get that leaflet through the door they actually look at it and don't just ignore it.'*
- A voluntary organisation representative highlighted *'when you get the bill for your energy you should really get an electricity bill with a fridge magnet that says 'power out? Call this number...' on it and that way you know exactly what to do and will read it! Even if it's just on the online version of the bill too, not necessarily printed.'*

Table 4:

Workshop Three - Beginning to address these long-term priorities
Customer Awareness of WPD

ACTIVITY	RATING
Expanded website tools and leaflet information (distribution via targeted partners)	●●●●●●●●
More local media advertising (radio & newspaper)	
More television advertising	
Expanded social media presence and smartphone apps	●●
More direct mailings	●●
Expanded schools education activities – safety plus wider information	●●●●●●
Engagement for larger customers (half hourly meters)	●●

Table 4

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

- A business customer/representative said *'we're going to use website tools more than anything, it's part of the culture within the Uni of Bristol that people go to the web first and anything else will get lost.'*

Westbourne
Engage Opinion

- An elected representative said *'with my parish council hat on I'd wonder where to put the dots at all. The emergency packs are where it ends really for us because we don't have the opportunity to filter down information beyond that once-a-year. The village agents should be one of the people who you are in direct contact with. This doesn't seem to cover sending packs out to targeted partners. If it does, then fine. I don't know that TV or radio advertising is useful. The fridge magnets going to individual customers has some effect.'*
- A representative from a law firm said *'the website tool would be useful if expanded, so that I can be able to get more information if I need it. As a parent with a young son schools and education is important. My son is a football lover and anything to promote safety and let him know that you don't go near a substation is important. Educating everyone, not just kids, but customers. This is also applicable to university students.'*
- An elected representative commented *'education strikes me as very useful—as wide as possible on general electrical safety. I'm quite happy with once-a-year direct mailings, so I'm not going to put a sticker on direct mailing. I'm not sure you need to do any more to be honest from our point of view.'*
- An energy/utilities representative said *'expanded website would be most important—that's everyone's first point of call. Fridge magnets are good. Education, safety in particular, is important. Teach kids not to be frightened to report a lost ball.'*
- An elected representative added that *'flying kites for example is not inherently bad, and you shouldn't be ashamed of it, or afraid to ask for help getting it back.'*
- A representative from a voluntary organisation said *'expanded website tools and leaflet information and smartphone apps. Expanded school and education. This is also a way of gathering data about vulnerable people. For us working with multiple DNOs we have to have 2 sets of leaflets if we cross over between territories, so some consistency and working with partners would be good.'*
- An energy/utilities representative said *'smartphones and social media are good. If there's a blackout and it's the middle of the night, everyone's got their phones next to them, so that's where the notification should be. It would also be a good idea to have the emergency number sent out that people can save to their smartphone address books. We do a school education piece where we educate kids on climate change and energy efficiency and that's really important.'*

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Engage Opinion

Table 5:

Workshop Three - Beginning to address these long-term priorities

Customer Awareness of WPD

ACTIVITY	RATING
Expanded website tools and leaflet information (distribution via targeted partners)	●●●●
More local media advertising (radio & newspaper)	
More television advertising	
Expanded social media presence and smartphone apps	●
More direct mailings	●●●
Expanded schools education activities – safety plus wider information	
Giving information to parish councils to put in their newsletters	●●●
Put the number to call on utility bills	●●●●
Factual TV programme on the industry/ telephone calls	●●

Table 5

WESTERN POWER DISTRIBUTION
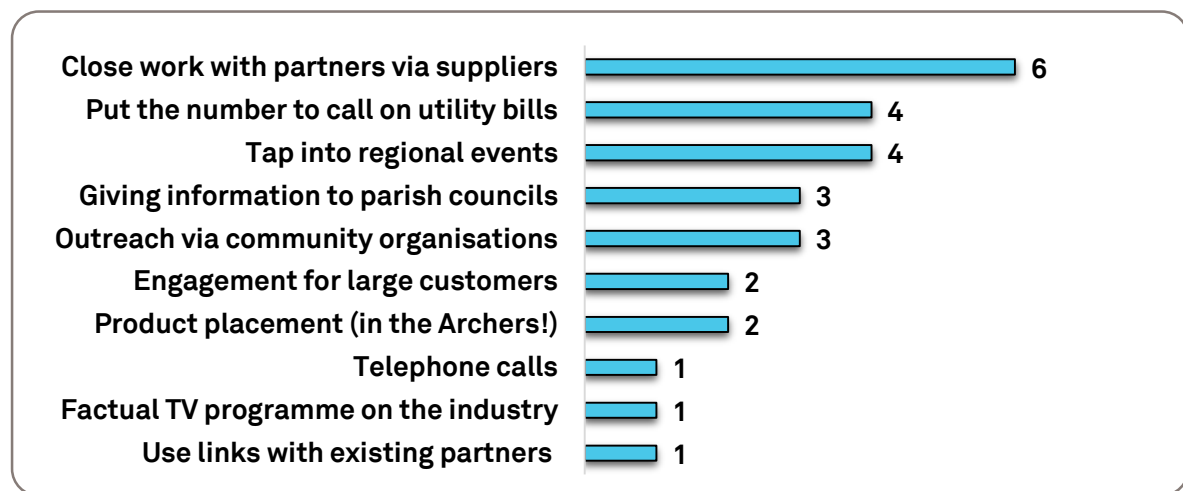*Serving the Midlands, South West and Wales*

- The law firm representative commented that *'increasingly the internet is where the demographic will look for information.'*
- An environmental representative stated *'I would vote for more information for the parish and more information on the utility bills.'*
- A law firm representative felt that *'people appreciate having something on their door.'*
- An energy/utility representative commented that *'top customer awareness tool would be expanded social media, predominantly through smart phone apps. The younger generation are never detach from their phones. WPD is good at that anyway. I would also vote for a TV documentary. It is not necessary, but WPD would be good at it.'*
- A local authority officer considered valuable customer awareness including *'more direct mailings because everyone gets one. Informing parish councils too, because we have a great network. I would also suggest on the energy bill, because everyone gets one.*
- A local authority officer highlighted *'direct mailings work, because everyone gets one, unless they bin them.'*
- A business customer/representative commented on the value of the website *'because it is any easy way for people to check information. It is a good piece of advice. I would also use the utility bill because it is a good source for many.'*
- An environmental representative commented that *'the smart phone and the website are very similar.'*

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6.3   Are there any other points you would like to make

- No comments were made by any tables for this question.

6.4   Stakeholder suggested initiatives

During the workshop, stakeholders suggested additional activities for customer awareness of WPD beyond those that WPD had already identified. The graph below presents a summary of those additional activities along with the number of votes they received across all of the workshop tables.

Activity	Votes
Close work with partners via suppliers	6
Put the number to call on utility bills	4
Tap into regional events	4
Giving information to parish councils	3
Outreach via community organisations	3
Engagement for large customers	2
Product placement (in the Archers!)	2
Telephone calls	1
Factual TV programme on the industry	1
Use links with existing partners	1

6.5   Individual voting results

After the group discussions, stakeholders were asked to vote again. Each stakeholder, through electronic voting, ranked their highest and lowest activities. The results are shown below.

