RIIO-ED1 Business Plan Commitments summary report

Year four – 2018/2019

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Contents

Welcome from our CEO

As an energy distribution business we face exciting challenges as the UK works towards a 'net zero carbon future'. We deliver an essential public service, and our focus on customer service means that we have continued to drive great results for customers while adapting to changes in the energy industry.

We made a range of commitments for the current eight-year regulatory price control period and we are on track to outperform the majority of these targets. We are also making great progress towards achieving our plans to support a smarter, more flexible energy system.

We have reduced the number of customer interruptions and customer minutes lost that customers experience as a result of power cuts. We have been rated as number one for customer satisfaction, reduced our business carbon footprint, beaten targets for the time it takes to deliver a new connection and supported over 17,000 customers who are facing fuel poverty to save over £6.4 million. We have achieved all of this with safety at the forefront of our minds and, as a result, staff accident rates have again reduced this year. We deliver these services for less than 27p a day for our average domestic customer.

Looking forward, we have started discussions about our future business plan for 2023 onwards. We welcome your input and encourage you to let us know your views. To find out how you can have your say, see page 5 of this report.

Phil Swift, WPD Chief Executive

Who we are

We are one of six Distribution Network Operators (DNOs) who deliver electricity to homes and businesses. Our network is the largest in the UK, operating from the Lincolnshire coast, across the Midlands, South Wales and the South West to the Isles of Scilly.
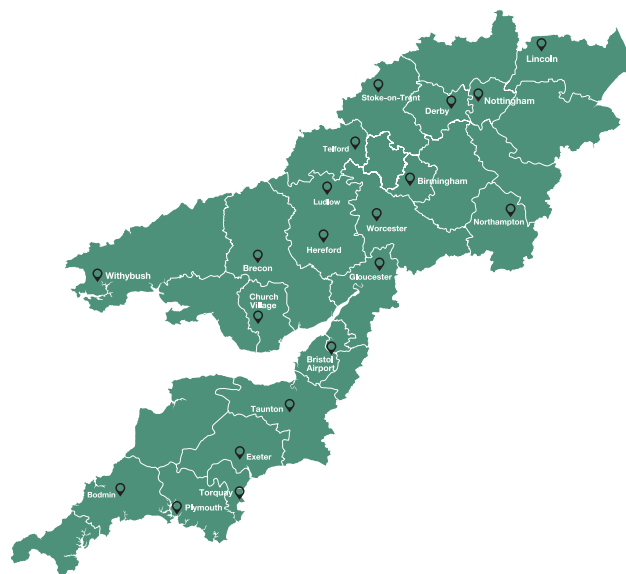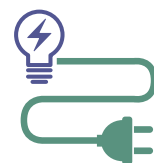
We are not a supplier. We do not buy and sell electricity or directly bill customers. Our costs account for around 17% of an average customer's yearly domestic electricity bill, which they pay to their supplier.

What we do:

We keep the lights on by operating our network assets effectively

We connect customers by upgrading existing networks or building new ones

We fix the network if equipment gets damaged or is faulty

We maintain equipment so that the network is in a condition to remain reliable

7.9 MILLION

Our network, which serves 7.9 million customers, is the largest by area in the UK

Purpose of this report

Each year we publish a report for our stakeholders, with details of our progress against our eight-year business plan for the RIIO-ED1 price control (April 2015 to March 2023). In our plan we made 76 commitments in the following six categories.

- Safety – reducing risk to our staff and the general public.
- Reliability – improving the performance of our network.
- Environment – reducing our effect on the environment and supporting the Government's plans for a low carbon energy future.
- Connections – providing an efficient service for customers connecting to the network.
- Customer satisfaction – maintaining excellent customer service.
- Social obligations – supporting customers in vulnerable situations.

Within this report you will find information which demonstrates the commitments we made in our business plan and our performance against these during 2018/2019.

Accident rate fell to **0.87** accidents per 100 staff

9.07 out of 10 for overall customer satisfaction

Engaged with over **18,000** connection stakeholders

88% of customers affected by a high voltage fault had their supply restored within one hour

977,367 customers provided with safety information

Launched 'Flexible Power' to provide services which respond to demand for electricity

Flexible Power
By Western Power Distribution

During power cuts we contacted **all** customers who depend on a power supply for medical reasons

17,764 fuel-poor customers supported to save **£6.4 MILLION**
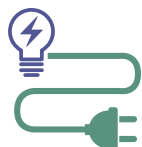
Achieved all of Ofgem's targets for 'time to quote' and 'time to connect' for single domestic connections and small commercial connections

Power cuts have reduced by **35%**

1.56 SECONDS our average response time for customer calls

17% reduction in our business carbon footprint

Updating our plans in line with feedback

We provide an essential public service for customers, so it is vital that we understand our stakeholders' needs. In the last year we have worked with over 35,000 stakeholders at around 500 events. This year we have introduced a new 'online engagement portal', which allows customers who can't attend workshops in person to be involved and have a say.

Every year we hold stakeholder workshops which provide an opportunity to introduce key topics to a range of stakeholders, and to gather their feedback.

In February 2019, 330 stakeholders attended six separate sessions across our licence areas. We used the sessions to start to understand stakeholder priorities for our next price control period, from 2023 onwards.

Utility companies are increasingly facing questions about the way they are run and their profits. We discussed this issue with stakeholders and agreed that we should deliver a 'social contract'. Stakeholders identified the following key areas that they believe should be included in our social contract.

- Transparent reporting
- Demonstrating we are a diverse, responsible employer
- Playing an active role regionally to meet the needs of the communities we operate within
- Supporting vulnerable customers

We have agreed to create our first social contract and will test this with a wider group of stakeholders during 2019/2020.

Increasing stakeholder involvement

Ofgem expects DNOs to carry out increased stakeholder engagement within the next price control period. Each DNO must set up an independent Customer Engagement Group (CEG) to scrutinise their business plans. We have set up our CEG, and have appointed an independent chair and 14 other members, covering a range of different interest areas.

Our CEG is separate to our Customer Collaboration Panel who exist to provide expert advice and opinions and to work with us to make improvements for customers.

To find out more about our programme for involving stakeholders, and how you can have your say, please visit:

https://yourpowerfuture.westernpower.co.uk

Independent challenge - the Customer Collaboration Panel's view

"The Customer Collaboration Panel act as an advocate for consumers. We are an independent, permanent group of 38 members representing a range of sectors including connections, community energy, business and domestic customers, smart networks, fuel poverty, local and national government and a range of charities, voluntary and community groups.

As a group we provide expert advice, feedback, analysis and opinion on WPD's initiatives, customer service and operations. We aim to highlight and advise WPD on key issues of current or emerging consumer concern to help shape WPD's approach. The panel act as a 'sounding board' in order to support the creation of new ideas that will benefit the customer.

Over the past year our discussions with WPD resulted in 24 actions and improvements covering everything from WPD's consumer vulnerability policies to the actions that WPD intend to deliver for connections customers.

Some examples of our actions are shown below.

Challenge	Actions and outcomes
The panel identified that increasing digital engagement would enable more stakeholders to participate in discussion and access information.	In collaboration with the panel WPD introduced a new online 'Your Power Future' engagement portal. One outcome was that WPD's 2019 stakeholder workshops sessions were filmed and posted online so stakeholders could watch short clips before answering a survey. 955 stakeholders provided valuable feedback on WPD's plans for the future.
The panel scrutinised WPD's workplan for Ofgem's Incentive on Connections Engagement (ICE).	The panel contributed to discussion on assessment & design fees including the method and timing of charges to ensure they are fair for customers.
The panel requested more information on how many medically dependent customers on the Priority Services register were called within certain times during recent storms/incidents.	This prompted WPD to extend their reporting on phone calls to medically dependent customers, recording the profile of calls. WPD reported that 71% of medically dependent customers were called within one hour of a fault and 96% in less than two hours. This key performance indicator has been added to the suite of information we review on a regular basis.
The panel reviewed WPD's strategic aim to improve understanding of vulnerability.	Listening to panel feedback WPD introduced five short animated videos to explain the benefits of the PSR for key hard to reach groups such as carers.
The panel reviewed WPD's approach to providing support to customers affected by fuel poverty.	The panel worked with WPD to design a Consumer Vulnerability Innovation Fund, an £80,000 fund allowing organisations to propose new and innovative projects to help tackle fuel poverty.

More detail on the way in which we work with WPD is included in a detailed report for 2018/2019. The report can be found at this link: https://yourpowerfuture.westernpower.co.uk/our-engagement-groups/customer-collaboration-panel

We remain confident that our contributions, ideas and challenges drive WPD to act in the best interests of customers and look forward to another impactful year."

