Western Power Distribution
ED2 Workshops

South West

November 2020

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

SECTION		PAGE
1	OVERVIEW	3
2	METHODOLOGY	5
3	EXECUTIVE SUMMARY	6
4	ATTENDEES	9
5	INTRODUCTION AND THE RIIO-ED2 BUSINESS PLANNING PROCESS	10
6	SESSION ONE: MEETING THE NEEDS OF THE CONSUMER	13
7	SESSION TWO: MAINTAINING A SAFE AND RESILIENT NETWORK	30
8	SESSION THREE: DELIVERING AN ENVIRONMENTALLY SUSTAINABLE NETWORK	41
9	APPENDIX 1: EVENT FEEDBACK	57
10	APPENDIX 2: BREAKDOWN OF VOTING RESULTS	60
11	APPENDIX 3: OUTPUTS AVERAGE SCORES COMPARED TO BASELINE	66

1 | OVERVIEW

On 3 November 2020, Western Power Distribution (WPD) hosted the first in a series of four virtual stakeholder workshops. The workshops sought to elicit feedback from stakeholders on WPD's draft outputs for its Business Plan for the next price control period, RIIO-ED2, which runs from 2023–2028.

There were four virtual workshops, one for each of WPD's licence areas. This report covers the workshop that was held for stakeholders in the company's South West licence area.

The event consisted of a series of presentations given by WPD representatives, with stakeholders giving their feedback during four breakout room discussions and online polls over the course of the day.

INTRODUCTION AND THE RIIO-ED2 BUSINESS PLANNING PROCESS

- The workshop began with an introductory presentation from Richard Allcock, Stakeholder Engagement Manager. Richard explained WPD's role distributing power to nearly 8 million homes and businesses across its network area. He then explained WPD's business planning process and timetable, and how stakeholder engagement feeds into the company's Business Plan. The initial breakout discussion allowed stakeholders to introduce themselves and discuss the impact of Covid-19 on their expectations of WPD.

SESSIONS ONE, TWO AND THREE: DRAFT BUSINESS PLAN OUTPUTS

The subsequent sessions worked through WPD's draft outputs under the heading of Ofgem's three themes and stakeholders' priority areas for each theme.

SESSION ONE: MEETING THE NEEDS OF THE CONSUMER

- This session was introduced by Alex Wilkes, External Affairs Manager. Alex explained how feedback from stakeholders had informed a total of 20 outputs under the priority areas of: Customer Service; Customer Vulnerability; and Social Contract.

SESSION TWO: MAINTAINING A SAFE AND RESILIENT NETWORK

- This session was introduced by Andrzej Michalowski, Planning and Regulation Special Projects Manager. Andrzej explained how feedback from stakeholders had informed a total of 13 outputs under the priority areas of: Network Reliability; and Business IT Security and Cyber Resilience.

SESSION THREE: DELIVERING AN ENVIRONMENTALLY SUSTAINABLE NETWORK

- This session was introduced by Jill Russell, Environment Manager, and Nigel Turvey, DSO and Future Networks Manager. They explained how feedback from stakeholders had informed a total of 27 outputs under the priority areas of: Environment and Sustainability; Distribution System Operator; Innovation; and Community Energy.

AFTERNOON SURGERY SESSIONS: DRAFT BUSINESS PLAN OUTPUTS

- In the afternoon, there were four optional afternoon sessions on specific priority areas. They all followed a similar format to the morning workshops, focusing on gathering feedback on a series of draft outputs.

This meant that over the course of the workshop, all the priority areas under the three Ofgem themes had been discussed.

The session topics and presenters were as follows: Safety was hosted by Paul Woodward, Safety and Environment Manager; Connections was hosted by Tim Hughes, Connection Policy Manager; and Digitalisation was hosted by Jonathan Berry, DSO Digitalisation and Data Manager. The Workforce Resilience session did not take place as no stakeholders signed up.

The structure of the day has been summarised in the following table:

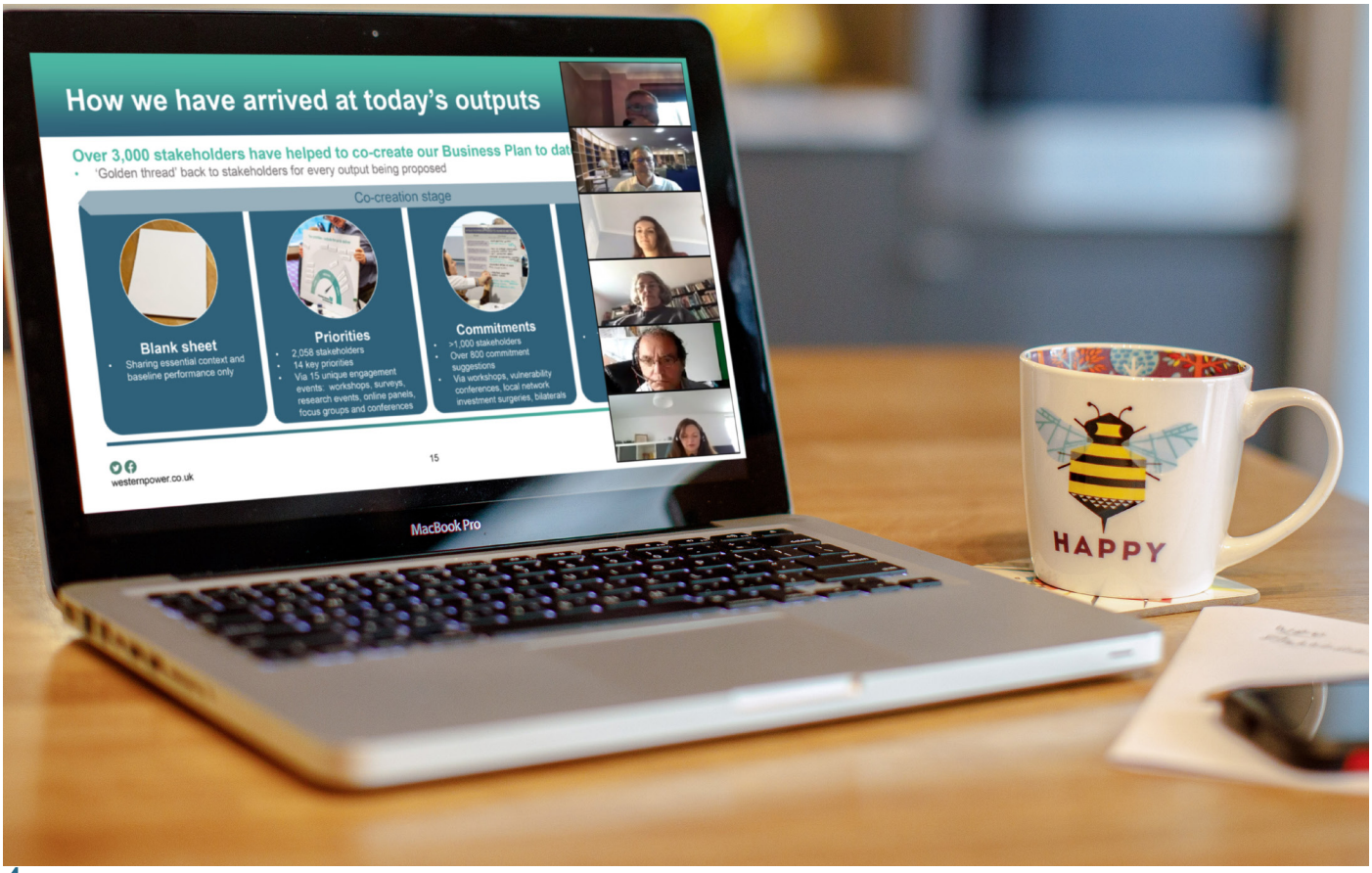
	SESSION ONE	SESSION TWO	SESSION THREE
OFGEM THEME	Meeting the Needs of the Consumer	Maintaining a Safe and Resilient Network	Delivering an Environmentally Sustainable Network
STAKEHOLDERS' PRIORITY AREAS	Customer Service Customer Vulnerability Social Contract	Network Reliability Business IT Security and Cyber Resilience	Environment and Sustainability Distribution System Operator Innovation Community Energy
SURGERY SESSIONS	Connections	Workforce Resilience *(*Did not take place at this event)* Safety	Digitalisation

The full presentation can be found online at http://westernpower.co.uk/downloads/317284.

For the purposes of this report, we have recorded the feedback on the priority areas and associated draft outputs according to Ofgem's themes rather than the structure of the day itself.

WPD instructed EQ Communications, a specialist stakeholder engagement consultancy, to independently facilitate the workshops and take notes of the comments made by stakeholders.

Every effort has been made to faithfully record the feedback given. To encourage candour and open debate, comments have not been ascribed to individuals. Instead, notes have been made of the type of organisation that each stakeholder represents.



2 | METHODOLOGY

This section summarises the methodology adopted for gathering feedback from a wide range of stakeholders at these workshops.

Over 7,500 stakeholders are held on WPD's database, all of whom were invited to attend the workshops via email. Ahead of any workshops, all stakeholders who have registered are contacted via telephone and email to remind them about the event to maximise participation.

The database undergoes an annual refresh to update contacts and to add additional stakeholders who have registered via the website or have worked with members of the WPD team over the last 12 months. In addition, the contact details of politicians are updated if there have been any local or national elections. To make sure that WPD remains on top of emerging issues in the sector, additional research is undertaken ahead of topic-specific engagements to enhance certain stakeholder categories to ensure they are up to date and comprehensive, or as new roles or stakeholder groups emerge.

Despite being held online rather than in person, WPD adopted their standard format for stakeholder engagement which was a series of presentations followed by discussions in smaller breakout groups. These breakout groups were facilitated by independent facilitators with feedback notes being taken by independent scribes. Every attempt was made to ensure that an equal number of stakeholders participated in each breakout room. However, due to varying attendance levels, this varied between 4 and 8 stakeholders. Each breakout room was attended by at least one WPD representative who was on hand to answer any technical questions.