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Q1. Of the actions identified which are your top two priorities?

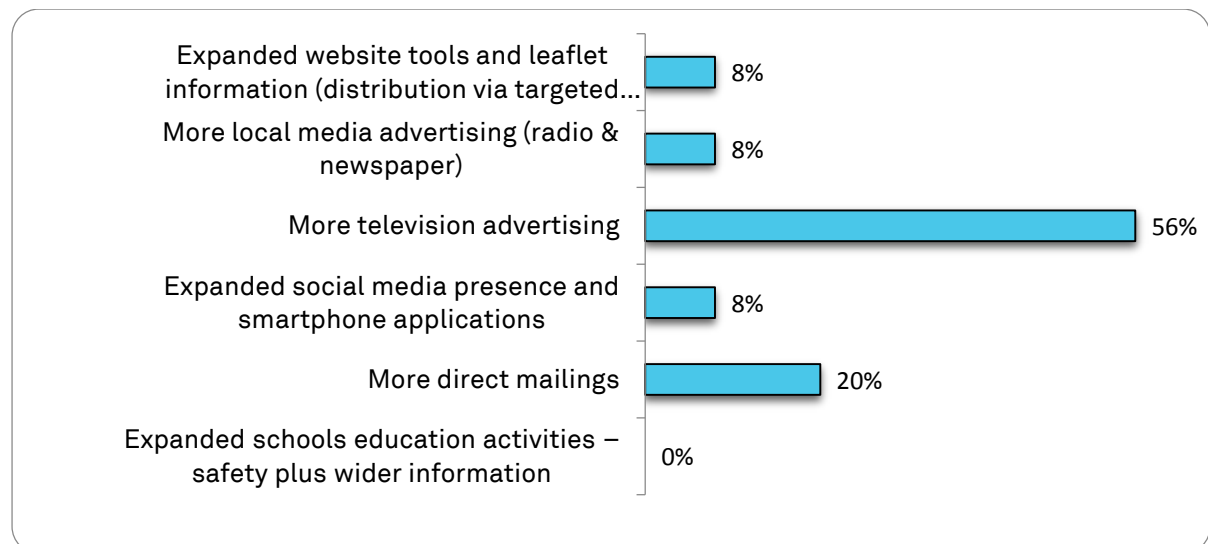| Action	Percentage
Expanded website tools and leaflet information (distribution via targeted...	34%
More local media advertising (radio & newspaper)	5%
More television advertising	2%
Expanded social media presence and smartphone applications	16%
More direct mailings	23%
Expanded schools education activities – safety plus wider information	20%

Q2. Of the actions identified which is your lowest priority?

Action	Percentage
Expanded website tools and leaflet information (distribution via targeted...	8%
More local media advertising (radio & newspaper)	8%
More television advertising	56%
Expanded social media presence and smartphone applications	8%
More direct mailings	20%
Expanded schools education activities – safety plus wider information	0%

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Affordability and Vulnerability

Stakeholders were asked to refer to the list of customer awareness activities in the presentation and discuss any actions that may be missing. The actions are as follows:

- Practical support to improve vulnerable customer resilience
- Improve the data held on our Priority Service Register
- Identify fuel poverty hotspots and existing initiatives/schemes
- Fuel poverty referral schemes
- Establish a "hardship fund" for qualifying domestic customers
- Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies
- Investigate the feasibility of network solutions to tackle fuel poverty

6.6   Are there actions missing that we ought to be taking?

Table 1:

- An energy/utility representative felt that *'cross energy networks is an important aspect of this. If they're vulnerable in electricity they will be in gas as well, and there's a need for better data sharing. It's something that needs to be done more. As an industry it needs to be implemented better.'*
- An energy/utility representative said *'I think it's happening in a way isn't it. They're trying increasingly to make sure there are no gaps.'*

Westbourne
Engage Opinion

- A local authority officer pointed out that *'fuel poverty referral schemes, hardship funds, innovation schemes, and feasibility of network solutions are already being looked into by local councils. The council has got its own fund to support innovation in homes. There is a load of stuff going on at a local level, so rather than doing it from the bottom up there should be collaboration with local governments.'*
- A local authority officer made the point that *'in Gloucestershire we've got an energy advice line, and it might fold next March because it doesn't have enough money. So rather than do your own, provide funding for existing ones and it'll put a big tick in your social obligations box.'*
- An elected representative made the point that *'WPD should find out what's there, be more intelligent about it. Don't let things fold because lack of research.'*

> **" Cross energy networks is an important aspect of this. If they're vulnerable in electricity they will be in gas as well, and there's a need for better data sharing. "**

Table 2:

- There was broad consensus that the list was comprehensive.

Table 3:

- A voluntary organisation representative *'more collaboration and creating partnerships with groups such as us or the CAB really is crucial.'*

Table 4:

- A representative from a voluntary organisation said *'many of these affordability and vulnerability actions can be done in conjunction with partners.'*
- An elected representative commented *'I've never heard a sensible answer to the question as to whether it's better to heat a house with constant settings during the day, or is it better to do it on and off.'*
- A business customer/representative said *'there should be general information about how best to heat your home.'*
- An elected representative said *'I want to see proper experimental evidence about this and the effects on damp and mould.'*

Table 5:

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Engage Opinion

- A business customer/representative made the point that *'I would have done everything that is on the list apart for identifying the hotspots. They all work. There is an issue in getting the money now. Behaviour modification is missing - it comes with knowledge of the energy usage in your home. The other thing that is not on here is the cost and changing energy providers.'*

6.7 How important are the actions relative to one another?

Stakeholders were given three "votes" for each priority. They were first asked to cast their votes for customer awareness of WPD, indicating which priority they believe will be the most effective. They were then asked to do the same for affordability and vulnerability. The three votes per stakeholder could be used as block votes or spread out between the priorities. Stakeholders could also add votes to their own priorities and were encouraged to give reasons for their choices.