The Customer Collaboration Panel

Output performance overview

Safety	
1. Meet health and safety law.	✓ (achieved)
2. Make sure we have safe clearance distances between overhead lines and structures or the ground.	✓ (achieved)
3. Complete inspection and maintenance programmes.	✓ (achieved)
4. Reduce the number of accidents.	✓ (achieved)
5. Contribute to safety initiatives put in place by the Energy Networks Association.	✓ (achieved)
6. Work with trade union representatives to promote safe practices.	✓ (achieved)
7. Investigate the causes of all accidents.	✓ (achieved)
8. Improve security at substations.	✓ (achieved)
9. Run electrical-safety sessions for members of the public.	✓ (achieved)
10. Distribute electrical-safety literature.	✓ (achieved)

Reliability	
11. Improve network performance to reduce power cuts.	✓ (achieved)
12. Reduce the time it takes us to restore electricity after a power cut.	✓ (achieved)
13. Reduce the number of times power cuts last more than 12 hours.	✓ (achieved)
14. Deliver Guaranteed Standards of Performance.	✓ (on track)
15. Improve standards for customers who experience frequent power cuts.	✓ (achieved)
16. Install flood protection at substations.	✓ (achieved)
17. Speed up our programme for clearing trees that could cause a fault if they fell during a storm.	✓ (achieved)
18. Improve battery life at substations to last 72 hours if there is major, network-wide power loss.	✓ (achieved)

Environment	
19. Improve the time we take to respond to customers connecting low carbon technology to our network.	✓ (on track)
20. Identify areas where more low carbon technology is likely to be connected.	✓ (achieved)
21. Increase the size of assets in areas where more low carbon technology is likely to be connected.	✓ (on track)
22. Explore new options to improve the way that we manage the network.	✓ (achieved)
23. Improve our management of the network by implementing 'smart' solutions.	✓ (achieved)
24. Use larger transformers in areas where we expect use of the network to increase.	✓ (on track)
25. Use larger cables in areas where we expect use of the network to increase.	✓ (on track)
26. Make sure that replacement vehicles have lower CO_2 emissions than those they replace.	✓ (on track)
27. Improve the energy efficiency of our buildings.	✓ (achieved)
28. Reduce the amount of waste that we send to landfill.	✓ (achieved)
29. Reduce our carbon footprint by 5%.	✓ (achieved)
30. Reduce the amount of oil that leaks from oil-filled cables.	✗ (not met)
31. Reduce the amount of SF_6 (a greenhouse gas) that is lost from switchgear.	✓ (on track)
32. Install containment 'bunds' around equipment which contains large amounts of oil.	✓ (achieved)
33. Replace 55km of overhead lines in AONBs with underground cables.	✓ (on track)

Connections	
34. Meet Ofgem's targets for the time taken to deliver a new connection.	✓ (on track)
35. Provide excellent customer service so that customers rank us as the top-performing DNO.	✓ (achieved)
36. Carry out customer satisfaction surveys with distributed generation customers.	✓ (achieved)
37. Develop our processes for customers applying for a connection online.	✓ (achieved)
38. Provide helpful information for connection customers online.	✓ (achieved)
39. Host 'surgeries' every three months to help connection customers to understand our processes.	✓ (achieved)
40. Work with major customers to identify where our processes can be improved.	✓ (achieved)
41. Aim to achieve no failures of the connection Guaranteed Standards of Performance.	✓ (on track)
42. Improve customer awareness of other connection providers.	✓ (achieved)
43. Work with other connection providers to extend the types of work that they can carry out.	✓ (achieved)

Key

- ⊘ Achieved the yearly output
- ✓ Output on track, some elements require further input
- -- Output under review
- ✗ Not met the yearly output

Output performance overview

Customer satisfaction	
44. Continue to be the top-performing DNO for the Broad Measure of Customer Satisfaction.	⊘
45. Maintain our certification to show that we meet the Customer Service Excellence standard.	⊘
46. Answer phone calls within two seconds.	⊘
47. Limit the number of customer calls that are abandoned before we can answer them.	⊘
48. Always provide customers with the option to talk to a member of staff when they call our contact centre.	⊘
49. Provide a restoration time for every power cut.	⊘
50. Call back all customers who have been in contact about a fault.	⊘
51. Contact customers within two days of receiving an enquiry which was not about a fault.	⊘
52. Provide information through 'on-demand' messaging such as text messages and social media.	⊘
53. Develop options for customers to find information online.	⊘
54. Host a customer panel with our CEO four times a year.	⊘
55. Continue to hold at least six stakeholder workshops each year.	⊘
56. Provide a stakeholder report every year providing an update on our actions.	⊘
57. Resolve at least 70% of complaints in one day.	⊘
58. Aim to achieve no complaints where the Ombudsman has to get involved.	⊘
59. Send the 'Power for Life' publication to all customers and make sure it promotes GSOPs.	✓

Social obligations	
60. Work with others to improve our understanding of the needs of customers in vulnerable situations.	⊘
61. Train staff to recognise the signs of customer vulnerability.	⊘
62. Contact customers in vulnerable situations at least once every two years to check their details.	⊘
63. Improve the quality of the data that we hold on our Priority Services Register.	⊘
64. Co-ordinate meetings with suppliers to agree criteria for vulnerability.	⊘
65. Raise awareness of our Priority Services Register.	⊘
66. Make 10,000 'crisis packs' available to customers who need extra support during power cuts.	⊘
67. Contact customers who rely on electricity for medical reasons every three hours during power cuts.	⊘
68. Provide practical support during power cuts through organisations such as the British Red Cross.	⊘
69. Ask for feedback from customers in vulnerable situations to check they are happy with our service.	⊘
70. Develop ways of sharing information with local resilience forums.	⊘
71. Build a database of regional agencies we can refer customers to for help with fuel poverty.	⊘
72. Work with our partners to develop links to and from our website so information is easy to find.	⊘
73. Develop joint information with the partners we work with to help customers who are facing fuel poverty.	⊘
74. Provide fuel poverty training to our staff who have contact with members of the public.	⊘
75. Use data analysis to help identify areas with a high concentration of vulnerable households.	⊘
76. Develop local outreach services to help customers who are facing fuel poverty.	⊘

Key

⊘ Achieved the yearly output

✓ Output on track, some elements require further input

-- Output under review

✗ Not met the yearly output

Meeting health and safety law

(1) No improvement notices, prohibition notices and prosecutions from the Health and Safety Executive. (See note 2.)	No improvement notices or HSE prohibition notices were issued during 2018/2019.
(2) Complete work programmes to meet the Electricity, Safety, Quality and Continuity Regulations (ESQCR) 2002. ESQCR requires that overhead lines are a safe distance from either structures or the ground.	We have completed the programme for clearance distances to structures for all regions. We have completed 100% of the work scheduled in 2018/2019 relating to the required ground clearance distances.
(3) Complete inspection and maintenance programmes every year.	We completed the majority of work scheduled for completion during the year. A very small number of tasks could not be carried out due to access issues and we put in place appropriate plans to manage these safely until the work was completed.

Reducing accidents

(4) Reduce our overall rate for the frequency of accidents by 10%. (See note 1.)	Our accident rate in 2018/2019 is better than the 10% improvement target set for the whole of RIIO-ED1.
(5) Continue to play an active part in the ENA's 'Powering Improvement' initiative, which aims to lead to improved safety performance.	We took part in events designed around the ENA 'Powering Improvement' themes, including a review of the relationship and interaction between two key operational roles.
(6) Work with our trade unions to improve safety performance, including the use of more 'behavioural safety' initiatives.	We carried out further behavioural safety training for staff, after the sessions were initially trialled with trade union representatives.
(7) Investigate all accidents involving members of the public, contractors or our own staff to make sure that learning points are quickly understood and communicated. (See note 2.)	We investigated all 97 incidents that happened during the year (57 staff accidents, 35 contractor accidents and five significant incidents involving the public).

Substation security

(8) Improve security measures at 50 substation sites to reduce the number of repeat break-ins. (See note 1.)	To date in RIIO-ED1, the number of repeat break-ins has been lower than expected. We have upgraded security measures at 18 sites that have had repeat break-ins.

Educating the public

(9) Organise and run over 1,000 educational sessions to provide safety information to over 400,000 schoolchildren. (See note 1.)	So far in RIIO-ED1, we have delivered a total of 12,727 educational sessions to 305,911 schoolchildren.
(10) Continue to publish literature on maintaining safety around electrical apparatus and send more than 500,000 copies of this literature to targeted landowners, businesses or leisure operators. (See note 1.)	To date in RIIO-ED1, we have issued over 2.5 million safety leaflets, or made these available through social media, to targeted groups.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Safety

Accident frequency rates

Safety is our top priority in everything we do. It is at the forefront of every decision we make. We monitor accident rates and aim to improve our performance each year by involving our staff and the public to tackle the underlying causes of accidents.