The purpose of these stakeholder workshops was to round off WPD's stage of co-creation with stakeholders around their next Business Plan. They wanted to play back the feedback WPD had heard and interpreted to date, ensure it was correct, and present to stakeholders the first draft outputs for the next Business Plan. Given that the previous feedback had been heard prior to the recent Covid-19 pandemic, WPD also wanted to ensure it was still correct.

To these ends, sessions one, two and three, as well as the surgery sessions, all centred around the facilitators asking the same three questions.

1. Covid-19: Has there been any change in priorities or emerging issues which will need to be addressed?
2. Have we interpreted stakeholder feedback correctly?
3. Is anything missing from the outputs proposed?

   What specific targets, measures and performance levels do you want to see for each output?

As the Social Contract – which is a separate document to the Business Plan – is at an earlier stage of development, a fourth question was also asked during the discussions on that priority area:

4. In relation to the 15 components stakeholders have identified, what specific commitments would you like WPD to make?

To support stakeholders to be able to answer these questions in the breakout rooms, in relation to questions 1 and 2 stakeholders were asked to refer back to the presentation they had just received, with a verbal recap of the key points provided by the facilitator. For question 3, due to the detailed nature of the draft Business Plan outputs, stakeholders were provided with on-screen prompts to work through, including a view on WPD's current baseline performance to provide important context.

Following each breakout session, including after the surgery sessions, stakeholders were asked to give their views using an online poll. After the sessions reviewing the draft outputs, stakeholders were asked to give their view on whether the outputs demonstrated the right level of ambition. For each, stakeholders were asked whether WPD had got the right level of ambition, answering on a scale of 1 to 5 whether they should 'do a lot less' (1) through to 'do a lot more' (5). As most outputs were ranked between 3 and 4, this report has displayed the online polling results both as an average out of 5, as well as in comparison to the baseline average for the outputs which was 3.68 / 5 to give a better indication of which outputs stakeholders particularly prioritised.

Please note that the surgery sessions were attended by fewer participants and the voting data is therefore based on a smaller sample size. Whilst polling data for the outputs covered in these sessions is summarised in the relevant sections, it has not been compared against data for the outputs covered in the main sessions.

The stakeholder feedback and polling results are set out in this report.

At the end of the morning session, stakeholders were asked to complete an online survey giving their feedback on the online workshop itself. The results of this have been summarised in Appendix 1 of this report.

3 | EXECUTIVE SUMMARY

The feedback summarised in this Executive Summary has been set out under Ofgem's three themes and the corresponding priority areas, rather than according to the structure of the workshop itself – except for the introductory session, which has been summarised first.

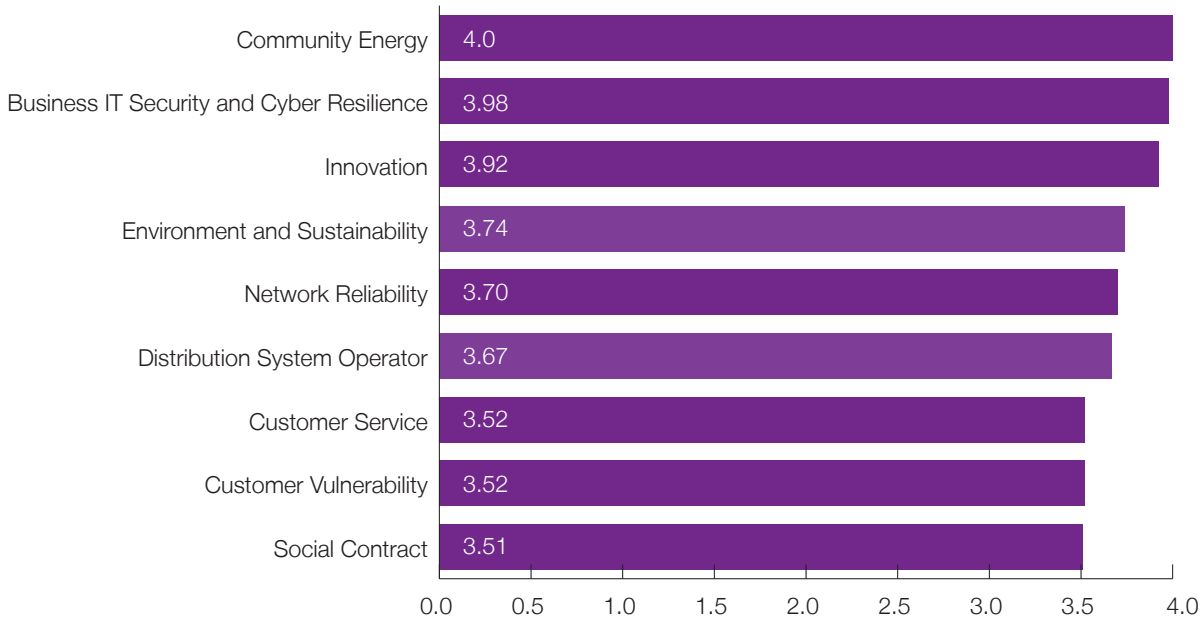
INTRODUCTION AND THE RIIO-ED2 BUSINESS PLANNING PROCESS

- Stakeholders were particularly interested in the climate crisis and WPD's role in supporting the decarbonisation agenda.
- Building on this, stakeholders wanted more information about the connection of low carbon technologies. Many attendees expressed concern about a lack of capacity in the South West to connect new forms of renewable generation. Supporting the connection of more community energy projects was also high on stakeholders' lists.
- There was also interest in new low carbon demand connections, namely heat pumps and electric vehicles.
- In terms of the impact of Covid-19, stakeholders reported that it had increased the levels of vulnerability – and created new forms of vulnerability. Stakeholder expectations of WPD remained relatively unchanged, although some noted they may need to consider network reliability in the context of an increase in homeworking.

BUSINESS PLAN DRAFT OUTPUTS

SUMMARY GRAPH: AVERAGE LEVEL OF AMBITION BY PRIORITY AREA

The graph below displays the average score for the outputs under each priority area. This provides an indication of whether stakeholders felt WPD had got the right level of ambition by priority area. The priority areas covered in the surgery sessions have not been included because the number of respondents was far lower and therefore comparing the data would be incorrect.



SESSION ONE: MEETING THE NEEDS OF THE CONSUMER

- **Customer Service:** Stakeholders agreed that WPD should continue to strive for high levels of customer service but cautioned that the targets need to be carefully balanced against how much it costs. Stakeholders commonly wanted an output dedicated to improving the ability of customers to identify and speak to the relevant WPD representative. Stakeholders particularly wanted WPD to focus on improving its customer service around planned interruptions, requesting a greater level of ambition in the online polling in this area, with the related output receiving 3.94 / 5 ('do more'). They were least concerned with the output relating to answering calls within an average of four seconds, which ranked relatively low in the online polling with 3.24 / 5. Customer Service was the joint second lowest priority area overall.
- **Customer Vulnerability:** Stakeholders noted that Covid-19 had shone a light on a whole range of new vulnerabilities which would need to be addressed. Overall, they felt WPD's customer vulnerability work was already industry leading, so it was more a case of maintaining the level of ambition in this area. This was reflected in the online polling where all but one output received an average score below the average baseline. It was the joint second lowest priority area overall. A whole range of suggestions were made against the draft outputs.
- **Social Contract:** With regard to the commitments for the Social Contract, stakeholders were especially focused on WPD's environmental impact and what the company can do to support the drive towards Net Zero. Other areas that received particular emphasis were delivering positive outcomes for vulnerable customers and supporting community energy. In terms of the draft outputs for the next Business Plan, there was particular discussion around the importance of the 'Community Matters' Fund and how it could be extended. All outputs scored lower than the average baseline in the online polling, demonstrating that relative to other areas stakeholders were comfortable with the level of ambition in this area. In fact, it was the lowest priority area overall.
- **Connections:** Stakeholders particularly singled out the connections offer during this surgery, wanting to see more innovative approaches that made better use of existing capacity, such as hybrid connections. This was reflected in the online surgery poll where 'provide new connections quotations and energisation in line with customer expectations' received, on average, 4.14 / 5.

SESSION TWO: MAINTAINING A SAFE AND RESILIENT NETWORK

- **Network Reliability:** Stakeholders agreed that keeping the lights on should remain a high priority and WPD should focus on continually improving their current performance. Concern was expressed that the tree management outputs did not appropriately consider the environmental impact. It was felt that some of the outputs needed more measurable targets as they were currently too vague.
- **Business IT Security and Cyber Resilience:** Stakeholders agreed that cyber resilience and disaster recovery are both rapidly increasing in importance, particularly considering the large-scale power cut in the South of England in 2019. While no specific targets were suggested, all four outputs in this area received a higher ranking than the baseline average, demonstrating that relative to other outputs stakeholders wanted WPD to be more ambitious. In fact, overall, this priority area came second highest in the online poll.
- **Workforce Resilience:** This priority area was not discussed as it was a surgery session to which no stakeholders signed up.
- **Safety:** Overall the Safety outputs ranked relatively low during the online surgery poll. The output 'distribute 1,000,000 safety advice notices' ranked lowest out of all the Safety outputs with 2.83 / 5. This did not mean that stakeholders did not see the priority area of Safety as important. They did, for example, suggest a range of other topics that they felt were missing from the outputs. This included: public safety and how to report safety issues to WPD; engagement with farmers on the dangers of overhead lines; and how to educate contractors on safety issues, particularly the younger people operating machinery.