Table 1:

Workshop Three - Beginning to address these long-term priorities
Affordability & Vulnerability

ACTIVITY	RATING
Practical support to improve vulnerable customer resilience	
Improve the data held on our Priority Service Register	●●●
Identify fuel poverty hotspots and existing initiatives / schemes	●●
Fuel poverty referral schemes	
Establish a "hardship fund" for qualifying domestic customers	
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	●●●●●
Investigate the feasibility of network solutions to tackle fuel poverty	●●
Collaboration and data sharing with other utilities and agencies	●●●

Table 1

- An energy/utility representative felt that *'network solutions is quite a smart idea. And affordable warmth innovation is good because it uses technology to improve for the future.'*
- An energy/utility representative stated *'I think organisations feel uncomfortable if their boundaries get a bit fuzzy. You have to be agile.'*

Westbourne
Engage Opinion

- A local authority officer pointed out *'there are local agencies and local authorities already delivering all the things you've listed. Rather than reinvent the wheel, tap into existing schemes and save time and money.'*
- A local authority officer highlighted that *'there's a real difficulty in trying to spread yourself too thin. You're trying to do a lot and you need to acknowledge you can't do it all yourself; you can support people to do it on your behalf and you'll get credit for doing that.'*
- An elected representative commented *'people who are my age get targeted, and you get so bombarded with so many different initiatives it needs to be more organised.'*
- A local authority officer felt that *'it's a confused market and WPD playing in the market might just make it more jumbled.'*

Table 2:

Workshop Three - Beginning to address these long-term priorities
Affordability & Vulnerability

ACTIVITY	RATING
Practical support to improve vulnerable customer resilience	
Improve the data held on our Priority Service Register	●●●
Identify fuel poverty hotspots and existing initiatives / schemes	
Fuel poverty referral schemes	●
Establish a "hardship fund" for qualifying domestic customers	●
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	
Investigate the feasibility of network solutions to tackle fuel poverty	●●●●●

Table 2

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

- An elected representative complained *'I don't think you should be doing it at all. There are other organisations who are directly responsible for that. Your responsibility is power.'*

Westbourne
Engage Opinion

- A local authority officer felt that *'the network solutions is more exciting than the others.'*
- A developer/connections representative pointed out that *'you should be pretty careful doing some of the actions concerning vulnerability. None of us have been rung up. What if there is a power cut and someone dies because of it? You can get in trouble.'*
- An elected representative agreed and added that *'when you start interfering in these sort of things, you do become liable. You are saying you are providing other equipment that will help them but they might not work all the time.'*
- A housing/development representative wondered *'does the information on the PSR differ to the information the suppliers keep? Would you be duplicating that if they do?'*
- An elected representative argued that *'the information about vulnerable customers should be given to WPD by organisations meant to find things like that out. You should not have to go and find it.'*
- A housing/development representative raised the point *'if the customer has a phone that is plugged in, you cannot reach them during a power cut. If it is an old person, then there is no way they have a mobile phone either.'* (S)he commented *'I wouldn't want to put this information via WPD as well, I would put it with another organisation.'*
- An elected representative highlighted that *'too many distribution networks are going to be researching the feasibility as well and there are just too many people doing the same thing and wasting money.'* (S)he argued that *'all this money go into people's bills. I would rather my bills be kept lower.'*
- A local authority officer disagreed and considered that *'if they can spend it in smarter ways, then it might be worth it.'*
- A developer/connections representative added *'you can make that cost effective. All the distribution companies can work together and combine their funding towards the investigation'*
- An elected representative emphasised that *'there need to be more joined up thinking in the sector. I think that is the main problem here.'*

Table 3:

Workshop Three - Beginning to address these long-term priorities
Affordability & Vulnerability

ACTIVITY	RATING
Practical support to improve vulnerable customer resilience	
Improve the data held on our Priority Service Register	
Identify fuel poverty hotspots and existing initiatives / schemes	●
Fuel poverty referral schemes	● ● ● ●
Establish a "hardship fund" for qualifying domestic customers	
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	● ● ● ● ● ●
Investigate the feasibility of network solutions to tackle fuel poverty	● ● ● ● ● ● ●

Table 3

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

- A voluntary organisation representative stated *'in collaboration with the energy supplier, we ran a program with British Gas and got a lot of good data – they know where people are to some degree and if there was government coordination to find out who's having any problem paying their bills.'*
- An elected representative felt that *'improving the relationships with partners instead of going out there and looking for and creating your own data is crucial.'*
- A voluntary organisation representative highlighted *'all the data is there, it needs to be made anonymous but hopefully you can come out with a fuel poverty indicator that will come out on how to identify who is fuel poor and exactly who they are.'*
- An environmental representative pointed out *'the data is there, it's just a case of sharing it sensibly instead of reinventing your own lists. In theory they should have the same means of reporting on vulnerability too.'*
- A voluntary organisation representative pointed out *'national energy action and various other energy groups are people we work with all the time.'*
- An elected representative remarked *'as a district council we administer funding, so residents in need can apply to us – we are the central part and people can apply to us with a set amount but when the money in the fund is gone it's gone and we assess the applications individually after they apply. I think that it makes sense if WPD contribute to our funds instead of setting up an entirely new hardship fund.'*

Westbourne
Engage Opinion

- An environmental representative considered *'there will be an increase in demand, I think be it through your charity or local authority but there is a very clear benefit for everyone to want to improve energy efficiency at all levels so in my view I'd say improve it long term but it's not as good to maybe give a grant in the short term and just ignore the longer scale problem. There are certainly green mechanisms you can tap into too.'*
- A voluntary organisation representative pointed out *'with suppliers such as British Gas or whoever there has been a total lack of uniformity, they have been cherry picking the easiest homes to put insulation or solar panels on with a total lack of real effort or care. The energy companies aren't playing ball with us and the obligation is there, and the money is too, but I don't really see an obligation for you to do that – it should be all the energy companies not just you!'*

Table 4:

Workshop Three - Beginning to address these long-term priorities
Affordability & Vulnerability

ACTIVITY	RATING
Practical support to improve vulnerable customer resilience	●●●●
Improve the data held on our Priority Service Register	●●●●
Identify fuel poverty hotspots and existing initiatives / schemes	●●●
Fuel poverty referral schemes	
Establish a "hardship fund" for qualifying domestic customers	
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	●
Investigate the feasibility of network solutions to tackle fuel poverty	●●●●
Education on most efficient way to heat home	●●●●●

Table 4

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

- A business customer/representative said *'thinking about our students, there are a lot of schemes out there but they aren't joined up and WPD could do something about joining them up. Often lots of houses are built in a similar kind of way and you could address them all at once. Education on the most efficient way to heat homes is very important as well.'*
- An elected representative added *'education on efficient heating is important, and I agree with what's been said about network solutions. The accuracy of the PSR is more important than the fuel poverty hotspot.'*
- A representative from a law firm said *'the PSR can save people's lives, and it's important to keep the details current. I agree with the point about education.'*

Westbourne
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- An elected representative said *'the council clearly need more education about heating. It's very important to improve customer resilience. I like the idea about some of these hardship funds and the not-for-profit partnerships for affordable warmth.'*
- An energy/utilities representative said *'education is a no-brainer. I'm drawn to the investigation of network solutions. It's smarter, it's cheaper, and I think that's something we should be looking at.'*
- An energy/utilities representative added *'that's linked to network solutions.'*
- A representative from a voluntary organisation said *'customer data is important. I'm going to go with identify fuel poverty hotspots because then you might be able to put them through the referral schemes or you might find that those hotspots are also hotspots for other issues and you can refer them to other partners. I think with hardship funds the 'sticking plaster' comment hits the nail on the head and you need to look at the longer term.'*
- An energy/utilities representative said *'anything to do with the PSR is massive for us and particularly sharing the data between partners, that's a no brainer for us. Identify the poverty hotspots because if you don't know where they are you can't help them.'*