The number of accidents that take place every year is low. We have achieved our targets for the price control period, but we remain focused on continuing to improve. The accident rate for 2018/2019 was 0.86 accidents per 100 staff. Our progress is shown below.

We continue to focus on behavioural safety – encouraging staff to take responsibility for their own safety and that of others, and supporting individuals to challenge unsafe behaviour.

During 2018/2019, staff attended the 'Five Traps' workshop, highlighting common scenarios that lead to accidents. Staff attending the session were encouraged to consider their own behaviour and reasons why they might not speak up in a situation which could put safety at risk.
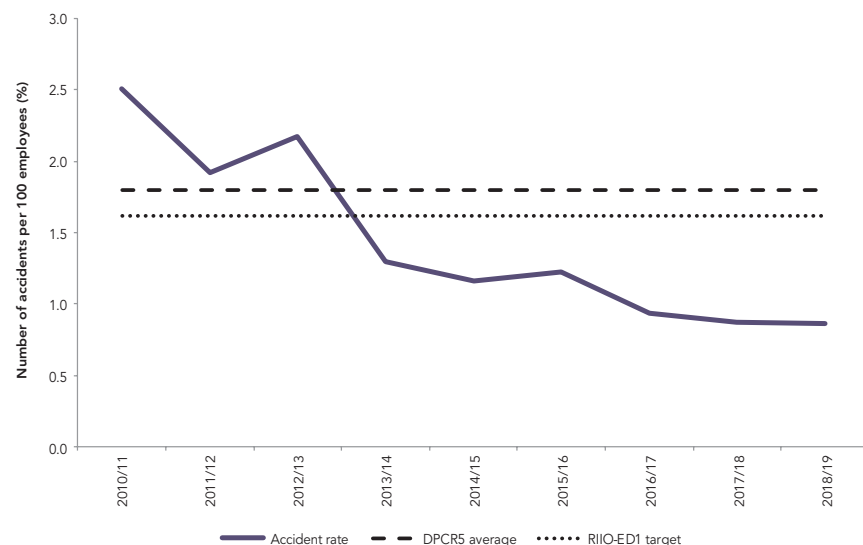
New for 2018/2019
- We provided behavioural safety training for staff.
- We launched a new safety and training media intranet site, allowing staff to share safety and training films and other media, which field staff can access using iPads.
- We trialled a new lone-working process.
- We introduced new iPad apps to support operational working, including electronic project risk registers.

An independent safety survey
During 2018/2019 we carried out an independent safety survey of our staff. We sent surveys to 1,800 members of staff, asking them for feedback on topics such as policies and standards, communicating with and involving trade unions, manager development and risk assessments.

We used the feedback we received to develop company-wide recommendations that we have developed into actions for our 2019 Safety Action Plan, which will lead to individual plans for each local depot. Staff feedback will help us to maintain positive safety levels.

Chart: Number of accidents per 100 employees (%) from 2010/11 to 2018/19 showing Accident rate, DPCR5 average, and RIIO-ED1 target.

Safety

Educating the public about electrical safety

Children and other members of the public may not always be aware of the possible dangers of the electricity distribution network. We have committed to providing 1,000 educational sessions to 400,000 schoolchildren over the course of RIIO-ED1.

As well as safety sessions, we have committed to distributing 500,000 safety leaflets over the course of RIIO-ED1 and we've used a variety of methods to reach over 2.5 million people to date. This includes using social media to target groups who may be more at risk of coming into contact with electricity as a result of their leisure activities, and providing safety information to landowners who have equipment on their property.

We issued

2.5 MILLION

safety leaflets to customers during RIIO-ED1

During RIIO-ED1

305,911

schoolchildren have attended 12,727 educational sessions

Public safety

We use social media to promote electrical safety to a wide range of people. For example, during 2018/2019 we used Facebook to promote electrical safety in the newsfeed of 437,200 users.

Western Power Distribution
16 July 2018 ·

We're proud to support Farm Safety Week. On average one farm worker dies each year as a result of contact with an overhead power line. Read our tips on farm safety. Warning – Some images in this video may be distressing: bit.ly/wpdFSW18 #farmsafetyweek Farm Safety Foundation – Yellow Wellies

54   5 comments 132 shares 13K views

Dad can load every single bale of straw from a field in just an hour.

We use a variety of approaches to make sure that the sessions we deliver are interactive and hands-on. We have introduced initiatives such as a virtual-reality film experience, safety demonstrations and competitions.

We carry out educational sessions in schools, join forces with other professional services to deliver safety education and lead sessions at five permanent centres, with the aim of teaching children about safety, especially electrical safety.

Network performance

(11) Improve network performance by the end of RIIO-ED1 so that, on average, customers will have 16% fewer power cuts and have their electricity supplies restored 23% quicker. (See note 1.)	Customer interruptions have reduced by 35% and customer minutes lost have reduced by 47% from the underlying performance benchmark calculated for 2011/2012.
(12) Make sure that at least 85% of customers have their power restored within an hour of a high voltage fault happening. (See note 2.)	88% of customers had their power restored within one hour of a high voltage fault.

Guaranteed Standards of Performance (GSOPs)

(13) Reduce by 20% the number of customers experiencing a power cut which lasts for 12 hours or more. (See note 1.)	The number of customers without electricity for more than 12 hours (where the GSOP applied) was 26, an improvement of over 99% on our 2012/2013 benchmark performance. Customers received a set payment where we failed to achieve the GSOP.
(14) Achieve no failures on all other GSOPs. (See note 2.)	We had no failures against most GSOP categories. However, we failed to notify nine customers of planned interruptions to their electricity supply and failed to meet the standard for restoring supply following a main fuse failure for two customers.

Worst served customers

(15) Reduce by 20% the number of customers classified as worst served. (See note 1.)	To date, projects to reduce the number of worst served customers have been put in place for 11,660 customers. Our target for the whole of RIIO-ED1 was 6,812 customers.

Making our network more resilient

(16) Apply flood defences to 75 substations, reducing the risk of both damage to equipment and power cuts due to flooding. (See note 1.)	To date, we have installed flood defences at 69 substations. We are on track to achieve our RIIO-ED1 targets.
(17) Speed up the programme of tree clearance (specifically related to storm resilience) by 40%, with the aim of clearing 700km of overhead lines per year (delivering the programme five years earlier than suggested by Government guidelines). (See note 1.)	The programme is ahead of plan. We have completed 52% of the programme of tree clearance that we committed to for the whole of RIIO-ED1.
(18) Improve substation battery life to last for 72 hours if there is a major, network-wide power loss. (See note 1.)	All programmes are ahead of plan. Protection batteries – 71% of eight-year programme complete. SCADA batteries – 68% of eight-year programme complete. Telecommunications sites – 92% of eight-year programme complete.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year

Note 2 : This target is for each year of RIIO-ED1

Reliability

Continuing to improve our network reliability

During our 2018/2019 stakeholder workshops, stakeholders confirmed that network reliability remains their highest priority.
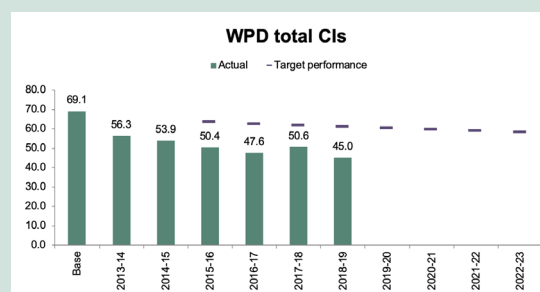
To make sure that our network performs effectively, we regularly inspect and maintain equipment, replacing any that is in poor condition.

We reinforce the network to make sure that it can cope with the demands placed on it. This will be increasingly challenging as customers change the way they use electricity to reduce their carbon footprint, for example charging electric vehicles and using heat pumps.

We use automation on the network to redirect supplies and we reduce the time that power cuts last by promoting a culture which prioritises restoring customers' electricity supplies quickly. All of these actions mean that our performance is better than our targets, as shown to the right.
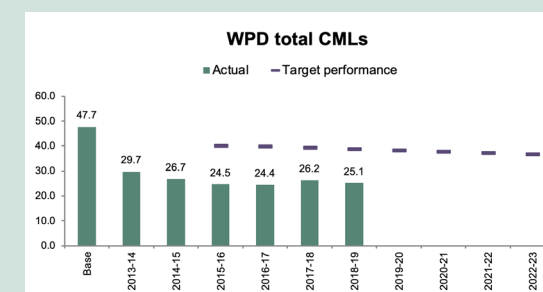
Customer interruptions (CIs)

Customer interruptions measure the average number of power cuts per 100 customers.

WPD total CIs

■ Actual — Target performance

Year	Value
Base	69.1
2013-14	56.3
2014-15	53.9
2015-16	50.4
2016-17	47.6
2017-18	50.6
2018-19	45.0

Customer minutes lost (CMLs)

Customer minutes lost measure the average length of time that each customer is without power.