SESSION THREE: DELIVERING AN ENVIRONMENTALLY SUSTAINABLE NETWORK

- **Environment and Sustainability:** Stakeholders wanted WPD to be leading in this area but felt, particularly in relation to their Business Carbon Footprint, that the ambition was lacking. The Net Zero target of 2043 was strongly criticised, which was reflected in the online polling where 81% of stakeholders wanted WPD to 'do more' or 'do a lot more' on the Business Carbon Footprint – the highest of any of the draft outputs across the Business Plan. The outputs relating to the operational impact of the network also all scored highly – higher than the average baseline. Stakeholders challenged WPD to be far more specific in terms of targets for many of the outputs, particularly with regard to timeframe targets and having intermediary steps on a yearly basis.
- **Distribution System Operator:** Stakeholders felt flexibility was important but did not provide much comment during the discussions. All outputs relating to flexibility scored lower than the average baseline. Most comments were in relation to the importance of facilitating low carbon technology to support Net Zero. This output was ranked highest in this priority area and second highest of all the Business Plan draft outputs. A topic that some felt was missing was where the future electricity supply would come from given increasing demand.
- **Innovation:** Stakeholders agreed that WPD should help facilitate innovation across the industry as well as communicate opportunities for collaboration with partners. They wanted WPD to extend the 'ideas portal' so it also helped facilitate collaboration between stakeholders. They also supported the draft output seeking to incorporate the learnings from innovation projects into business as usual, with some feeling this didn't adequately happen at the moment. As a priority area, Innovation ranked third highest, demonstrating the level of ambition stakeholders wanted WPD to have for innovation.
- **Community Energy:** Stakeholders in the South West wanted Community Energy to be a high priority for WPD. In the online poll, as a priority area Community Energy came highest and both outputs scored much higher than the baseline average. This was reflected in the discussions where a whole range of additional suggestions were put forward for WPD above what they had included in the draft outputs.
- **Digitalisation:** Stakeholders agreed with the previous feedback that access to clear data is vital and that WPD should make as much of it available as possible, as long as it doesn't present a security risk. The draft output 'demonstrate leadership in publishing network data' on average ranked relatively high in comparison to the average baseline (3.86 / 5).

WRITTEN FEEDBACK

After the workshop, stakeholders were asked to complete a short online feedback form. Some of the key findings are shown below:

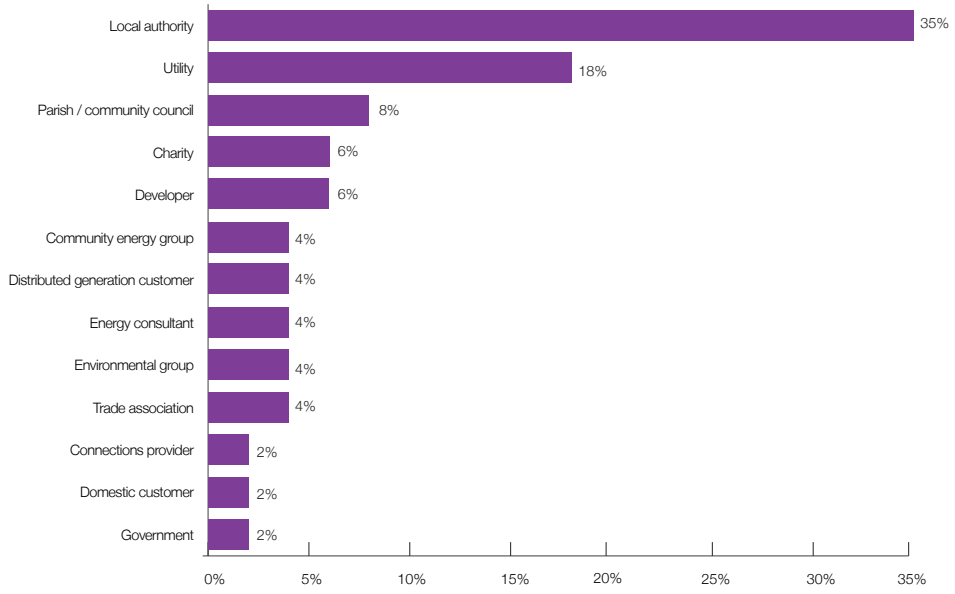
- 100% of attendees who filled out a feedback form told us that they found the workshop either 'very interesting' or 'interesting'. Stakeholders also rated their satisfaction with the event as 7.75 / 10.
- 88% 'agreed' or 'strongly agreed' that they had had an opportunity to make points and ask questions.
- 75% 'agreed' that the right topics were discussed on the day.
- 100% thought EQ Communications' facilitation was either 'very good' or 'good'.
- 75% felt the online format worked 'well' or 'very well'.

4 | ATTENDEES

59 stakeholders representing 47 different organisations attended the online workshop. The organisations represented were as follows:

- Bath & North East Somerset Council
- Bath & West Community Energy
- BG Renewables
- Bowden Farm Management Ltd
- Bratton Fleming Parish Council
- Bristol Energy Cooperative
- BUUK Infrastructure
- Centre for Sustainable Energy
- Cornwall Council
- Cornwall Rural Housing Association
- Devon County Council
- EDF Energy
- Electricity North West
- Energy Saving Trust
- ESB International
- Federation of Small Businesses
- Flax Bourton Parish Council
- Fremington Climate Emergency Working Party
- Fremington Parish Council
- Frontier Economics
- Hayle Climate Action Group
- Health and Security Executive
- Heart of England Community Energy
- Joint Radio Company (JRC)
- Kensa Contracting
- Kier
- Lanner Parish Council
- Mid Devon District Council
- Mr Electric
- North Cornwall Food Hub
- North Devon Council
- Planet A Solutions CIC
- Sedgemoor District Council
- Siemens
- Somerset West and Taunton Council
- South Gloucestershire Council
- South Hams District Council
- South Somerset District Council
- South West Water
- St Modwen
- Teignbridge District Council
- Tewkesbury Borough Council
- The Green Party of England and Wales
- Torridge District Council
- Wessex Solar Energy
- Westbury on Severn Parish Council
- Wiltshire Wildlife Community Energy

During the online poll, attendees were asked what type of stakeholder they were. The results have been summarised in the bar chart below.



5 | INTRODUCTION AND THE RIIO-ED2 BUSINESS PLANNING PROCESS

Stakeholders in the South West were particularly interested in the climate crisis and the ways in which WPD is looking to support the decarbonisation agenda. Many of the stakeholders in attendance appeared to be responsible for producing action plans to help achieve their organisation's climate ambitions, or at the very least understand more about the subject area.

Building on this, stakeholders were particularly interested in the connection of low carbon technologies. This included connecting low carbon generation, particularly wind and solar. Numerous stakeholders cited experience of – or concern about – the lack of capacity in the South West to connect new forms of generation. There was interest in the opportunities of smart grids and flexibility to help deliver additional generation capacity. Several stakeholders, including local authorities, were interested in, or had already invested in, battery storage.

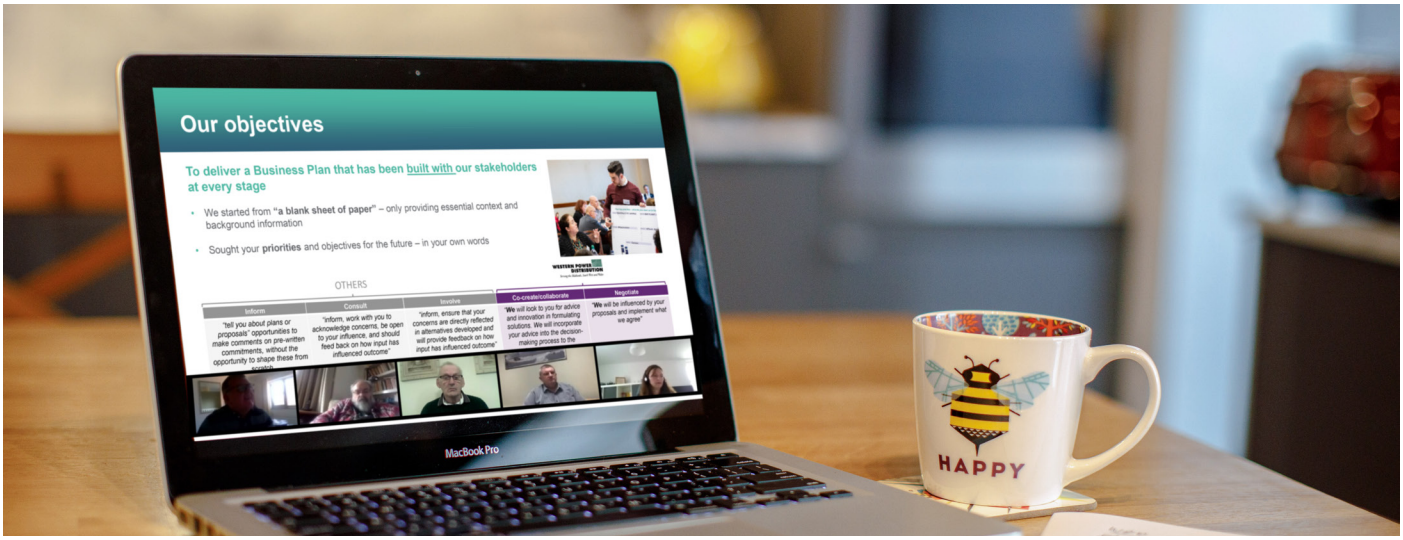
There was also a lot of interest in new low carbon demand connections such as heat pumps and electric vehicle charge points. Concern was expressed at the lack of joined-up thinking between the DNOs and the government, particularly in relation to heat pumps. There was also significant interest in retrofitting energy inefficient homes to make them greener and to support those in fuel poverty. Indeed, many stakeholders were concerned about supporting those in fuel poverty, particularly given the current Covid-19 pandemic and associated economic recession.

The local authorities in attendance were particularly interested in understanding constraints on the network and ensuring that WPD's future investment plans would align with their own ambitions for growth – both of housing and employment developments, as well as electric vehicle charge points. Several local authorities were also looking at or already doing their own low carbon generation, particularly as part of wind and hydroelectric schemes.