Table 5:

Workshop Three - Beginning to address these long-term priorities
Affordability & Vulnerability

ACTIVITY	RATING
Practical support to improve vulnerable customer resilience	⬤ ⬤ ⬤ ⬤ ⬤
Improve the data held on our Priority Service Register	⬤ ⬤
Identify fuel poverty hotspots and existing initiatives / schemes	⬤ ⬤
Fuel poverty referral schemes	
Establish a "hardship fund" for qualifying domestic customers	⬤
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	⬤ ⬤
Investigate the feasibility of network solutions to tackle fuel poverty	⬤
Help people with behaviour change	⬤

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Table 5

- A business customer/representative highlighted that *'at the moment I would go for the hardship fund, because the money has dried up. I know that it can work and we can set the criteria to help it run. I'd put some money toward setting up the affordable warmth innovation schemes.'*

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- A local authority officer felt that *'practical support for customer resilience is important. I don't know why people are in fuel poverty, but I would vote for it as a priority.'*
- A local authority officer commented on the value of *'practical support, because people like to help themselves. I would say if you are going to improve the system you need good data quality. A lot of people don't know how to register as a vulnerable customer and I would have thought it was the supply companies who could really help here.'*
- A law firm representative made the point that *'practical support works and is tried and trusted. Also the Priority Service Register is important because vulnerable customers need more resource and more innovation.'*
- An environmental representative commented *'I would agree with providing practical support for vulnerable people. I agree that people don't know what fuel poverty is, but I still want to identify what fuel poverty hot spots there are.'*
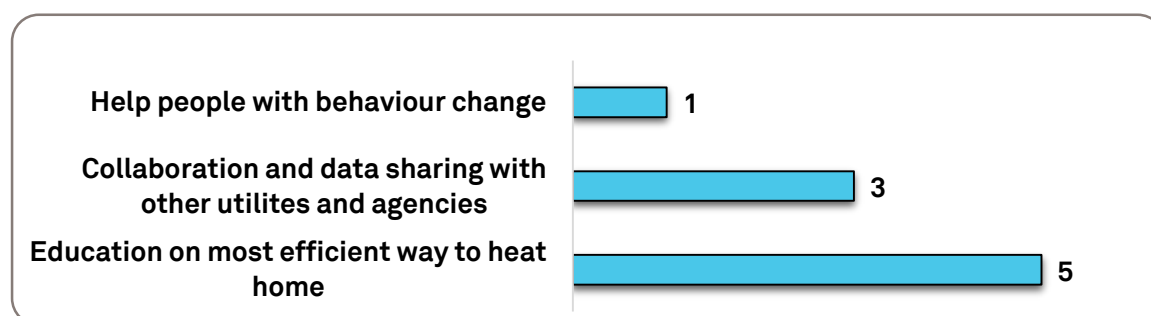
6.8   Are there any other points you would like to make

Table 3:

- A voluntary organisation representative stated *'I sit on many groups and the bottom line is - it's all about money.'*
- A developer/connections representative made the point that *'as a DNO you want to improve the energy efficiency across the network, not just be responsible for vulnerable people.'*

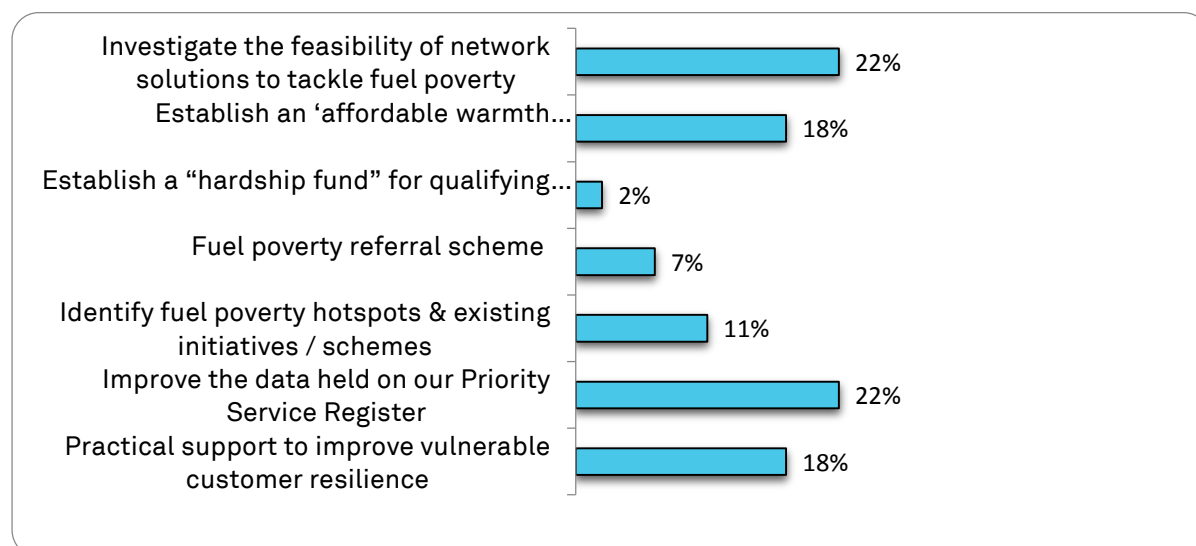## 6.9   Stakeholder suggested initiatives

During the workshop, stakeholders suggested additional activities for affordability and vulnerability beyond those that WPD had already identified. The graph below presents a summary of those additional activities along with the number of votes they received across all of the workshop tables.
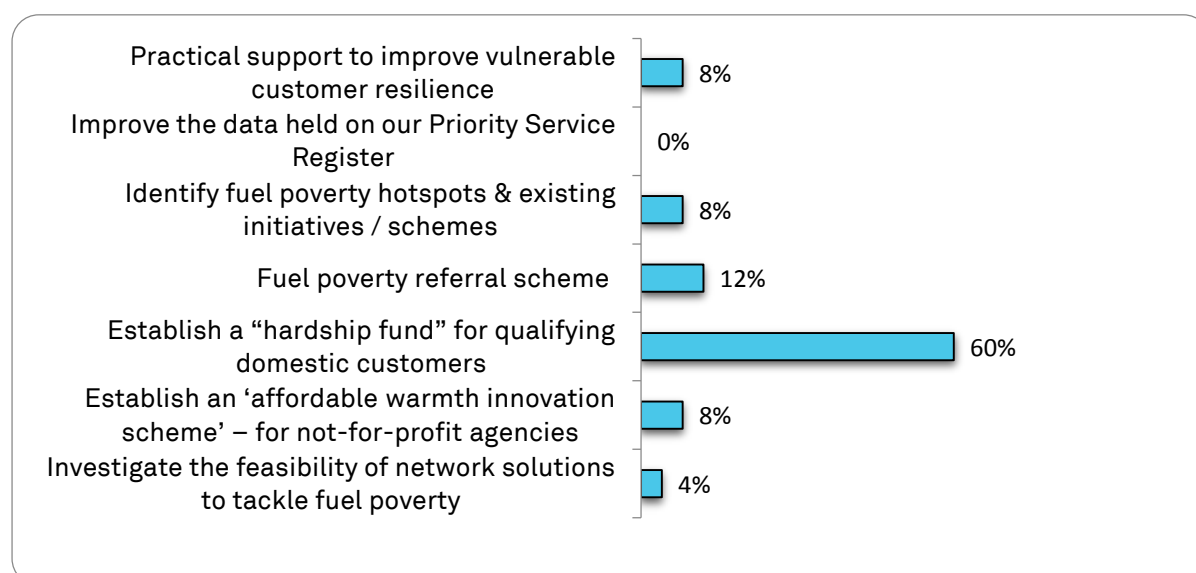
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6.10   Individual voting results

After the group discussions, stakeholders were asked to vote again. Each stakeholder, through electronic voting, ranked their highest and lowest activities. The results are shown below.