WPD total CMLs

■ Actual — Target performance

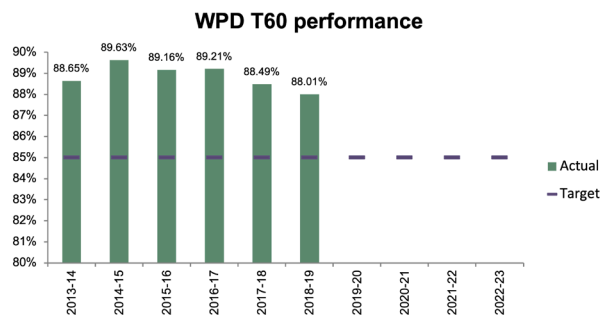| Year	Value
Base	47.7
2013-14	29.7
2014-15	26.7
2015-16	24.5
2016-17	24.4
2017-18	26.2
2018-19	25.1

Beating our restoration targets

We have an internal target ('Target 60') which aims to make sure that over 85% of customers have their electricity supply restored within one hour when there is a high voltage fault.

When there is a fault, engineers in our control centres are automatically notified and restore most electricity supplies immediately using remotely controlled switches to redirect the route of electricity. We also send staff to the site to carry out local switching where this is needed. Our priority is to get our teams to the source of the problem and restore customers' electricity supplies. Our performance is shown below.

WPD T60 performance

Bar chart values: 2013-14: 88.65%, 2014-15: 89.63%, 2015-16: 89.16%, 2016-17: 89.21%, 2017-18: 88.49%, 2018-19: 88.01%. Target line at 85%. Legend: Actual, Target. Years shown: 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23.

Storm Callum

During October 2018, Storm Callum brought 72mph wind speeds and widespread disruption to our licence areas. Overall, 96,640 customers were affected by power cuts.

Before the storm our control rooms had extra resources available, staff were put on standby for taking calls at home if necessary, operational staff in affected areas were put on standby, and we made arrangements to open offices overnight if needed. We cancelled all non-essential work.

Our South West region was the first to be affected, with heavy rain and strong winds bringing down trees and torrential rain causing seafront flooding.

All overhead-lines staff were on standby throughout the storm period. Local offices remained open throughout the event. We arranged for the British Red Cross to offer help to any customers whose power was off for a long time, and contact centre teams stayed in touch with those customers. We used generators to provide temporary power supplies until we could carry out permanent repairs. We transferred calls between our two contact centres in South Wales and the Midlands to help manage the volume of incoming calls.

Despite challenging conditions, we restored power to all customers within 12 hours.

Make it possible for more people to use low carbon technologies (LCTs)

(19) Improve by 20% the time taken to provide a response to customers who want to use LCTs. (See note 1.)	We have seen an improvement in LCT response times and were close to achieving our annual target of 2.81 working days. The average response time was 2.83 days.
(20) Identify LCT hotspots using information from smart meters, expert organisations and local authorities, and use this information when making decisions.	Information on the location of LCT hotspots has been added to our systems.
(21) Selectively replace assets using larger assets in areas where more LCTs may be connected to our network.	We carried out 23 asset replacement projects, using larger assets, as a result of using information about LCT hotspots.
(22) Reduce costs for future customers by developing smart solutions to provide alternative and innovative techniques for managing our network.	We had a range of innovation projects in progress during the year.
(23) Provide additional network capacity by using traditional or 'smart' methods.	We launched our new Flexible Power brand, so we can now provide an extra 28MW of energy when needed to respond to demand.

Reduce technical network losses

(24) Install oversized transformers when replacing assets in areas where demand for power may become higher than our equipment can cope with.	We installed 21 oversized transformers.
(25) Use larger cables when installing new network in LCT hotspots.	We installed 1.15km of larger cable in LCT hotspots.

Improve appearance in National Parks and Areas of Outstanding Natural Beauty (AONBs)

(33) Replace 55km of overhead lines in National Parks and AONBs with underground cables. (See note 1.)	To date during RIIO-ED1, we have replaced 17.5km of overhead lines with underground cables.

Reduce the carbon footprint of the business

(26) Make sure all replacement vehicles have lower CO_2 emissions than those they are replacing.	Changes to emissions tests have led to some increases in the emissions reported for some of our most commonly used vehicles. However, we have beaten our in-year targets.
(27) Make sure all new or substantially refurbished buildings meet, as a minimum, the 'excellent' standard under the Building Research Establishment Environmental Assessment Method (BREEAM). (See note 2.)	One new depot achieved the 'excellent' standard under BREEAM. One refurbished depot achieved the 'very good' standard, the maximum rating for a refurbished building.
(28) Reduce the amount of waste sent to landfill by 20% over the first two years of RIIO-ED1 and 5% per year after this.	We have seen a reduction in the amount of waste sent to landfill, and we have achieved our target for the whole of RIIO-ED1.
(29) Reduce our carbon footprint by 5%. (See note 1.)	Our business carbon footprint has reduced by 17% compared with 2012/2013. We have beaten our in-year target.

Reduce the environmental risk of leaks from equipment

|	
(30) Reduce by 75% the amount of oil lost through leaks from oil-filled cables. (See note 1.)	We have seen increases in the amount of oil lost from oil-filled cables. We missed our in-year targets.
(31) Reduce by 17% the amount of SF_6 gas that is lost from switchgear. (See note 1.)	The amount of SF_6 gas lost as a percentage of the total amount of SF_6 used on our network has reduced from 0.47% in 2015/2016 to 0.30% in 2018/2019 for the whole of our area. However, we missed our in-year targets in the South West and South Wales.
(32) Install effective oil containment 'bunds' around plant containing high volumes of oil. (See note 1.)	We have completed work on 134 new and refurbished bunds so far in RIIO-ED1, going further than our forecast of 104 bunds.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Planning for the future of electricity networks

The way energy is produced and how customers use energy is changing. As a result we need to change the way we run our network. We will have a greater need to forecast energy generation and use, and actively manage energy flows across the network.

To do this we need to move from the relatively passive role of Distribution Network Operator (DNO) to a more active role as Distribution System Operator (DSO). This will give us more responsibility for balancing sources of energy and demand.

Western Power Distribution

| Power Generation | Transmission Network | Distribution Network | Supply |
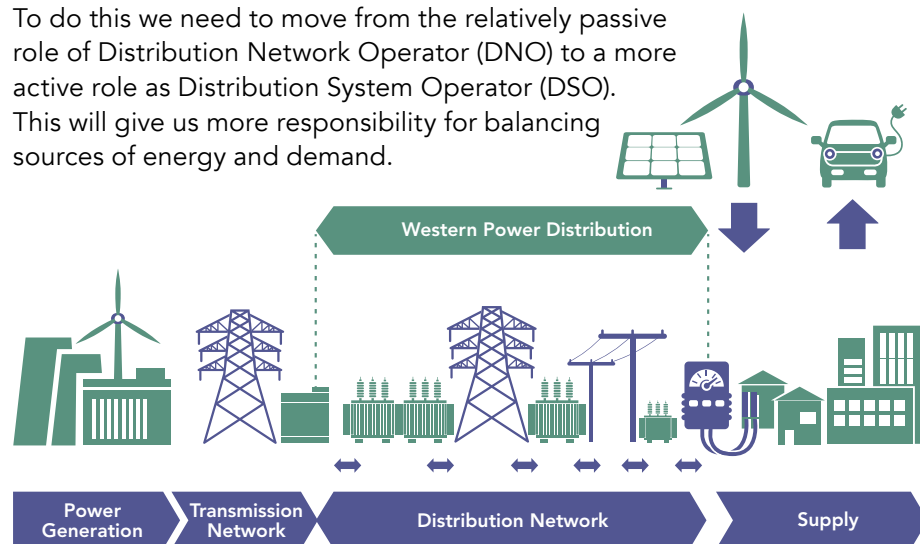
Many large power stations are closing as they come to the end of their lives.

Different forms of electricity generation are now directly connected to the distribution network. Changing weather conditions make the output of solar and wind generation difficult to predict.

We expect to see rapid changes, with new forms of electricity demand – such as electric vehicles and battery storage. These could disrupt traditional patterns of energy use.

DSO actions taken in 2018/2019

In August 2018 we published a DSO forward plan, setting out our planned activities in eight core areas. We will continue to review the effect of distributed generation (such as wind turbines) and emerging technology (such as electric vehicles) on our network. We have published Distribution Future Energy Scenario information, which we use for network planning and investment.

DNOs will need to meet increasing demand for electricity. We have launched a new brand called 'Flexible Power'. Through Flexible Power we are able to respond to demand for electricity by putting in place commercial agreements with customers who can reduce the amount of electricity they use or produce when we tell them to. To date, we have a flexible supply of 28 MW of electricity available when we need it.