Community energy projects were also high on stakeholders' lists, whether they were groups interested in running (or already running) their own schemes or other stakeholders who were keen to see more community energy projects and the benefits these would bring. In terms of those working in the utilities sector, several supply chain stakeholders were interested in plans for network reinforcement. One supplier in attendance was interested in new network charges and a water company representative wanted to know about power quality. Another stakeholder expressed interest in the security of the grid to cyber-attacks given the digital age in which we live.

Covid seemed to have highlighted certain priorities for stakeholders, with local authorities, parish or community councils and community energy groups reporting that the pandemic had affected vulnerability levels and created new vulnerabilities. This was compounded by the limitations on face-to-face interaction, which had forced councils to rethink how they communicate with their constituents. A number of stakeholders reported that the green recovery and the fight against climate change had taken on greater significance in the wake of the pandemic, while local authorities stressed that the upcoming white paper on planning would also affect their Local Plans.

Stakeholders' expectations of WPD remained relatively unchanged. However, some pointed out that WPD would need to consider how the rise in homeworking would affect energy demand, and a number of stakeholders reported that their organisations were already adapting to changes in working practices. For example, the pandemic was expected to affect the location of charging points following changes in business travel practices.



WHY HAVE YOU ATTENDED TODAY?

"We develop solar projects, and my main interest is in connections." **Developer**

"I am working on electric vehicle charging and am trying to organise connections. It is more a strategic level conversation to electrify mobility." **Local authority**

"Air source heating and the implications of that for the network." **Parish / community council**

"Domestic energy measures with the green homes grant. We are very interested in some of the newer technologies like air source heat pumps." **Environmental group**

"We have a number of wind turbine sites in the WPD area, so I am primarily interested in grid reliability and connections." **Utility**

"I work on small developments all over Cornwall. We are introducing a lot of renewable technologies in new builds and retrofit schemes." **Developer**

"We have tenants that are vulnerable and in fuel poverty. Some of our houses have renewable technology like heat pumps. We are looking at retrofitting more." **Developer**

"I've been working on our new Local Plan. I want to get an idea of where to build houses." **Local authority**

"My job is to try and forecast what your new charges are going to be." **Utility**

"We supply transformers, so I am interested in network reliability and reinforcement." **Supply chain**

"We are doing battery storage." **Local authority**

"I'm interested in power quality, as our sites don't always cope with the power they receive." **Utility**

"My particular interest is in helping people get out of fuel poverty. We haven't yet seen the full ramifications of Covid." **Parish / community council**

"We are trying to install a wind turbine in my area and there is no capacity." **Community energy group**

"I am interested in green issues and climate change and want a bit more knowledge." **Local authority**

"I work for an on-shore wind development farm. I'm also involved with developing an action plan for the climate emergency." **Environmental group**

"I'm a farmer and producer of renewable energy." **Business customer**

"We're currently developing hydroelectric schemes, including one in Tiverton." **Local authority**

"We are looking at renewable energy and how to achieve our aspiration to be carbon neutral by 2030." **Local authority**

"Distributed generation. My understanding is that there isn't enough capacity to carry all our solar panels back out to the grid." **Local authority**

"I am very interested in security of the grid. I am surprised that it isn't more secure in certain ways, given the digital age we live in." **Local authority**

"I'm keen to understand how flexibility and smart grids will be used to improve the ability to connect large and small-scale connections. We're looking at a local community scheme." **Environmental group**

HAS COVID CHANGED YOUR PRIORITIES AND EXPECTATIONS OF WPD?

"I am aware of the PSR. Whether all our parishioners are is another question. Previously much of what we did was word of mouth and now we are looking into social media to improve our communications." **Parish / community council**

"No! I don't think fundamentally anything has changed, save working from home, which is minor. What we do doesn't change." **Business customer**

"In terms of our Local Plan preparation, we have the new planning white paper, which we have to consider. In terms of Covid, it's whether South Gloucestershire remains prosperous or whether Covid will have an impact." **Local authority**

"Covid has brought attention to the urgency of the climate issue. It has highlighted how much of a difference can be made if we commit to meaningful change." **Developer**

"Covid has changed things for us in terms of practical delivery. We now have Covid-secure guidelines. We have had to renegotiate contracts, so we are scoping what we can do working in people's homes. We are still progressing with our work, but we are re-timescaling." **Local authority**

"The government's green recovery is unlocking funds for a lot of projects, so that may lead to new projects for the future, which is a very positive thing." **Business customer**

"We have conducted a review and are looking to move to an operating model that has taken into account the impact of commuting versus home working. We have modelled lots of options and there are proposals to restructure our estate quite radically." **Local authority**

"We are looking into the implications of business travel. We are looking at charging hubs and co-mobility hubs, rather than expecting people to come into offices to pick up work vehicles." **Local authority**

"We have noticed changes in levels of vulnerabilities. Vulnerable people have become even more vulnerable and new people have become vulnerable." **Community energy group**

"At the start of the year there was lots of planned work that was put on hold, so we have been dealing with small service faults rather than big industrial areas. Our work has continued, although it has been more reactive work rather than planned work." **Storage and renewables provider / installer**

6 | SESSION ONE: MEETING THE NEEDS OF THE CONSUMER

CUSTOMER SERVICE

IMPACT OF COVID-19

Stakeholders indicated that they considered WPD's priorities under Customer Service to be unchanged as a result of the Covid-19 pandemic.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

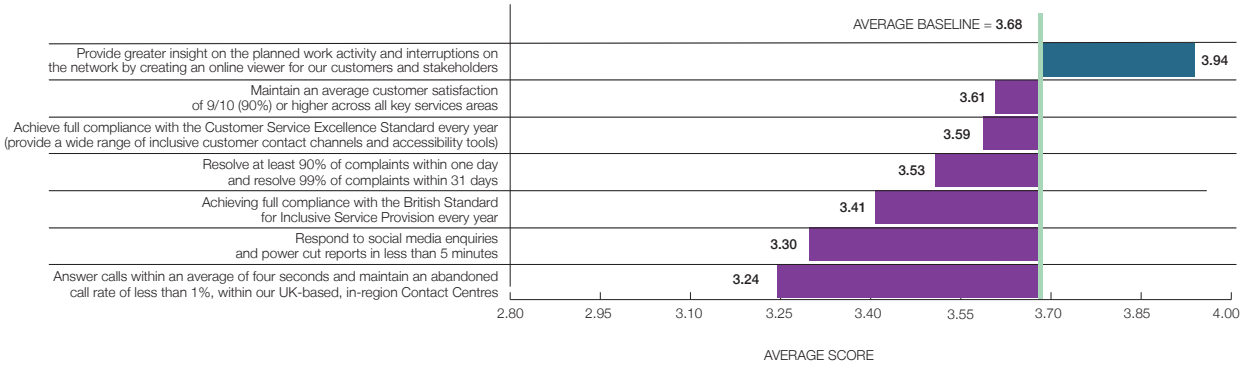
There was broad consensus from attendees that the previous stakeholder feedback that WPD is already very good at customer service was correct and that they should continue to strive for high levels of service in this area. However, stakeholders did caution that this needs to be balanced against how much it costs. Stakeholders agreed with previous feedback that WPD should adopt a range of methods to communicate with customers, although one stakeholder felt WPD may eventually want to transition more of its communications from telephone to online. They also agreed that WPD should focus on improving its customer service in terms of planned interruptions.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

When asked to review the outputs, stakeholders agreed that WPD was focusing on the right things with the outputs they had developed. In terms of what was missing from the outputs, one stakeholder specifically mentioned that communication in relation to installing electric vehicle charging points could be inconsistent and felt that more information – particularly on who to speak to – would be helpful. Other stakeholders, including local authorities, also agreed with the need for a clearer route in to speak to the relevant WPD representative, with a published list on who to contact in different departments being suggested. One stakeholder felt that there was insufficient focus on the individual customer journey. Another felt that those stakeholders who experience repeat power cuts need to be prioritised, particularly in terms of the time it takes to get through to customer support.

In the online poll, on average across all outputs, Customer Service came out as the joint second lowest, demonstrating that relative to other priority areas stakeholders were comfortable with the level of ambition identified. Of note, they wanted WPD to have a greater level of ambition when it came to customer service around planned interruptions, with the related output receiving 3.94 / 5 ('do more'). They were least concerned with the output relating to answering calls within an average of four seconds, which ranked relatively low in the online polling with 3.24 / 5. Stakeholders raised a range of individual comments relating to each of the outputs, which have been summarised under the outputs below.

Customer Service Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

"In terms of customer satisfaction and communication, these outputs look perfectly fine from our perspective." **Local authority**

"WPD are really good with customer service. Speaking as someone who runs a phone system, I know that WPD manages this very well." **Environmental group**

"Common sense tells me that these are the things to focus on." **Developer**

"Regarding the inclusive customer contact channels, there was going to be a section on the website about who you contact, not just for Local Plans but also for renewable energy." **Local authority**

"I find that a focus on the individual customer at the far end is missing. It's the single customer perspective that's not coming through for me." **Local authority**

"The only issue we tend to have is when we're communicating to see whether a customer can have a car charger. Sometimes we get a very quick response, other times it can take weeks. We're not sure who to approach. We feel we need more information to help." **Connections provider**

"Personally, I've got no problem with what you've listed. In time, you could educate people to communicate with you in the format that best suits you. At the moment it would seem you would prefer telephone calls." **Local authority**

"I would like to know what the cost of providing the customer service is." **Local authority**

"If you get a repeat fault, the first time it gets fixed quickly, but then the power goes out again and you fall down the list. You need to be sensitive to that, i.e., the number of outages any given area has." **Local authority**

OUTPUTS: CUSTOMER SATISFACTION

MAINTAIN AN AVERAGE CUSTOMER SATISFACTION OF 9 / 10 (90%) OR HIGHER ACROSS ALL KEY SERVICES AREAS

Stakeholders broadly agreed with this output, although the online polling result demonstrated that on average stakeholders did want WPD to be a bit more ambitious (3.61 / 5) – the second highest ranking under Customer Service. Notably, no one wanted them to do less. During the discussions, it was noted the current satisfaction level is similar to that of the ED2 target, so it was felt WPD could stretch this a bit further. However, it was noted that the level of ambition needs to be balanced against the cost of achieving it. One stakeholder cautioned that customer satisfaction surveys can be inaccurate.