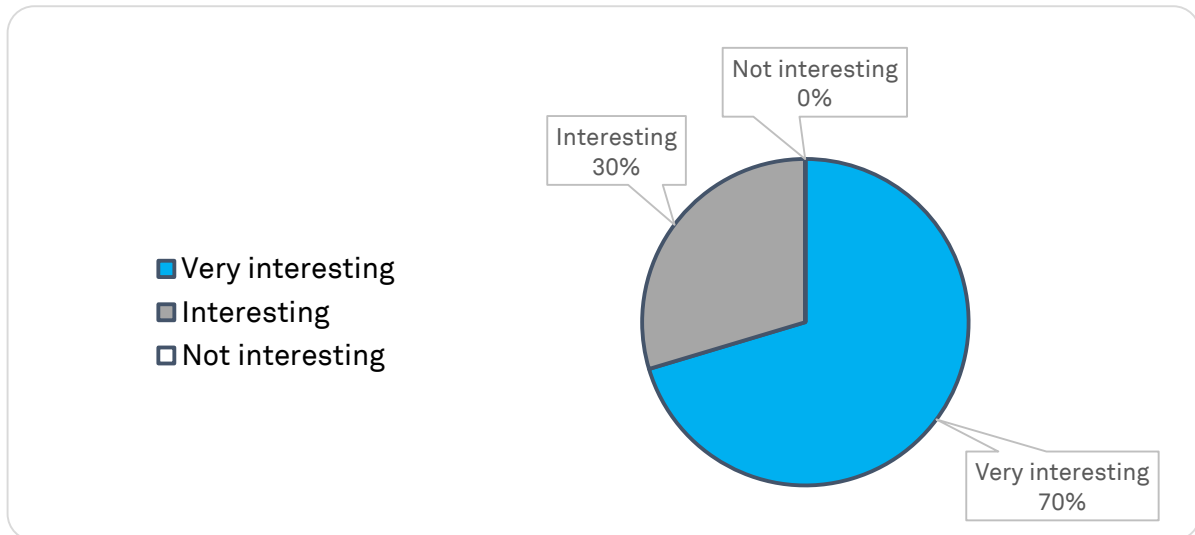**Q1. Of the actions identified which are your top two priorities?**

Action	Percentage
Investigate the feasibility of network solutions to tackle fuel poverty	22%
Establish an 'affordable warmth...	18%
Establish a "hardship fund" for qualifying...	2%
Fuel poverty referral scheme	7%
Identify fuel poverty hotspots & existing initiatives / schemes	11%
Improve the data held on our Priority Service Register	22%
Practical support to improve vulnerable customer resilience	18%

Q2. Of the actions identified which is your lowest priority?

Action	Percentage
Practical support to improve vulnerable customer resilience	8%
Improve the data held on our Priority Service Register	0%
Identify fuel poverty hotspots & existing initiatives / schemes	8%
Fuel poverty referral scheme	12%
Establish a "hardship fund" for qualifying domestic customers	60%
Establish an 'affordable warmth innovation scheme' – for not-for-profit agencies	8%
Investigate the feasibility of network solutions to tackle fuel poverty	4%

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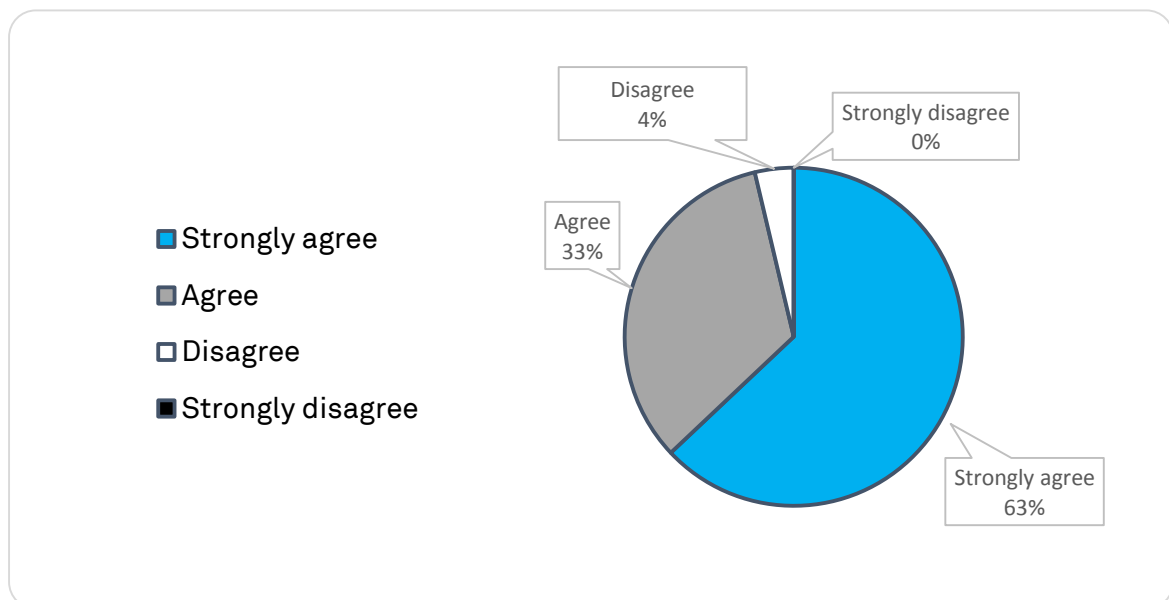# 7. Written feedback