Flexible Power
By Western Power Distribution

We are working closely with National Grid to put in place regional development programmes (RDPs). We have completed an RDP for the South West and are developing a programme for the West Midlands. This involves a detailed study of distribution and transmission networks to develop solutions for each network's issues. The studies allow us to provide more connections at lower cost to customers. We have introduced a 'connect and manage' approach with National Grid, actively managing the network at a distribution level to manage issues with capacity on the transmission network.

We have also published a new electric vehicle strategy. There is more information on our website at: https://www.westernpower.co.uk/our-network/network-strategy/dso-strategy

Environment

Reducing the effect of our activities on the environment

Our activities can affect the environment in a variety of ways. Business carbon footprint (BCF) is a calculation that brings together information on activities that affect the environment. This includes the energy that we use in our buildings, the fuel we use in vehicles and any leaks of insulating gases. Each year we compare our performance against a benchmark year of 2012/2013, and we have committed to reducing our BCF by 5% during RIIO-ED1. In 2018/2019 we have achieved a 17% (like-for-like) reduction in our BCF compared with 2012/2013. Certain aspects of our environmental commitments continue to be a challenge.

During 2018/2019 we have seen an increase in the amount of oil leaked from fluid-filled cables. Leaks from fluid-filled cables happen more often in the autumn and winter months, as a result of ground conditions. During 2018/2019 there was an increase of approximately 50% in the number of leaks. This was possibly due to the long dry summer of 2018.

We use a tagging process (where a detectable chemical is injected into each cable) to quickly locate leaks.

Approximately 60% of the oil leaked across our network during 2018/2019 happened on only five circuits. We have found and repaired these cables, and we expect that the amount of oil leaked should return to lower levels.

Business carbon footprint
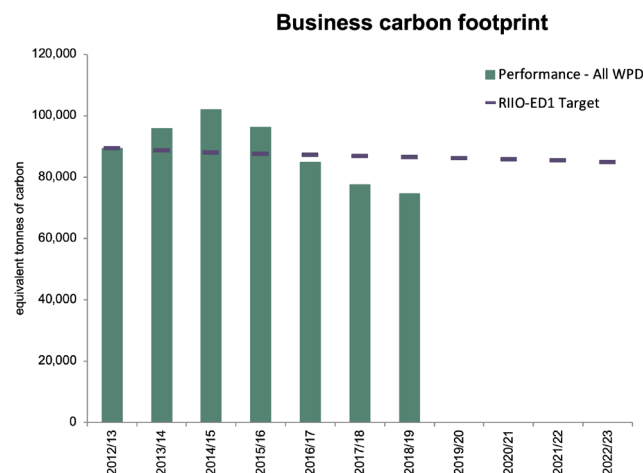
Technical losses on the network

The amount of energy that enters an electricity network is more than the amount delivered to customers. The main reason for this is that an electricity network uses energy while delivering power to customers. This is known as a 'technical loss'.

The environmental effect of this is that more electrical energy has to be generated to deal with the effect of the losses. In line with our licence obligations we must keep losses as low as reasonably possible.

Every year we work with stakeholders and use their feedback to issue a revised losses strategy. For 2018/2019, we continue to review how low carbon technologies (LCTs) will affect losses. One example of this is set out in our electric vehicle strategy. We are investigating the option of installing three-phase supply cables into houses in all new-build developments, to make sure they have a network that is ready for the growth of LCTs but also to reduce losses.

Find out more
Each year we produce an environment report.

You can read this on our website at:
https://www.westernpower.co.uk/About-us/Our-Business/Environment.aspx

Connections – Performance summary 2018/2019

Provide a faster and more efficient connections service

(34) Meet Ofgem's targets for the overall 'time to quote' and 'time to connect' for single domestic connections and small commercial connections. Improve the overall time taken to provide a quote for all other customer groups by 20%. (See note 1.)	We achieved Ofgem's targets for 'time to quote' and 'time to connect' for single domestic connections and small commercial connections. We have beaten targets for two of the other customer groups.
(35) Provide excellent customer service so that customers continue to rank us as the top-performing DNO group in customer satisfaction surveys. (See note 2.)	We are the top-performing DNO for the Connections Customer Survey in Ofgem's Broad Measure of Customer Satisfaction, scoring an average of 8.88 out of 10 for our DNO group.
36) Carry out surveys with distributed generation customers to find out if they are satisfied with our service and identify where we could improve.	We achieved a score of 8.71 out of 10 for distributed generation customer satisfaction surveys. We have specified a range of improvements within our work plan for the Incentive on Connections Engagement (ICE).

Improve communication with customers

(37) Develop and improve the way we process online connection applications and make it easier for customers to track the progress of their application online.	We have made amendments to our online connections information in line with stakeholder requirements. These have been published in our ICE work plan.
(38) Make sure that the information we provide in documents and online is effective.	We have improved the information we provide in documents and online in line with stakeholder feedback.

Improve our engagement with major customers

(39) Host 'surgeries' every three months to help connection customers to understand our processes.	11 connection surgeries took place across our four licence areas.
(40) Work with major customers to identify where our processes can be improved and quickly put in place any changes.	We engaged with over 18,000 stakeholders through events and over 2,000 through customer satisfaction surveys. The actions in our ICE work plan are based on suggestions we received from these events and surveys.

Guaranteed Standards of Performance (GSOPs)

(41) Aim to achieve no failures of the connection GSOPs. (See note 2.)	There were only two failures against the connection Guaranteed Standards of Performance during 2018/2019. We had a further three failures against 'competition in connection' standards, which relate to services we provide that cannot be carried out by competitors.

Further developing a competitive market

(42) Improve customer awareness of other connection providers and regularly check that customers understand the options available to them.	We provide clear information for customers explaining that they can use other connection providers. We carry out a yearly survey to measure customer awareness. The 2018/2019 survey showed that 82% of customers who had a new connection were aware of other providers.
(43) Work with other connection providers to extend the type of work they can carry out, including high voltage and reinforcement work.	We host a group to focus on the specific needs of other connection providers. Three sessions took place during 2018/2019 and we used feedback to improve our processes.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Connections

Acting on customer feedback

Providing excellent customer service to connections customers is a priority, and during 2018/2019 we expanded our engagement programme for these customers. We recognise that we need to understand how customers' needs are changing as a result of our move towards the role of DSO.

This year we have worked with over 18,000 connections stakeholders, through a variety of events, with the aim of improving services and developing future plans. One priority is to strengthen links with local development partners – building relationships with local government and local enterprise partnerships. As a result we held events which focused on electric vehicles and charging these, and local investment workshops which looked into local development challenges.

We make sure that our work with stakeholders leads to action. As a result of feedback, we have put in place a number of changes, including the following.

- We have launched a new single webpage for viewing the range of different information we provide, including an upgraded capacity map with extra features and a 'walkthrough' function for new users.

- We have consulted stakeholders on, and introduced, assessment and design fees for costs involved in processing applications for a new connection.

- We increased the number of options available to other companies who want to carry out connections work independently on our network, including introducing a new online application process.

- We have improved the information we provide about past power cuts and limits on the network that may affect a new connection.

- We provide access to case-management systems for customers who are applying for legal permissions for connection schemes. This allows customers to stay up to date on the progress of their application.

Ofgem's Incentive on Connections Engagement

Under the Incentive on Connections Engagement (ICE), DNOs must engage with customers, develop improvement plans and put changes in place. Every year, we submit reports to Ofgem explaining the actions we have taken and our plans for the future.

To find out more about the work we do to improve our connections service, and to see our reports, please visit our website.

https://www.westernpower.co.uk/Connections/ICE
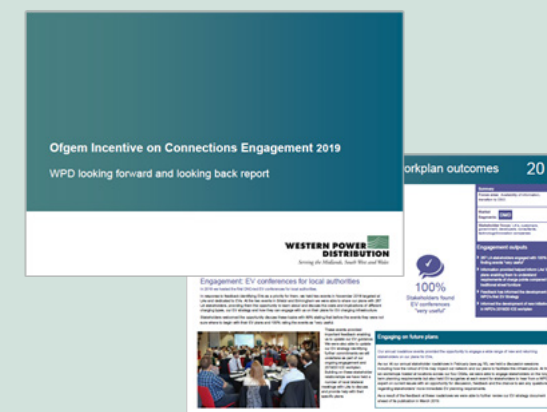
Customer satisfaction for connections customers

Providing excellent customer service to connections customers is a priority. We assess the satisfaction of connections customers using Ofgem's Broad Measure of Customer Satisfaction (BMCS). Part of the BMCS includes a customer satisfaction survey for customers who need a minor connection. As a DNO group, we achieved the highest score in this survey. All scores are out of 10.