"The current satisfaction level is pretty close to your target, so I suggest a stretch on the target." **Parish / community council**

"Sometimes customer satisfaction surveys aren't that accurate. If someone is disadvantaged, the figures might be hiding some pain." **Business customer**

"Quality of service is a good thing for us, but the customer does pay for it, so there does have to be a reasonableness about how much it will cost." **Utility**

RESOLVE AT LEAST 90% OF COMPLAINTS WITHIN ONE DAY AND RESOLVE 99% OF COMPLAINTS WITHIN 31 DAYS

There was some disagreement among stakeholders on the level of ambition for this output during the discussions. Some felt one day is too ambitious and would cost too much to achieve. Others felt 31 days was too long. One stakeholder did point out that WPD may want to consider different targets for different types of customers, for example, large connections customers would not expect their complaints to be dealt with so quickly. Another stakeholder urged WPD to improve the compensation process for landowners.

In the online poll, the most frequent answer (50% of stakeholders) was that WPD had got the right level of ambition for this output. However, on average the output was ranked 3.53 / 5, meaning stakeholders wanted WPD to do a little bit more here.

"When I look at this, I'm thinking of customers as individual households and industries. I do large connections, so I don't expect my complaints to be dealt with within a day." **Developer**

"I'm a bit concerned about the length of time under this output. Why does it take 31 days?" **Domestic customer**

"Resolving complaints within one day is probably too ambitious. It's great to have good customer service, but there's a price in terms of expenses or quality of services. Is the customer really satisfied, or is it just ticking a box?" **Business customer**

"Regarding the WPD teams that came out to liaise with our landowners, it seemed as if the landowners' concerns were secondary. There's a need for improvement there. In terms of having a published target for compensation, I think there's a fairly well-established code already. It would be helpful if, when you contact landowners or occupiers, you set out to them their entitlements in a clear way, so they know that they are being compensated for their time or losses." **Domestic customer**

WE WILL AIM TO MEET ALL GUARANTEED STANDARDS OF PERFORMANCES

Stakeholders did not raise any specific points in relation to this output during the breakout sessions, and it was not included in the online poll, as this output is a regulatory requirement.

OUTPUTS: COMMUNICATION

ACHIEVE FULL COMPLIANCE WITH THE CUSTOMER SERVICE EXCELLENCE STANDARD EVERY YEAR (PROVIDE A WIDE RANGE OF INCLUSIVE CUSTOMER CONTACT CHANNELS AND ACCESSIBILITY TOOLS)

Stakeholders felt unable to comment on this output as they were not entirely clear on what was included in the Customer Service Excellence Standard. However, they did agree that a range of channels and tools should be adopted. When asked in the online poll, 56% of stakeholders felt that the output had the right level of ambition.

"With regard to the communications output on excellence standards, what does that compliance with the Customer Service Excellence Standard actually mean?" **Parish / community council**

ACHIEVING FULL COMPLIANCE WITH THE BRITISH STANDARD FOR INCLUSIVE SERVICE PROVISION EVERY YEAR

Stakeholders did not raise any specific points in relation to this output during the breakout sessions. When asked in the online poll, 71% of stakeholders felt that the output had the right level of ambition.

ANSWER CALLS WITHIN AN AVERAGE OF FOUR SECONDS AND MAINTAIN AN ABANDONED CALL RATE OF LESS THAN 1%, WITHIN OUR UK-BASED, IN-REGION CONTACT CENTRES

It was noted the ambition of answering calls in four seconds was considerably less than the 1.91 seconds for customer fault and emergency calls. However, stakeholders generally felt that having such an ambitious target was slightly unnecessary, particularly compared to other companies whose response rate is far slower. There was concern that such an ambitious target would cost too much money. This was reflected in the online poll where this output received the lowest ranking of all outputs under Customer Service with 3.24 / 5 – with 59% saying the level of ambition was right and 15% actually saying WPD should 'do less' in this area. Only 27% wanted to see WPD 'do more' or 'do a lot more'.

"With answering calls in 4 seconds, did we not see in the other presentation slide that calls were answered in 1.91 seconds? That's a big difference there." **Local authority**

"I was struck by how quick and probably wrong the thing was about answering calls. It's worth remembering there's a cost to customer service. If you give too much, you're spending too much money." **Business customer**

"With everyone else's telephone call answering systems slipping away, you'll be a guiding light with whatever you choose on telephones, but whether you'll afford or want that in the future, I don't know." **Local authority**

RESPOND TO SOCIAL MEDIA ENQUIRIES AND POWER CUT REPORTS IN LESS THAN 5 MINUTES

Stakeholders noted that, unlike responding to telephone calls, responding to customers on social media had a far wider reach and therefore a greater impact. There was some discussion about which platform is most effective, with some feeling Facebook is more effective for reaching customers. The suggestion was made that WPD should use parish councils to post updates on Facebook as it wouldn't be practical for WPD to join every single community Facebook page in their patch. In terms of the level of ambition, this output received the second lowest average ranking (3.3 / 5) demonstrating that stakeholders felt it was about the right level. Most stakeholders (64%) agreed it was the right level of ambition.

"With reporting on social media, any reply or response is seen by a large number of people." **Local authority**

"With Facebook, you see things like 'does anyone know why there's a power cut?' and the word gets round far more quickly in community groups. Twitter has its uses, but I think Facebook tends to be used for these community things." **Domestic customer**

"I would agree with that. It wouldn't be practical for WPD to join every single community Facebook group in the South West but parish councils, for example, could post on your behalf." **Parish / community council**

PROVIDE GREATER INSIGHT ON THE PLANNED WORK ACTIVITY AND INTERRUPTIONS ON THE NETWORK BY CREATING AN ONLINE VIEWER FOR OUR CUSTOMERS AND STAKEHOLDERS

This output received the highest vote in the online poll, ranking at 3.94 / 5 and meaning stakeholders wanted to see WPD do more. In fact, 64% of stakeholders wanted WPD to 'do more' or 'do a lot more' in this area. During the discussions it was clear stakeholders felt the current customer service on planned works could be better – with one stakeholder highlighting how important this is for businesses. While the online viewer was supported, it was noted that this needs to be accompanied by proactive communication as WPD can't rely on customers to source the information themselves.

"It was a surprise when an upgrade took place. We had a notification there would be work, but it didn't specify where exactly and I wasn't sure whether it was upgrade work or a fault. If there was a website where it could drill down to see whether it is planned or unplanned that might give you some mileage for customer satisfaction." **Local authority**

"If there are planned works, it needs to be communicated well in advance. An online viewer isn't necessarily good as you won't check it. It needs to be proactive." **Business customer**

"Communication needs to happen a month in advance or more as this is important for businesses." **Business customer**

CUSTOMER VULNERABILITY

IMPACT OF COVID-19

When asked if Covid-19 had led to any change in priority or issues relating to customer vulnerability, stakeholders noted that it had shone a light on a range of new vulnerabilities which would need to be addressed by WPD. It was also felt it would lead to a significant rise in fuel poverty. The point was made that it presented an immediate opportunity for WPD to tap into local Covid support groups who had built up a strong on-the-ground understanding of vulnerable people in their areas.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

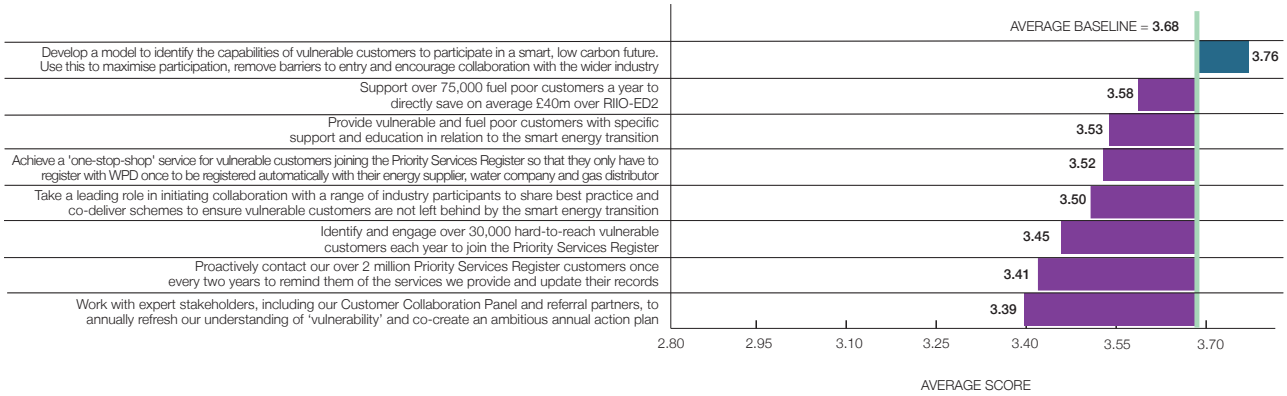
Stakeholders agreed with previous feedback that the causes of vulnerability can be complex and changing. There was also consensus that the Priority Services Register should be kept updated and customers should not have to register multiple times with multiple companies. In general, stakeholders also agreed with previous feedback that protecting fuel poor householders should be an obligation for WPD. One stakeholder did, however, feel that addressing fuel poverty was more relevant for suppliers.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

In terms of what was missing from the outputs there were no overarching themes, but stakeholders did set out a series of specific suggestions. These included: increasing the speed with which vulnerable customers are contacted in a power cut; greater collaboration and data sharing with parish councils; including worst-served customers in rural areas under the definition of vulnerability; increasing the on-the-ground communications channels in rural areas; and addressing the impact of moving phone lines from copper to fibre.