Of the 28 attendees who attended the workshop, 27 completed and returned feedback forms on the day's event. Stakeholders were asked a set of seven questions. The responses can be found below:
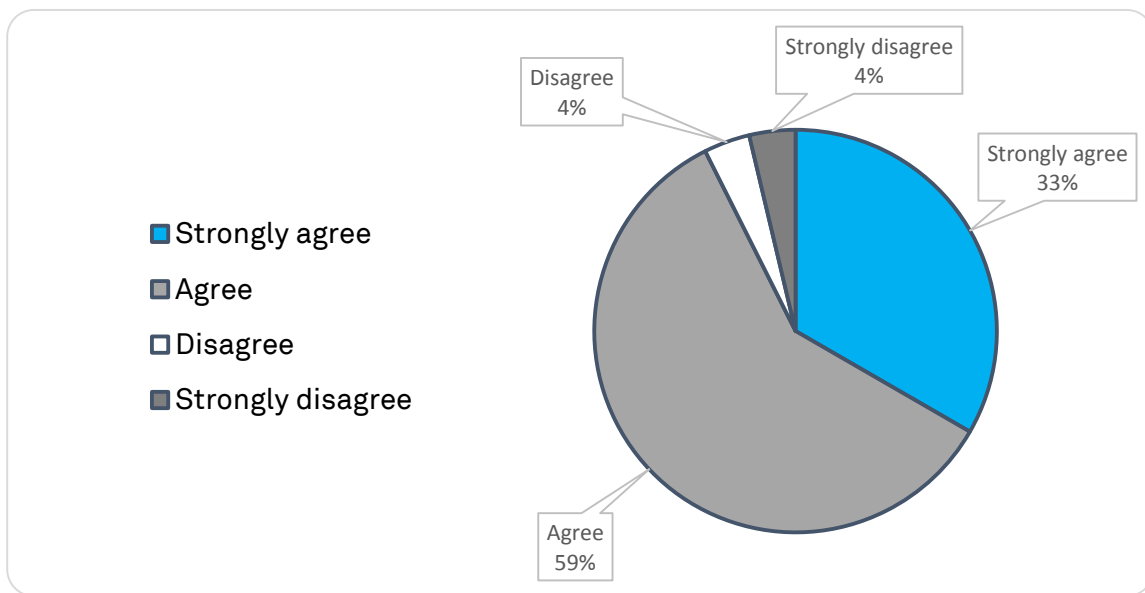
Q1. Overall, how did you find the workshop?

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

Stakeholder comments on this question included *'very well run'* and *'the table discussions and voting buttons allowed everyone's opinions to be aired.'*
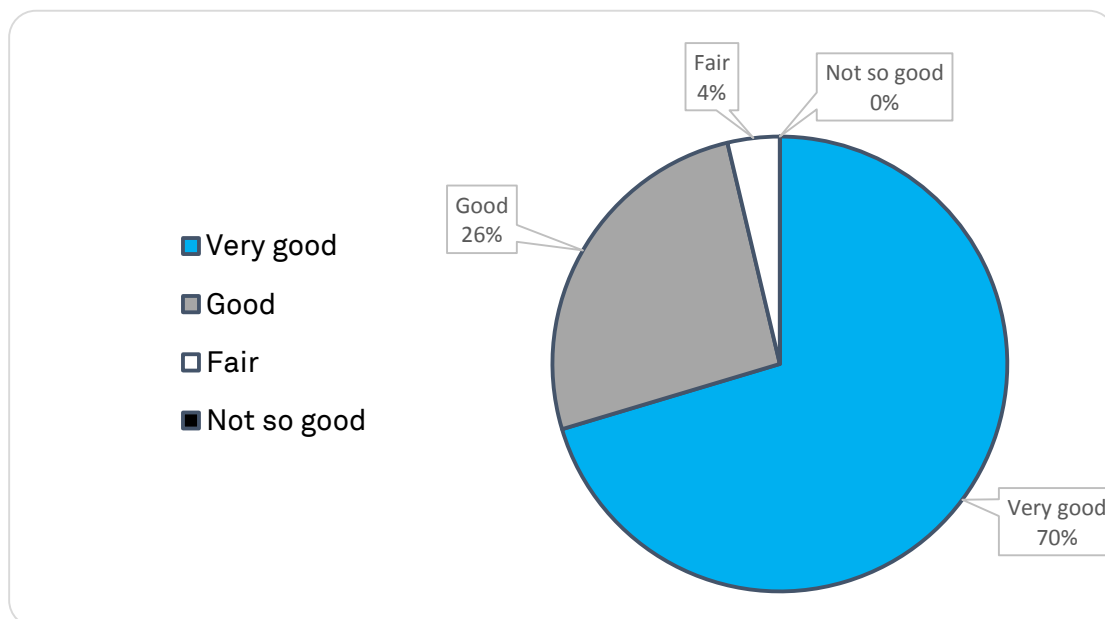
However, one stakeholder felt that there *'didn't seem to be many other large users present, and that steered the debate.'*

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

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Strongly disagree 4%
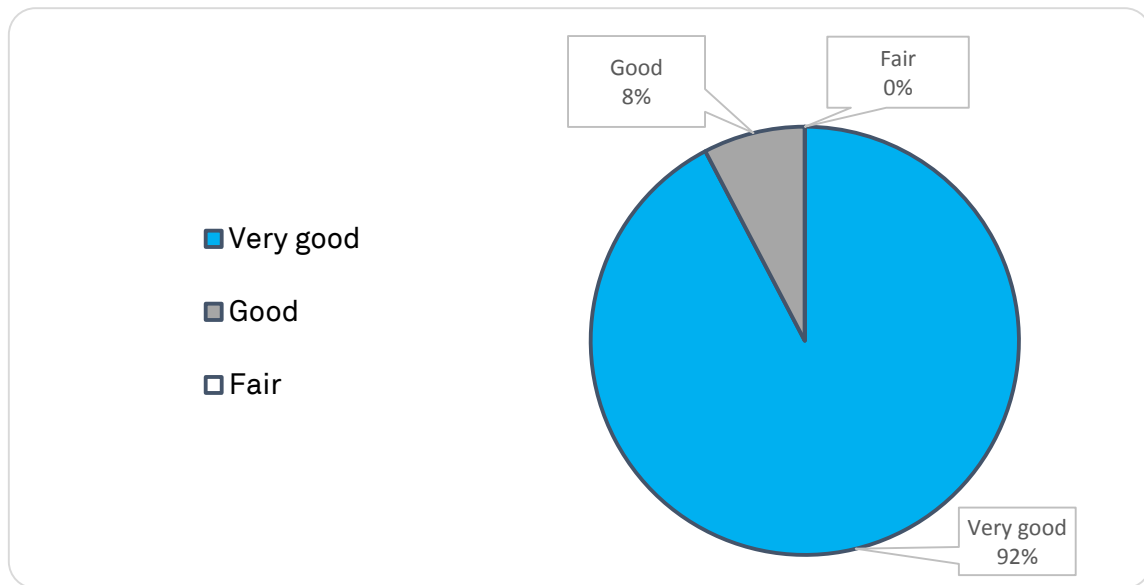
Disagree 4%

Strongly agree 33%

Agree 59%

Stakeholder comments on this question included *'focus on the priorities for WPD was excellent'* and *'would have liked more engagement for large users.'*