BMCS customer survey score - connections DNO group

	Score
WPD	8.88
SP	8.85
SSE	8.56
UKPN	8.52
NPG	8.49
ENWL	8.44
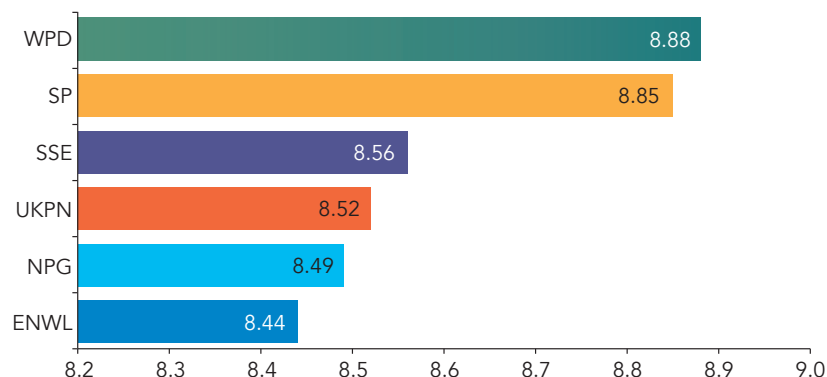
All DNO groups (our DNO group highlighted in green)

We also carry out two further surveys to test the opinions of customers who need major connections and distributed-generation customers. For 2018/2019, we continued to score highly for all three customer groups.

8.88 BMCS (minor connections)

8.66 Major connections

8.71 Distributed generation

Providing a fast and efficient connections service

Ofgem sets targets for minor connection customers – this includes single domestic connections (referred to as LVSSA) and projects which require two to four domestic connections or a small commercial connection which doesn't need reinforcement work (referred to as LVSSB). The targets measure the time taken to provide a quote and, once the quote is accepted, the time taken to provide the connection.

In 2018/2019 we outperformed all the targets for LVSSA and LVSSB.

Minor connections	Time to quote (average number of days)		Time to connect (average number of days)	
	LVSSA	LVSSB	LVSSA	LVSSB
West Midlands	4.87	5.71	29.95	37.61
East Midlands	3.63	5.29	30.38	35.40
South Wales	3.61	6.37	27.13	34.06
South West	5.37	5.61	27.42	33.39
Ofgem target	**8.21**	**11.73**	**42.08**	**52.70**

Customer service

(44) Continue to be the top-performing DNO group across all elements of the Broad Measure of Customer Satisfaction. (See note 2.)	We were the top-performing DNO group for overall customer satisfaction. The rating combines results of the three surveys for supply interruptions, connections and general enquiries.
(45) Maintain certification to show that we meet the Customer Service Excellence standard. (See note 2.)	We were awarded 'Compliance Plus' status for 44 of the 57 standards. We were the highest-scoring organisation out of all those accredited.

Telephone response

(46) Respond to phone calls quickly, answering them within two seconds. (See note 2.)	Our average response time for customer calls was 1.56 seconds.
(47) Limit the number of calls that are abandoned before we can answer them to less than 1%. (See note 2.)	Only 0.08% of calls were abandoned.
(48) Always provide customers with the option to talk to a member of staff when they call our contact centre.	Our systems allow us to make sure that customers are always provided with the option to talk to a member of staff.

Communication with customers

(49) Provide a restoration time for every power cut. (See note 2.)	All power cuts have an estimated restoration time which is updated as further information is provided by field teams.
(50) Call back all customers who have been in contact about a fault. (See note 2.)	We called back 98.8% of customers who contacted us about a fault.
(51) Contact customers within two days of receiving an enquiry which was not about a fault. (See note 2.)	We contacted 99.6% of customers who contacted us with an enquiry which was not about a fault within two days.
(52) Provide 'on-demand' messaging through text and social media for customers who want to be kept informed in other ways, rather than a phone call.	We provided on-demand messaging through text and social media. We sent 647,063 text messages during high voltage power cuts.
(53) Develop 'self-service' options for customers to find information online.	We hosted 21,556 webchat conversations, our app for reporting power cuts was downloaded 5,203 times and we had 1.6 million hits on our online map showing power cuts.

Involving stakeholders

(54) Continue to host a customer panel where our CEO will meet with our expert stakeholders four times a year.	The Customer Collaboration Panel met four times during the year. We set up a new Customer Engagement Group to challenge our plans for the next price control period.
(55) Continue to host at least six stakeholder workshops each year.	We hosted six general sessions, attended by over 330 stakeholders across our licence areas.
(56) Continue to produce a stakeholder report every year providing an update on the actions we have taken as a result of stakeholder involvement.	This yearly Business Plan Commitments summary report and the separate detailed report replace the stakeholder report.

Complaints

(57) Resolve at least 70% of complaints within one day. (See note 2.)	We resolved 86% of complaints within one day.
(58) Continue to have a target of no complaints where the Ombudsman has to get involved. (See note 2.)	There were no complaints referred to the Ombudsman.

Guaranteed Standards of Performance awareness

(59) Continue to send the 'Power for Life' publication to all 7.9 million customers and make sure it promotes the GSOPs. (See note 2.)	We issued 'Power for Life' to all 7.9 million customers in September 2018. We took a new approach and promoted GSOPs through social media and our website.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1
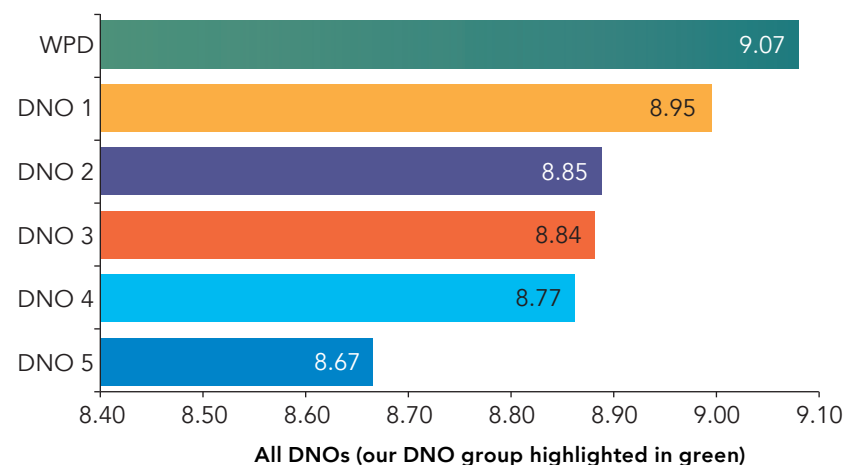
Customer satisfaction

Customer satisfaction survey results

We are committed to providing excellent service to our 7.9 million customers. Ofgem's Broad Measure of Customer Satisfaction (BMCS) provides one way of measuring our success in this area.

Every year a random selection of our customers are surveyed by an independent survey company to find out how they rate the service we provide.

Customers are asked to give feedback on supply interruptions (power cuts), connections and general enquiries. The individual scores from each category are combined to produce an overall score out of 10. For 2018/2019, for the eighth year running, we are the top performer across all DNOs, with an overall score of 9.07 out of 10. The results of Ofgem's BMCS are shown below.

Customer survey - overall weighted score by DNO group

DNO group	Score
WPD	9.07
DNO 1	8.95
DNO 2	8.85
DNO 3	8.84
DNO 4	8.77
DNO 5	8.67

All DNOs (our DNO group highlighted in green)

We dealt with **86%** of complaints within one day.

We dealt with **99%** of complaints within 31 days.

Resolving complaints

We try to get things right first time, but sometimes things can go wrong. When we receive complaints we treat them with urgency and aim to deal with them to the customer's full satisfaction as quickly as possible.

There has been only one repeat complaint across all our licence areas. If customers are not satisfied with our response to a complaint, they can raise their complaint with the industry ombudsman. During 2018/2019 no complaints were raised with the industry ombudsman.

Customer satisfaction

Maintaining customer satisfaction

We provide excellent customer service, and we aim to continuously improve this. We work hard to promote a strong culture of customer service and use a variety of initiatives to make sure we remain the top-rated DNO for customer satisfaction.

To gain an extra, independent view of our performance we are assessed against the Government's Customer Service Excellence Standard and the British Standards Institution's standard for Inclusive Service Provision. During 2018/2019 we were successfully assessed against both these standards.

Staff training is vital to make sure that our staff can identify customer needs and provide a tailored service. Each year, contact centre staff receive training from a range of partner agencies. In 2018/2019 this included training which focused on issues such as Parkinson's disease, dementia, cancer and depression.

We always provide customers with the option to talk to a member of staff when they call our contact centre.

We respond to calls quickly. During 2018/2019 our average response time for calls was 1.56 seconds.

We called back 98.8% of customers who contacted us about a fault.