In terms of targets and performance levels for these outputs, stakeholders felt that the work WPD was doing in the area of Customer Vulnerability was industry leading, so it was more a case of maintaining the level of ambition in this area. This was reflected in the online polling where all but one output received an average score below the average baseline. Stakeholders raised a range of individual comments relating to each of the outputs, which have been summarised under the outputs below.

Customer Vulnerability Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

"WPD's vulnerable customer work is absolutely stand out compared to the other networks." **Environmental group**

"I'm struggling to connect your work to fuel poverty – isn't that the supplier's role?" **Domestic customer**

"I'm on the vulnerable customer list myself because I'm disabled. I wonder if there's some way customers could be contacted when they've had a power cut faster, because I was in a power cut recently and wasn't contacted for hours." **Local authority**

"Is there somewhere that parish council groups could access some of the PSR data?" **Parish / community council**

"Are we at risk of excluding rural customers who are worst served from this definition of vulnerability?" **Parish / community council**

"I don't think the ambition for the targets should be any lower." **Parish / community council**

"It's a question of communication. Our volunteer groups assisting during lockdown are finding there are a whole group of people who are very private and don't reach out. They are not necessarily aware of what is available to them. Prioritising getting the smart facilities out to that group is really important." **Parish / community council**

"I think we need to identify communications channels on the ground in rural areas. These are parish councils and next-door groups. The Covid volunteer groups have a real feel for what is going on out there." **Parish / community council**

"We are really stretching targets for electric vehicle charging without sufficient smart grids. This will lead to black outs and brown outs, enlarging the pool of vulnerable customers." **Local authority**

"With vulnerable customers, we have BT moving away from copper cables into fibre. When the power goes, they will no longer have reliable phone lines. Ofgem have suggested that they have battery backup for their phones for an hour but actually this first hour is not necessarily when they need the phone." **Business customer**

OUTPUTS: POWER CUT VULNERABILITY

PROACTIVELY CONTACT OUR OVER 2 MILLION PRIORITY SERVICES REGISTER CUSTOMERS ONCE EVERY TWO YEARS TO REMIND THEM OF THE SERVICES WE PROVIDE AND UPDATE THEIR RECORDS

In the online poll, this output received the second lowest score of those under Customer Vulnerability. The largest proportion (62%) felt that WPD's level of ambition here was right. This was supported during the discussions where on the whole stakeholders felt the ambition was correct. However, stakeholders did suggest considering a tiered approach to frequency of contact depending on the customer's level of vulnerability or whether the customer lives in a rural or urban area. WPD were also urged to carefully consider the type of vulnerability prior to contacting a customer to ensure that the contact is made sensitively.

"From my perspective, this target seems really sensible and helpful, as lots can change over two years." **Community energy group**

"There needs to be more sensitivity to types of vulnerabilities. You don't want to just call someone up who has a lifelong degenerative condition and ask whether things have improved for them." **Local authority**

"Myself and my partner are over 70 but we don't want to be contacted more than every two years. However, there are people younger than us in a worse situation who will need more regular contact. It's all about getting the right balance." **Parish / community council**

"My overriding thought is that there needs to be a simplified yet slightly more tailored service in this area. Recognising the different levels of vulnerability is very important." **Parish / community council**

"I don't know whether the percentage should be higher or lower depending on rural or urban areas." **Domestic customer**

"We need to consider how home visits have changed. What we find is that the most vulnerable are the least digitally enabled. It's quite challenging because you want to provide digital assistance to people who aren't digitally enabled." **Environmental group**

ACHIEVE A 'ONE-STOP-SHOP' SERVICE FOR VULNERABLE CUSTOMERS JOINING THE PRIORITY SERVICES REGISTER SO THAT THEY ONLY HAVE TO REGISTER WITH WPD ONCE TO BE REGISTERED AUTOMATICALLY WITH THEIR ENERGY SUPPLIER, WATER COMPANY AND GAS DISTRIBUTOR

The largest proportion (61%) felt in the online poll that the ambition for this output was at the right level, with the remaining 39% wanting to see WPD 'do more' or 'do a lot more'. This was reflected in the discussions where there was a lot of support expressed for the creation of one single register. One stakeholder, however, did caution that a national database of the vulnerable is outside of WPD's remit. Another urged WPD to ensure that the data is stored securely by all of the companies involved.

"I think that this is a hugely sensible thing to do. The company does more on outreach than any other DNO and I believe that going for a 'one-stop-shop' will push that work even further."
Community energy group

"I agree that this commitment very sensible. One national joined-up PSR could be a great end goal to aim for here." **Community energy group**

"Having a joined-up system would help us to support the vulnerable customers there more effectively."
Storage and renewables provider / installer

"I love the idea of a centrally held vulnerable customers register, which people can permit to be shared with other suppliers, but this looks like what you are arguing for is a national database of the vulnerable which would be slightly out of your remit."
Local authority

"Whilst I commend your outputs and think they are terrific I'm always very concerned about information sharing between various bodies. You could have a list of very vulnerable people floating out there. The information must only be shared with the appropriate people and stored extremely securely. We need to be confident of the security of every company involved."
Local authority

IDENTIFY AND ENGAGE OVER 30,000 HARD-TO-REACH VULNERABLE CUSTOMERS EACH YEAR TO JOIN THE PRIORITY SERVICES REGISTER

During the discussions, while some stakeholders felt the target of 30,000 customers was right others didn't feel they had sufficient information and context to be able to make this judgement. They did, however, want the target to be stretching for WPD. On average, this output received the third lowest score of those under Customer Vulnerability in the online poll (3.45 / 5), which indicated that broadly stakeholders felt it was about the right level of ambition. Other comments on this output included that WPD should be looking to identify and engage with new vulnerable customers each year, not necessarily only those that are hard to reach.

"I think that the 30,000 target sounds about right."
Community energy group

"I am interested in the people who aren't necessarily hard-to-reach but just don't know about you."
Domestic customer

"We have to trust you that 30,000 hard-to-reach vulnerable customers is both a reachable target and is stretching you. I don't have any background to say 30,000 is the right number but the fact that you are actually proactively reaching out is a great thing."
Local authority

"It would be good if you could provide more details of your current performance so we can see whether the targets are actually stretching you or not. We need more detail to know whether these targets are actually a step up from where you're at now."
Domestic customer

WORK WITH EXPERT STAKEHOLDERS, INCLUDING OUR CUSTOMER COLLABORATION PANEL AND REFERRAL PARTNERS, TO ANNUALLY REFRESH OUR UNDERSTANDING OF 'VULNERABILITY' AND CO-CREATE AN AMBITIOUS ANNUAL ACTION PLAN

It was reiterated that this was particularly important considering the Covid-19 pandemic, which had highlighted the presence of a range of new vulnerabilities. One stakeholder was keen to ensure that this work would lead to an improvement in the number of vulnerabilities targeted as a result. Out of all outputs under the priority area of Customer Vulnerability, this output ranked the lowest with 3.39 / 5, with 70% of stakeholders responding that it was the right level of ambition.

"We have already established that new vulnerabilities have been brought to light by Covid, so WPD needs to work further to ensure that these vulnerable people are supported too." **Parish / community council**

"Does this work cover improving the numbers of vulnerable people targeted or does it relate to better defining what vulnerability is and who is affected?" **Storage and renewables provider / installer**

OUTPUTS: FUEL POVERTY

SUPPORT OVER 75,000 FUEL POOR CUSTOMERS A YEAR TO DIRECTLY SAVE ON AVERAGE £40M OVER RIIO-ED2

Stakeholders agreed that this output was the right thing to do, yet there was significant discussion and disagreement about whether the number of customers or amount saved was ambitious enough. Several felt they did not have sufficient information or understanding to be able to conclude either way. However, the online polling indicated that stakeholders wanted WPD to be more ambitious in this area as it was ranked second highest among the Customer Vulnerability outputs with 3.58 / 5. A slim majority (51%) wanted to see WPD do more or a lot more in this area.

Taking a more holistic approach to support by including grants and other funding was supported, although from a linguistic perspective one stakeholder suggested rewording the output to talk about 'financial benefit' rather than savings. One stakeholder was keen to see the output expanded to include customer savings for those with energy inefficient homes as well as those in fuel poverty. Another stressed the importance of batteries and microgeneration for improving the energy efficiency of people's homes.

"Some properties are well below the required standard for energy efficiency, but the residents won't necessarily be in fuel poverty, so how do you reach them?" **Parish / community council**

"This commitment doesn't really give an idea of how much each customer could save, so I'm not really sure whether this is an easy or challenging target at present." **Community energy group**

"Do the savings relate to the first year following advice or do they cover the entire obligation period?" **Community energy group**

"The output is slightly misleading as the idea of 'savings' includes access to benefits and grants. Could the word 'save' be changed to 'deliver financial benefit'?" **Community energy group**

"I have delivered these kinds of programmes before and this will be a challenge. The target is slightly higher than what we achieve at the moment, but it's good to push yourself and I do feel that it is the right thing to do." **Community energy group**

"I'm concerned that £40 million is not hugely ambitious if the idea of savings also includes benefits and bill savings." **Community energy group**

"Including grants and funding in the idea of savings is definitely the right thing to do, as it will help you to target the most vulnerable customers in these types of efforts." **Community energy group**

"You need to be clear that £40 million is not a cap on how much you are going to save customers." **Domestic customer**

"If you divide the amount saved by the number of customers then you come up with a rather small figure." **Local authority**

"It is still very rare to get any sort of grant for microgeneration like PVs and battery technology. Those technologies are key to increasing the energy efficiency of our homes." **Developer**

OUTPUTS: SMART FUTURE

DEVELOP A MODEL TO IDENTIFY THE CAPABILITIES OF VULNERABLE CUSTOMERS TO PARTICIPATE IN A SMART, LOW CARBON FUTURE. USE THIS TO MAXIMISE PARTICIPATION, REMOVE BARRIERS TO ENTRY AND ENCOURAGE COLLABORATION WITH THE WIDER INDUSTRY

This output received the highest ranking in the online polling among the Customer Vulnerability outputs – 3.76 / 5 – meaning stakeholders wanted WPD to be more ambitious in this area. During the discussions, stakeholders particularly discussed the role of smart meters, expressing concern that sometimes rather than helping customers to participate in a smart network they can contribute to leaving people behind. One stakeholder was keen that WPD ensures this is addressed. Another expressed concern that public money was being spent on EV charge points which would benefit those able to afford an electric vehicle in the first place and, in turn, disadvantage vulnerable customers.