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

- Very good
- Good
- Fair
- Not so good

Fair 4%

Not so good 0%

Good 26%

Very good 70%

Stakeholder comments on this question included *'well organised, good pre-event communication, effective facilitation'* and *'well managed and points were discussed fairly.'*
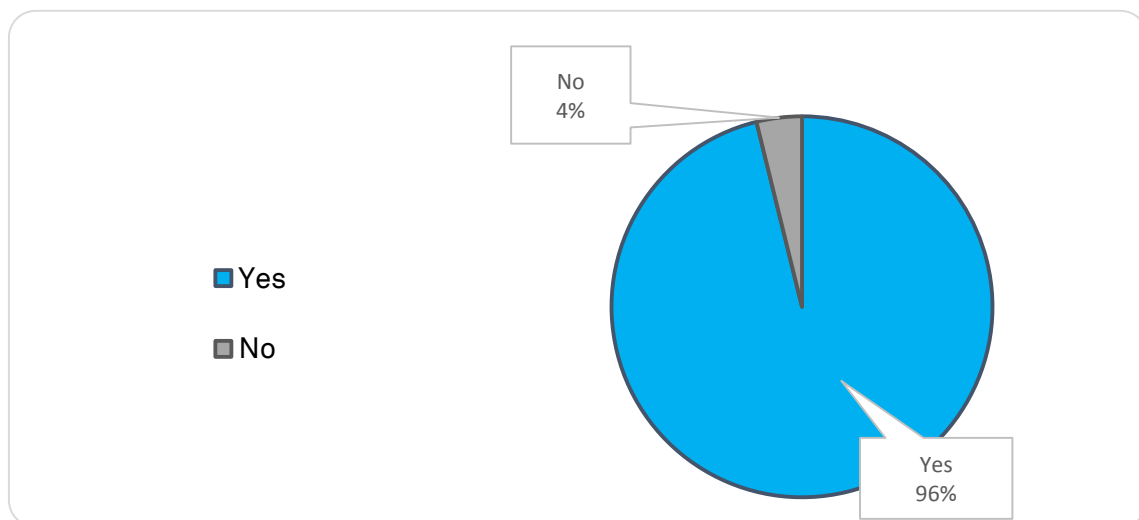
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Q5. What did you think of the venue?

Good
8%

Fair
0%

■ Very good

■ Good

□ Fair

Very good
92%

Stakeholder comments on this question included *'a stunning location, very good for this type of workshop.'*

However, one stakeholder commented *'would have been good to have been closer to a station.'*

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

No
4%

■ Yes

■ No

Yes
96%

Q7. Do you have any other comments?

Stakeholder's additional comments included *'excellent presentation from all WPD speakers'*, *'very well run and presented; good opportunity to understand current activities and engage in future plans'*, and *'useful to make contacts.'*

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8. Surgeries on specific topics

In the afternoon, WPD held four surgeries on specific topics with stakeholders able to sign up to their preferred session throughout the day. The surgeries including a presentation from a WPD technical expert followed by an open Q&A session. Each surgery lasted roughly one hour.

8.1 Environmental Reporting

A WPD representative gave a presentation on what they were doing with regards to environmental reporting. The presentation covered the following areas:

- Ofgem's requirements for a sustainability report
- Visual amenity
- Oil leakage
- Carbon footprint
- Network energy losses
- Waste management
- Low carbon transition

The WPD representative then asked stakeholders for feedback both in terms of the environmental reporting activities WPD is undertaking, as well as how they would like to see these activities presented in a final report. Stakeholders' discussions included:

- A stakeholder suggested that WPD needs to say up front that they are not National Grid and identify where the split of work is.
- A stakeholder enquired if the oil gets recycled and decanted out, and whether the oil is biodegradable.
- There was a conversation between a stakeholder and a WPD representative on the environmental impacts of WPD's work in the area.
- A discussion followed on how demand peaks could be changed and to meet supply peaks. There was then a discussion on energy storage and batteries.
- A stakeholder suggested that it was worth saying that WPD's oil does not contain PCB, arsenic, and heavy metals.

The final sustainability report will be available upon publication.

8.2 Network Losses Strategy

Stakeholders did not sign-up for this surgery session in Cheltenham so the surgery was closed down.

8.3 Social Obligations (incl. vulnerability and fuel poverty)

A WPD representative delivered a presentation on WPD's social obligations programme. This covered the following areas:

- Objectives, strategy and process
- The social obligations commitments in the RIIO-ED1 Business Plan
- Significant developments in 2014
- The Priority Service Register
- The 'Power Up' referral partnership
- The 'Affordable Warmth' scheme

During the discussion, stakeholder comments and questions included:

- One stakeholder enquired if other DNOs are also running social obligations programmes like WPD.
- A stakeholder commented that they would prefer to have one conversation with a national group rather than 6 regional conversations.
- Another stakeholder commented that WPD should use engineering model and look at an "aircraft envelope".
- A stakeholder asked what the vetting process was to ensure that people are not pretending to be medically dependent to get priority treatment.
- Another stakeholder asked how WPD manages the Priority Service Register, and if it is mapped geographically.
- A stakeholder asked about the statistics on page 7 and whether these depend on how many power cuts there are. A bit of context was requested.
- One stakeholder asked if there could be a common platform where everyone could access information on horizon scanning.
- A stakeholder suggested that WPD looks at its network constraint issues and overlay and further suggested an organisational crowdsourcing with others in this area.
- One stakeholder asked what the relationship with DECC ministers is in the area.
- A stakeholder commented that perfection was not an option, and it's more about moving up in a direction and working with people who can make more of an impact for social obligations.
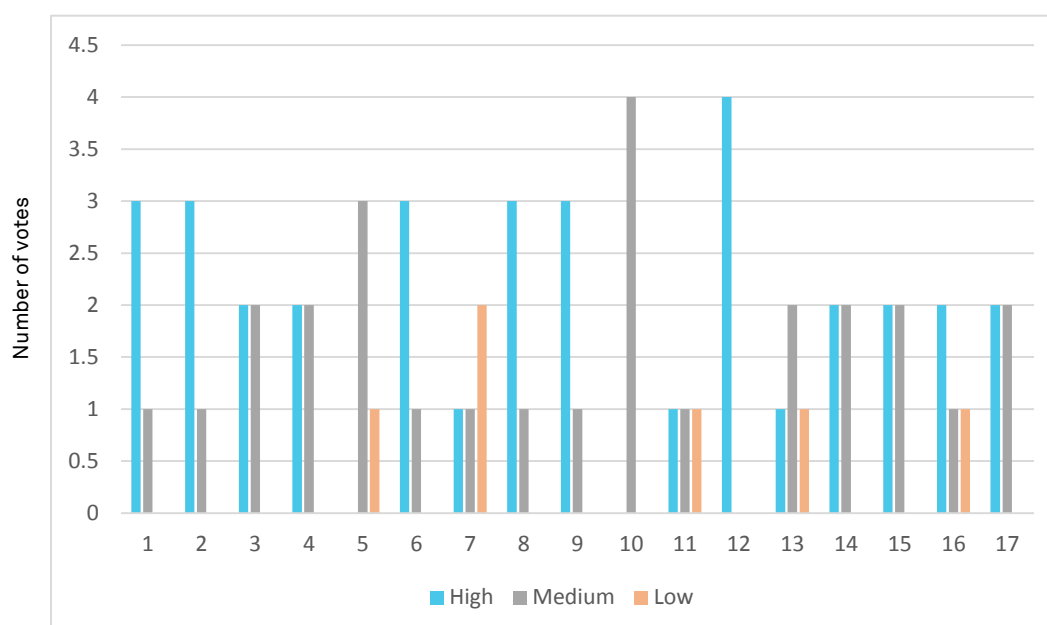
Stakeholders were then provided with a table of objectives and asked for their individual views on what to prioritise and what approach they should take moving forward. The objectives were numbered as below and the results are shown in the following graphs:

Objectives:

1. Work with expert partners to improve understanding of the needs of vulnerable customers.
2. Train staff to recognise the signs of vulnerability.
3. Proactively contact vulnerable customers at least once every two years to check the details on the Priority Services Register.
4. Improve the quality of Priority Services Register data by working with other agencies and sharing information.
5. Coordinate meetings with suppliers to agree criteria for vulnerability.