Social media

We use social media to provide information for customers who want us to keep them informed in other ways, rather than a phone call. We have 28,115 Twitter followers who use our feed to see updates on power cuts (using the handle #powercut) and to send their questions to our dedicated social media team. We use Twitter, Facebook, LinkedIn and Instagram to promote information campaigns such as public safety and to give customers information about things such as electric vehicles, flexibility and network strategy.

WPD ✔
@wpduk

Follow

We'll be working with Go Ultra Low Cities in #Nottingham #Derby #MK and #Bristol to help them deliver their electric vehicle charge point targets, as part of our new Electric Vehicle Strategy @GoUltraLowNottm @GoUltraLow bit.ly/WPD4ev

6:10 am - 8 Apr 2019

Improving understanding of vulnerability

(60) Work with expert partners to improve our understanding of the needs of customers in vulnerable situations.	We worked with a wide range of expert partners and were accredited with the British Standards Institute (Standard BS18477), which specifies requirements for responding to customers in vulnerable situations.
(61) Train staff to recognise the signs of vulnerability.	We provided specialist training to the Priority Services Register (PSR) teams and contact centre staff. Field staff are trained on registering customers to the PSR.

Improving the services provided for customers in vulnerable situations

(65) Raise awareness of the Priority Services Register.	We worked with a range of organisations, including a mental-health organisation and fire and rescue services, to raise awareness of the PSR.
(66) Make 10,000 crisis packs available. (See note 1.)	To date we have issued 6,762 crisis packs over the RIIO-ED1 period.
(67) Contact all customers who depend on a power supply for medical reasons every three hours during power cuts. (See note 2.)	During power cuts we prioritise contacting customers who depend on a power supply for medical reasons. We called 71% of these customers within one hour of a fault and 96% in under two hours.
(68) Continue to provide practical support through the British Red Cross and other organisations as appropriate.	We provided British Red Cross support during nine prolonged power cuts, supporting 71 customers in total.
(69) Ask for feedback from customers in vulnerable situations about our service.	We achieved customer satisfaction ratings of 9.51 out of 10 from customers on the PSR who had received a routine call to check their personal details.
(70) Develop ways of sharing information with local resilience forums.	We worked with 19 forums across our four licence areas. For 2018/2019 this included offering the support of our helicopter unit during severe weather.

Improving the data held on the Priority Services Register

(62) Contact customers in vulnerable situations at least once every two years to check the details we hold on the Priority Services Register.	We contacted 1.1 million PSR customers during 2018/2019 and updated 30% of the records we hold.
(63) Improve the quality of Priority Services Register data by working with other agencies and sharing information.	We increased the number of referral partners that we work with. We added 24 new partners, with the aim of achieving a better balance in the types of agencies that we work with.
(64) Co-ordinate meetings with suppliers to agree criteria for vulnerability.	27 new 'common needs codes' are now in use across the industry.

Complaints

(71) Build a database of regional agencies we can refer customers to for help.	There are fuel poverty projects in all our areas, working with a network of support agencies.
(72) Work with partners to develop links to and from our website.	Details on our fuel poverty projects and links to partner organisations are available on our website.
(73) Develop joint information and awareness campaigns, and co-ordinate with partners to provide customers with help.	We have four 'Power Up' fuel poverty schemes to support customers who are facing fuel poverty. We supported 8,693 customers to save over £1.8 million a year.
(74) Provide fuel poverty training to our staff who have contact with members of the public.	We provide staff in our contact centre with customised training on fuel poverty and customers in vulnerable situations.
(75) Use data analysis to help identify areas with a high concentration of vulnerable households.	We use data analysis to identify areas with a high concentration of vulnerable households. During 2018/2019 we improved the methods we use to share this data with our partner organisations so that they are better able to identify vulnerable customers.
(76) Develop local outreach services.	'Affordable Warmth' and other outreach services helped 6,478 customers to save over £3.9 million a year.

Note 1 : This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Identifying and supporting customers in vulnerable situations

We review our consumer vulnerability strategy every year and we recognise that our move towards the role of DSO may lead to new challenges for customers in vulnerable situations. As we focus on developing a smarter, more flexible energy system, we must make sure that we design our services in a way that makes it easy for all customers to take part in, and benefit from, the growth of flexible energy services. We have updated our consumer vulnerability strategy and identified a range of priorities to help deliver our ambition to 'leave no vulnerable customer behind in a smart future'. These new, improved, priorities are as follows.

- Know our customers and get the basics right
- Help customers to reduce their demand for electricity and talk to them about their energy use
- Deliver joined-up services with others
- Make it possible for customers to take part in flexible energy services

The success of our stakeholder engagement and consumer vulnerability strategies is tested through Ofgem's Stakeholder Engagement and Consumer Vulnerability (SECV) incentive. The documents we have submitted to Ofgem for 2018/2019 highlight some of the 290 outputs and positive outcomes that we delivered for our customers during the year, and look at the action we have taken to deliver our new priorities.

You can read these documents, and details of the outputs we have delivered, on our website: https://www.yourpowerfuture.westernpower.co.uk/ofgems-secv-incentive

Ofgem's SECV assessment panel recognised the success of our approach to customer vulnerability and awarded us the highest score across all gas and electricity companies.

Fuel poverty

We have an extensive programme of support schemes to provide practical support for customers living in fuel poverty, including help with switching energy tariffs and arranging funds for energy efficiency measures. We work with expert agencies including Citizens Advice and the Energy Saving Trust.

Our Priority Services Register

We have a Priority Services Register (PSR) which records the details of customers in vulnerable situations who may need extra support during a power cut. We aim to make sure that every eligible customer is given the opportunity to register.

We have created a network of trusted organisations that work with customers in vulnerable situations every day. As part of their work, they ask customers for permission to add their names to the PSR. We currently have 1.8 million customers on the PSR.

In 2018/2019 we contacted **166,783** PSR customers during power cuts to offer support, and we contacted **956,127** PSR customers to make sure that the details we hold are correct. We offer **every** PSR customer we contact the opportunity to be referred for advice on fuel poverty.

In the last year, we helped **17,764** customers who were facing fuel poverty to save **£6.4 MILLION.**

Social obligations

Supporting customers during power cuts

Supporting customers during power cuts, particularly those who may be more vulnerable without electricity, is a key focus for us.

We aim to contact customers during power cuts. During 2018/2019, we called 406,024 customers and sent 647,063 text messages to customers during power cuts.

For our customers who need more than just information we have a contract with the British Red Cross. The British Red Cross can provide warm meals, drinks and general welfare checks during power cuts. We activated this service nine times in 2018/2019, supporting 71 vulnerable customers.

We can also provide crisis packs to customers who need one. Each pack contains a flask, a wind-up torch, a reusable hand warmer and an information leaflet. During 2018/2019 we issued 1,268 packs.

We introduce new initiatives each year and during 2018/2019 this included the following.

- We launched 'storm mode' on our website. During a storm a simplified home page now permanently displays our power cut map, a link to PSR information and live reports on power

cuts caused by the storm. This gives customers vital information during widespread disruption.

- We sent improved and tailored text messages to customers during and after power cuts. We explain the reason for the power cut, provide links to register for the PSR, and apologise for the disruption caused.
- We improved reporting on calls to customers who depend on a power supply for medical reasons, introducing a key performance indicator on how quickly we contact these customers after a power cut begins.
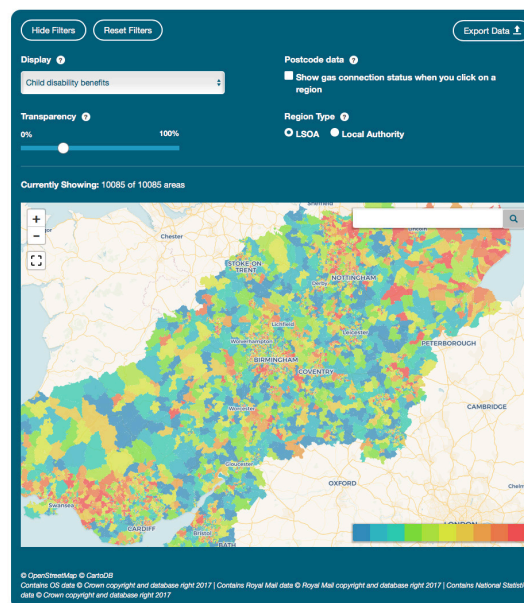
Using information to better support customers

We carry out 'social indicator mapping' to identify areas with high levels of customers in vulnerable situations. We use this information to make sure that any existing and new initiatives are targeted towards those areas. We publish this information on our website so that the expert agencies we work with can also use it. Users can filter the information using 28 different criteria, from whether customers are facing fuel poverty to the distance between their home and key services.

During 2018/2019 we invested £4.8 million in delivering a range of outcomes designed to support vulnerable customers. Using 'social indicator mapping' is one of the ways that we make sure the outcomes we deliver are efficient. We also carry out 'social value measurement research' – checking with customers that they believe the improvements we provide are valuable to them.