"There are technical challenges to ensuring that vulnerable customers are not left behind during the smart energy transition. I live in west Cornwall and have a second-generation smart meter for my electricity. I know that when I top it up online it receives a signal, but my supplier told me that they don't get the information being sent the other way due to geographical concerns. So, it is possible to be left behind even when steps are taken to provide the technology to people. I wonder how this will be addressed in the future." **Local authority**

"Quite a lot of this is dependent on other services. If you have a smart meter, you need an internet connection to top it up and a phone connection to call up, etc. So, there are other costs aside from the ones directly related to how you pay your electricity bill." **Local authority**

"A lot of local government resources are going to meet the needs and aspirations of a restricted demographic. These people are adept enough to adopt EVs and don't need our help. It is the more vulnerable members who need our help, and they might not even have a car in the first place."
Local authority

TAKE A LEADING ROLE IN INITIATING COLLABORATION WITH A RANGE OF INDUSTRY PARTICIPANTS TO SHARE BEST PRACTICE AND CO-DELIVER SCHEMES TO ENSURE VULNERABLE CUSTOMERS ARE NOT LEFT BEHIND BY THE SMART ENERGY TRANSITION

Stakeholders generally felt that WPD had identified the right level of ambition for this output, with just over half (56%) voting for 'stay the same'. However, no stakeholders wanted WPD to do less in this area, with 13% thinking that WPD should do much more.

"We've got the new green deal and billions have been set aside for this, which needs to be spent by March 2021. In my area, we're off the gas grid and we're in a level 4 area in terms of wind-driven rain, so cavity wall insulation is not recommended in our area. A lot of WPD's patch is in that area. There are no registered providers for dealing with the new green deal. Would WPD consider becoming a provider? Without a provider, it's impossible for anyone to access these improvements."
Parish / community council

"We are trialling a smart heating control system in Oxford at the moment, starting off in social housing, and the idea is that we have an automated heating control system that synchronises with time-of-use tariffs to save people money. If you build that in from the beginning it should work out well."
Connections provider

PROVIDE VULNERABLE AND FUEL POOR CUSTOMERS WITH SPECIFIC SUPPORT AND EDUCATION IN RELATION TO THE SMART ENERGY TRANSITION

The breakout sessions on Customer Vulnerability did not manage to discuss this output. However, this output ranked third highest for Customer Vulnerability in the online polling (3.53 / 5), meaning that stakeholders felt this output was important nonetheless and wanted to see WPD do more in this area.

SOCIAL CONTRACT

IMPACT OF COVID-19

Stakeholders did not comment on whether Covid-19 had impacted priorities in this area, although one suggested that local authority data on customers that are shielding be cross-referenced with the Priority Services Register.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

Stakeholders broadly agreed with the previous feedback received that the production of a Social Contract is important.

COMMITMENTS FOR THE SOCIAL CONTRACT

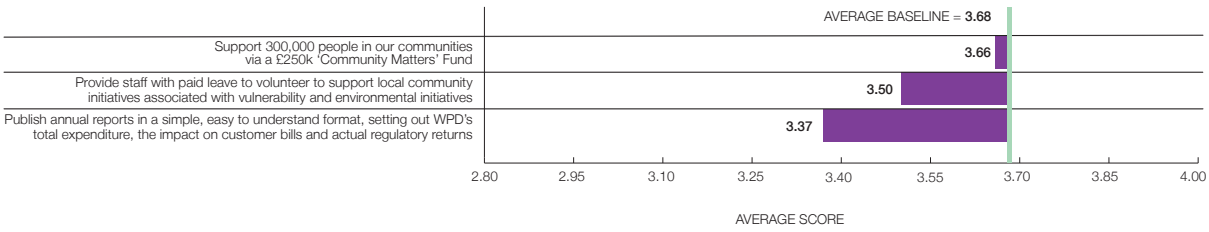
This session also included a question on what commitments should be included in the upcoming draft Social Contract. With regard to these commitments, stakeholders primarily focused on WPD's commitments in relation to environmental impact and the drive to achieve Net Zero. They wanted WPD to be ambitious and lead in this area, both in terms of their own targets and helping others (particularly local authorities) through increased support and communication.

Other areas singled out by stakeholders during the discussions were how WPD can commit to delivering positive outcomes for vulnerable customers – particularly around sharing of data with other agencies and effective communication – and community investment / benefits, in particular how to support the connection of more community energy projects. Other areas that received comment were: transparent reporting; demonstrating that WPD is a diverse, responsible employer; and transparent mechanisms to enable stakeholders to influence decisions.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

The conversations then turned to the proposed outputs for the next Business Plan. Stakeholders did not think any areas were missing from the outputs or provide any specific performance measures or targets. They did, however, feel that two of the proposed outputs could be revised or extended, such as through extending the community fund to include support for low carbon initiatives. All outputs scored lower than the average baseline in the online polling, demonstrating that relative to other areas stakeholders were comfortable with the level of ambition in this area. In fact, it was the lowest priority area overall.

Social Contract Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

COMMITMENTS FOR THE SOCIAL CONTRACT

Out of the 15 components, only those that received stakeholder comments have been included below. There was no online polling on the components.

TRANSPARENT REPORTING

Stakeholders supported this component, with one suggesting a commitment to regular progress reports on network capacity and carbon emissions.

> "We should be receiving a regular news sheet from WPD. We need to have progress reports on network capacity and carbon emissions."
> **Parish / community council**

DEMONSTRATING WPD IS A DIVERSE, RESPONSIBLE EMPLOYER

One stakeholder urged WPD to report on the company's gender pay gap and commit to lead in this area.

"Reporting your gender pay gap would be a positive and quantifiable KPI. We all need to try and go further than is mandatory in a social contract. A commitment to lead would be good." **Local authority**

POSITIVE OUTCOMES FOR CUSTOMERS IN VULNERABLE SITUATIONS

Stakeholders felt WPD should consider how to cross-reference local authority data on people who are shielding with the data on the PSR and vice versa, likewise with NHS data. Comments from the previous session, including keeping the PSR refreshed and moving towards a 'one-stop-shop', were repeated. Communication with vulnerable people was felt to be important here, particularly via third party organisations.

"The Priority Services Register needs to be kept refreshed and up to date, and maybe there should even be a move towards a more standardised, universal way of understanding where vulnerable customers are." **Local authority**

"We have information on people who are shielded and need extra support, so it would be sensible to feed that into the PSR and vice versa." **Local authority**

"There are mechanisms being set up in the NHS to allow data sharing, so perhaps there are ways to share this information in a secure manner." **Local authority**

"A slightly different approach might be useful for the social contract where WPD are actively going out to identify key organisations, for example reaching out to Disability Cornwall and other organisations and having a dialogue with them." **Local authority**

"It would be good if WPD thought about how to communicate with hard-to-reach vulnerable groups. Not everyone uses the internet or is engaged with your work. There are companies out there offering services on how to engage with different groups." **Environmental group**

TRANSPARENT MECHANISMS SO STAKEHOLDERS CAN INFLUENCE DECISIONS

One stakeholder requested that WPD be more transparent about the cost of connections, working with other DNOs to create a national dataset laying out potential connection charges.

"It would be great to have a dataset from DNOs nationally that gives the cost of connections across the board, anonymously. You could have a scatter diagram so you can predict what connection charges may be. That would be really useful for stakeholders." **Business customer**

COMMUNITY AND ENVIRONMENTAL INVESTMENT / BENEFITS

One stakeholder questioned why 'community' and 'environment' were under the same heading. There was a lot of support for WPD enhancing its role in supporting the connection of community energy projects, both in terms of facilitating and providing information but also potentially prioritising their connections.

"I'm not sure why these are under the same heading; they should be separate. Unfortunately, community groups tend to fade away as people find other more pressing priorities, such as with Covid. Private enterprise has a vital interest in the success of a project." **Business customer**

"Across the country there are over 250 community energy groups. A lot are voluntary, but they're still professional organisations capable of delivering high numbers of megawatts. It's difficult as I know WPD has to be agnostic vis-à-vis community projects versus others. You should lobby Ofgem to enable you to prioritise." **Consumer body**

"Engagement and the role WPD can play in facilitating the achievement of community energy projects is crucial. It needs to be easy to engage with the right people at WPD. You should be able to provide a contact person not just for quotes, but someone who understands project feasibility." **Local authority**

"You're in a good position as an organisation without commercial contradictions and conflicts of interest. You can be leaders in community energy." **Parish / community council**

PLAYING AN ACTIVE ROLE REGIONALLY

Stakeholders wanted to see WPD commit to more regular communications with local authorities to support them to understand network constraints, develop local energy plans and achieve their Net Zero ambitions. Parish councils also requested regular contact, supporting the use of Zoom calls.