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6. Raise awareness of the Priority Services Register.
7. Make 10,000 crisis packs available.
8. Contact all medically dependent customers every three hours during power cuts.
9. Continue to provide practical support via the Royal Voluntary Service and British Red Cross.
10. Seek feedback from vulnerable customers to improve service.
11. Develop mechanisms for sharing information with local resilience forums.
12. Build a database of regional agencies we can refer customers to for assistance.
13. Work with partners to develop links to/from WPD's website.
14. Develop joined information, awareness campaigns and coordinate assistance with partners.
15. Engage Parish Councils to assist with their Emergency Resilience planning.
16. Provide bespoke training to frontline staff.
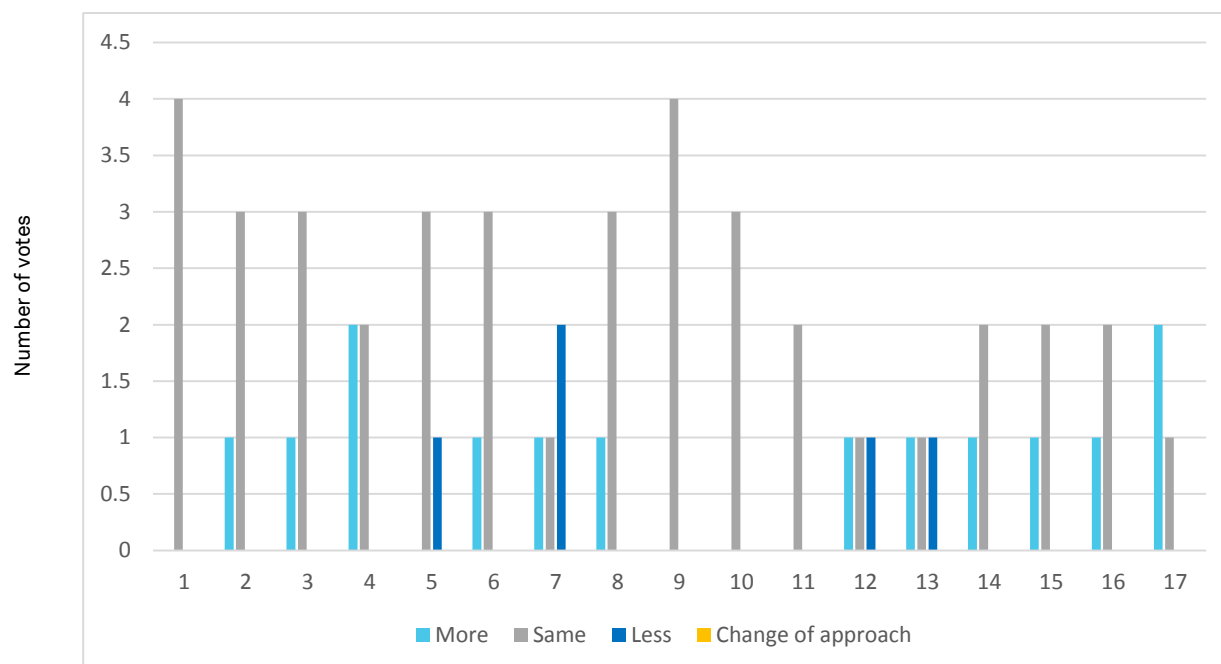17. Use data analysis to help identify localities with high concentration of vulnerable households.

Q1. How would you prioritise each objective (high, medium or low)?

- The objective that was voted the highest priority was 'build a database of regional agencies we can refer customers to for assistance'.
- The objective that was voted the lowest priorities was 'make 10,000 crisis packs available'.

The full presentation delivered on the day can be downloaded online here.

Q2. What approach should WPD take towards each objective moving forward (more, same, less or change of approach)?

- A number of objectives were voted those that stakeholders wanted to see more of in future. They included 'improve the quality of Priority Service Register data by working with other agencies and sharing information' and 'use data analysis to help identify localities with high concentration of vulnerable households'.
- Stakeholders wanted to see less of 'coordinate meetings with suppliers to agree criteria for vulnerability', 'make 10,000 crisis packs available', 'build a database of regional agencies we can refer customers to for assistance', 'work with partners to develop links to/from WPD's website'.
- There were no objectives where stakeholders thought a change of approach would be most appropriate.

8.4 Connections and Distributed Generation

A WPD representative talked stakeholders through table summaries of the activities involved in each of the work streams that form WPD's connections work plan. The work streams are as follows:-

- Information and Application
- Quotations and Agreements
- Construction and Connections

During the discussion, stakeholder comments and questions included:-

- One stakeholder asked *'is the website online tracking system working yet?'*
- Another stakeholder asked *'is there a central applications team?'*

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- One stakeholder said *'I have heard about the renewable energy workshops, did they come out of this? The feedback has been very positive about the opportunity to talk face to face before applying'*.
- A stakeholder commented that the heat constraint maps sound *'brilliant'*, particularly with regards to being able to do indicative planning.
- With regards to quotation and acceptance, one stakeholder commented *'what does first in the queue mean? Is it the first to accept the offer or the first to get the offer?'*
- There was general consensus that is was positive that WPD is working on the process of applications so it is policed a bit more and people are not just holding capacity.
- One stakeholder asked *'what are the milestones and timescales around terminations?'*
- Another stakeholder asked *'what do you mean by improving legals and consents process – is it about getting a standard payment rate?'*
- One stakeholder said *'I want to know the process so that I know when you expect a response and so I can plan. There needs to be consistency, e.g. number of days.'* The stakeholder commented that they would like to see this process on the website.
- One stakeholder asked *'what is the average length of time to make a connection?'*
- One stakeholder commented that '*the incentive for landowners is very low and can lead to long delays in the process.'* (S)he continued *'have you ever used compulsory powers with landowners and do you think this is likely to change?'*
- There was general consensus that the connection plan has identified the right priorities.
- One stakeholder said *'we think WPD is great, but you do not have competitive prices so we often go with independent DNOs'*.

The connections work plan tables can be found [online here](#) (pp.5-11).

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