Costs

Tracking our costs

In the RIIO-ED1 Business Plan we proposed to spend £9.2 billion over the eight-year period.

£7.1 billion of this was related to costs under our control, referred to as Totex (which includes capital spending, network operating costs and business overhead costs).

The remaining £2.1 billion covers costs such as rates, licence fees and transmission charges which are not included as Totex because they relate to costs that DNOs do not have control over.

Our spending at the start of the price control period was higher than expected, but we now see these costs levelling out. During 2018/2019, our spending was lower than Totex and we are 1% below Totex allowances for RIIO-ED1 to date.

We forecast that costs will remain slightly under the allowances set for the eight-year RIIO-ED1 period as a whole. We continue to look for more efficient ways of working while delivering the work programmes and commitments set out in our business plan.

Where we spend money

- Load related capex – costs related to providing extra capacity on the network.
- Non-load related capex – capital investment in the network, two-thirds of which relates to replacing and refurbishing assets which are in poor condition.
- Network operating costs – includes inspections, repair and maintenance, faults and tree cutting.
- Non-operational capex – includes buying new IT systems, property, vehicles and small tools and equipment.
- Closely associated indirect costs – the costs of staff and systems that allow us to carry out work on the network, such as network design activities.
- Business support – teams such as Human Resources and Finance.

Total costs (Totex) for RIIO-ED1 to date (based on 2012/2013 prices) £million

Licence area	West Midlands	East Midlands	South Wales	South West	WPD Total
Totex actual costs (£million)	1,066.9	1,067.9	523.3	851.2	3,509.2
Totex allowance (£million)	1,032.4	1,063.3	584.5	855.8	3,536.0
% of allowance spent	103%	100%	90%	99%	99%

RIIO-ED1 costs to date – split by type

- 8% Load related capex
- 33% Non-load related capex
- 23% Network operating costs
- 4% Non-operational capex
- 23% Closely associated indirect costs
- 9% Business support
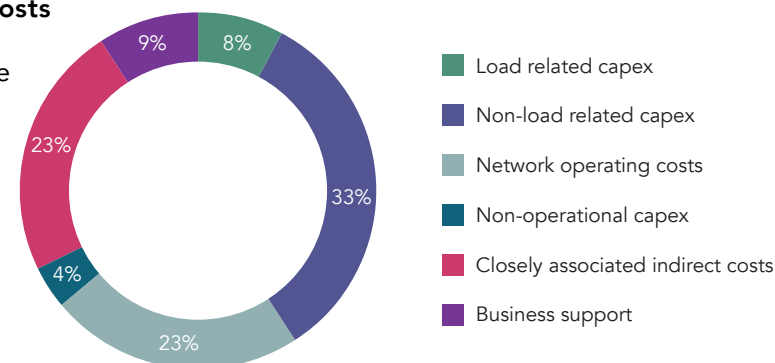
Working with us

If you have any questions about our work, or you would like to take part in future stakeholder events, please contact us.

Email: rallcock@westernpower.co.uk

Write to: Richard Allcock, Stakeholder Engagement Manager, Western Power Distribution, Pegasus Business Park, Herald Way, Castle Donington, DE74 2TU.

To find out more about our programme for involving stakeholders and how you can have your say, please visit:

https://yourpowerfuture.westernpower.co.uk

Making a complaint

We're committed to providing you with excellent customer service. We want to know if something goes wrong so that we can sort out any problems as quickly as possible. You can make a complaint in the following ways.

📞 Please call us free on 0800 0556 833

🖱 Visit our website at www.westernpower.co.uk/Contact-us/Complaints

✉ Email us at complaints@westernpower.co.uk

✏ Write to us at Complaints Department, Information Centre, Western Power Distribution, Avonbank, Feeder Road, Bristol BS2 0TB

Please tell us your address and postcode and provide a phone number.

Reporting a power cut

POWER CUT? CALL 105

If you have a power cut, please call us on **105** (available on landlines and most mobile providers). You can also call us on **0800 6783 105**.

Or, download our free **power cut reporter app** from the App Store and Google Play onto a smart device. You can then register for severe-weather updates.

Find out more

There is more information on our performance against each of our 76 commitments in our detailed Business Plan Commitments Report, which is available at:

https://yourpowerfuture.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2018-19

Copies of previous reports are available at:

https://yourpowerfuture.westernpower.co.uk/performance-reporting-riio-ed1/previous-performance-reports

Glossary

Term	Definition
Affordable Warmth	WPD outreach scheme which offers fuel poverty support through a network of partner organisations.
AONBs	Areas of Outstanding Natural Beauty.
Automation	Remotely controlled devices which allow electricity supplies to be quickly rerouted without the need to send a person to the site.
Behavioural safety	An approach to safety which goes beyond setting rules and making sure people keep to them. It focuses on changing attitudes so that staff take responsibility for their own safety and that of others.
Broad Measure of Customer Satisfaction (BMCS)	An incentive scheme made up of a customer satisfaction survey, an assessment of how complaints are dealt with and a review of stakeholder engagement.
Bund	A containment wall built around items of plant which contain large amounts of oil, to prevent oil leaking into the environment.
Business carbon footprint (BCF)	A calculation which represents the effect our work has on the environment. We measure and report BCF using equivalent tonnes of carbon dioxide to express the effect of energy use in offices, emissions from vehicles and the release of greenhouse gases.
Capacity	The amount of power that can be distributed through an asset or the network.
Customers in vulnerable situations	Customers who are vulnerable for various reasons, including those who depend on electricity for medical reasons, have special communication needs or who struggle to afford to pay for energy.
Distributed generation	Electricity generation connected to the distribution network. It includes wind turbines, domestic solar panels, large-scale photo-voltaic farms, hydro-electric power and biomass generators.
Distribution Network Operator (DNO)	A DNO is a holder of an electricity distribution licence. There are 14 DNOs which are owned by six different ownership groups.

Term	Definition
Distribution System Operator (DSO)	A development from the role of DNO, the DSO will be responsible for forecasting energy production and use, along with balancing demand and generation on the distribution network.
ENA	The Energy Networks Association – the industry body for Distribution Network Operators.
Engagement	The process by which an organisation involves people who may be affected by the decisions it makes, or can influence the way in which actions are delivered.
ESQCR	Electricity, Safety, Quality and Continuity Regulations 2002. The ESQCR specify safety standards, which aim to protect the general public and customers from danger.
Fuel poverty	Circumstances where customers struggle to afford electricity.
Guaranteed Standards of Performance (GSOPs)	Minimum service levels which DNOs must meet across a range of activities covering supply interruptions, appointments and connections.
Health and Safety Executive (HSE)	The Government organisation responsible for enforcing health and safety legislation.
Low carbon technology (LCT)	Devices that reduce the amount of carbon being used for heating, transport and generating power. LCT includes electric vehicles, heat pumps and solar generation.
Net zero carbon future	The UK's Climate Change Act (2008) sets out how the UK tackles climate change. The act says that by 2050 the UK Government must reduce greenhouse gas emissions by at least 100% compared with 1990 levels.
Power Up	Our referral service which arranges for a partner organisation to provide help for customers who are struggling to pay for energy.
Powering Improvement	An industry strategy which aims to achieve continuous improvement in safety and occupational health in the energy generation and network sectors.

Term	Definition
Price control	We are a regional monopoly – our customers are our customers because of where they live and work. We are regulated by Ofgem to make sure that we provide a high level of service for the money we are allowed to charge. The money we can earn is set for a specific period of time, referred to as a 'price control'. The current price control period (RIIO-ED1) runs from 1 April 2015 to 31 March 2023.
Priority Services Register (PSR)	A database that records details about customers in vulnerable situations so that we can provide extra support if needed.
Protection batteries	Most circuit breakers on the network rely on batteries to provide the power to monitor the network and initiate tripping and reclosing actions. These batteries are separate to SCADA batteries that provide the power for communication systems between sites and central control centres.
Reinforcement	Providing more network capacity by installing extra assets or installing higher rated assets.
Resilience	The ability of the network to withstand extreme events such as storms and flooding and have the ability to recover quickly from widespread power black outs.
RIIO-ED1	The price control period that runs from 1 April 2015 to 31 March 2023.
SCADA batteries	Batteries which provide the power for system communication between sites and central control centres.
SF_6	Sulphur hexafluoride – a greenhouse gas which is used as insulation in some types of switchgear.
Switches/ switchgear	Devices on the network can be turned on or off and are used to alter the routing of electricity. Some can be operated remotely by central control engineers. Others need to be operated manually on site by authorised staff.
Transformer	Converts electricity from one voltage to another.
Worst served customers	Customers who experience 12 or more higher voltage power cuts over a three-year period, with at least three in any one year.

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