"I'm only told about what's going on at the same time as the parish council. It would be nice to have updates from WPD." **Local authority**

"This virtual way of working through Zoom calls actually makes things a lot easier for us. I'd like it to continue." **Local authority**

"Work is progressing around local area energy planning. Work towards a Net Zero goal should be collaborative between LEPs but also regionally in the distribution areas." **Local authority**

"I very much support that idea of Zoom calls between WPD and parish councils." **Local authority**

"There should be fuller conversations between district councils and WPD so councils can fully understand network limitations." **Consumer body**

"As a councillor, we're looking at reducing our carbon footprint and getting to zero carbon. What can WPD do to keep us informed? You should be a catalyst for promoting the need to get on with this job." **Parish / community council**

EXCELLENT ENVIRONMENTAL PERFORMANCE

Stakeholders felt strongly that WPD's Social Contract needs to include commitments that prioritise decarbonisation and lead the way in achieving Net Zero – earlier than 2050. WPD's role as part of a whole energy system was reiterated here. In addition, one stakeholder wanted WPD to recognise the Net Zero targets of different local authorities. Another reminded WPD to consider the impact of the transition to a zero-carbon energy system on fuel poor customers.

"Everyone including WPD is taking too long to achieve this. WPD should be five years ahead, not lagging behind. You need specific and clear targets. This needs to be a top priority." **Business customer**

"For me, the biggest thing should be about joint efforts against climate change. There is mention of environmental impact, but I feel that's more to do with your operations. As a society we expect a whole energy system to be strongly aligned to a joint effort. A Social Contract should be very strongly committed to that. You need to be looking at the bigger picture of decarbonising our world." **Business customer**

"The Social Contract needs to recognise the speed at which different local authorities are moving towards climate change." **Local authority**

"You need to include words around having a 'just transition'. It is important to consider the impact on fuel poverty whilst delivering a Net Zero energy system." **Local authority**

"You need to have concrete commitments to Net Zero as part of your Social Contract so you can be held accountable." **Developer**

OUTPUTS FOR THE BUSINESS PLAN

PUBLISH ANNUAL REPORTS IN A SIMPLE, EASY TO UNDERSTAND FORMAT, SETTING OUT WPD'S TOTAL EXPENDITURE, THE IMPACT ON CUSTOMER BILLS AND ACTUAL REGULATORY RETURNS

Stakeholders did not comment on this output during the discussion. However, in the online poll most felt it was the right level of ambition (70%) with an average score of 3.37 / 5.

SUPPORT 300,000 PEOPLE IN OUR COMMUNITIES VIA A £250K 'COMMUNITY MATTERS' FUND

Stakeholders expressed support for this output during the discussions, with one suggesting linking it to crowd funding to leverage additional support. Another wanted the fund extended to community groups looking to roll out low carbon initiatives. This output received the highest ranking in the online poll for this priority area, with the majority (55%) wanting WPD to 'do more' or 'do a lot more' in this area.

"I think community groups that want to roll out low carbon initiatives should be included, and WPD should help them." **Local authority**

"Something we are doing with community pots is linking it to crowd funding, so it matches the funding and leverages in some extra money. It can also be used to judge community support for a project." **Local authority**

"NatWest had a scheme to support female business start-ups over lockdown and it was very successful. These things are popular and increase your standing." **Local authority**

"The funding they provided in the first lockdown went to lots of really grassroots organisations. As a hub provider we were able to see some of these organisations and help to link things up." **Environmental group**

WE WILL AS A MINIMUM MAINTAIN OUR PRIME ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) RATING FROM A RECOGNISED AGENCY

Stakeholders did not comment on this output during the discussion. It was not included in the online poll because there was not scope for varying levels of ambition for this output.

PROVIDE STAFF WITH PAID LEAVE TO VOLUNTEER TO SUPPORT LOCAL COMMUNITY INITIATIVES ASSOCIATED WITH VULNERABILITY AND ENVIRONMENTAL INITIATIVES

Stakeholders supported this output but were keen for staff to be encouraged to volunteer for initiatives that enable them to share their skills, such as pro bono support to community groups or outreach at universities and colleges. In the online poll, most stakeholders (57%) felt the level of ambition was right, although a significant proportion (41%) did want to see WPD 'do more' or 'do a lot more'.

"You should provide staff with paid leave to support energy initiatives and share their skills. Engage with the university and college courses to integrate understanding at an earlier stage." **Local authority**

"There are two kinds of paid leave. One is similar to things we do at the council, where you get a day off per year to plant some trees, but with your skilled staff they could give pro bono support to colleges or community groups, which would multiply the impact you could have." **Local authority**

CONNECTIONS

IMPACT OF COVID-19

Stakeholders did not comment on whether Covid-19 would impact the priorities or emerging issues in this area.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

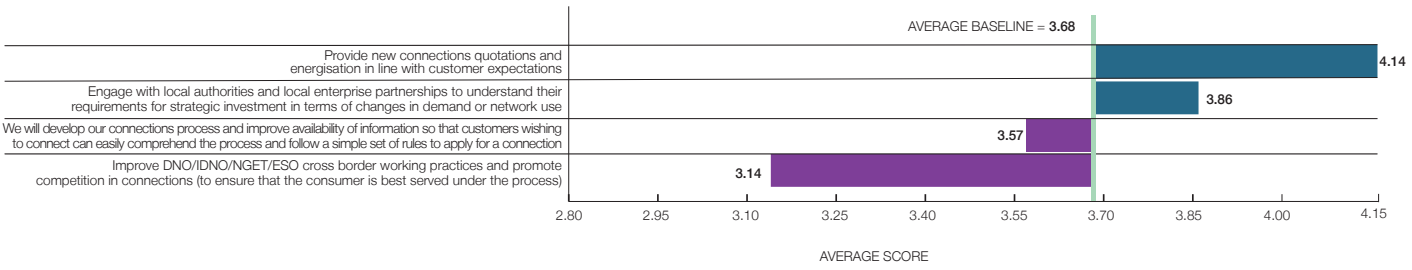
Stakeholders agreed with the previous feedback that WPD needs to improve the availability of information and should help those customers who may not have a full understanding of the connections process. They also agreed that capacity allocation is a priority.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

In terms of what was missing from the outputs, stakeholders wanted WPD to consider more innovative approaches to connections offers, for example joint offers with two generators who require capacity at different times. Stakeholders didn't suggest any specific targets, measures and performance levels but in general wanted to see WPD be more ambitious in this area – particularly in relation to providing new connections quotations and energisation in line with customer expectations, which ranked highest across all of the outputs under Connections.

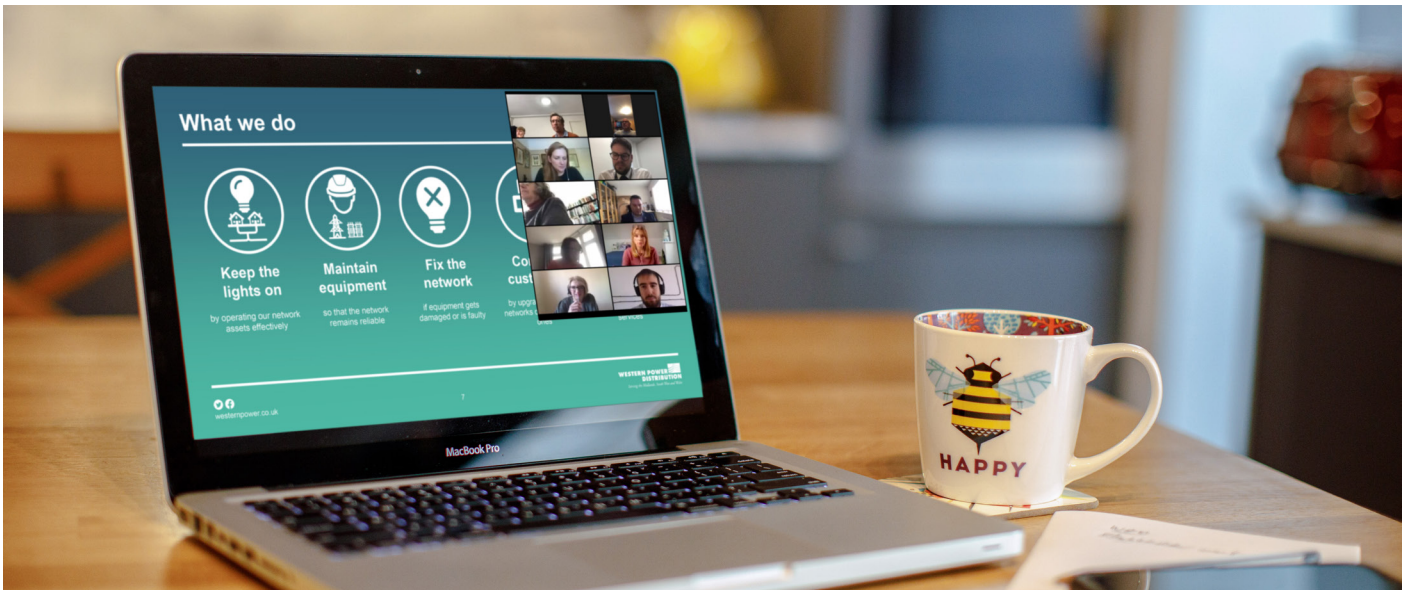
A range of individual comments relating to some of the outputs were raised, which have been summarised below.

Connections Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

Please note that as Connections was held as an optional afternoon surgery session, and was therefore attended by fewer participants, the voting data for these outputs is less robust. While the Connections voting data has been summarised in this section, it has therefore not been compared against data from the other main sessions. However, for the purpose of this report, comparisons have been drawn between the Connections outputs themselves to give an indication of stakeholder views on this area.



OUTPUTS

WE WILL DEVELOP OUR CONNECTIONS PROCESS AND IMPROVE AVAILABILITY OF INFORMATION SO THAT CUSTOMERS WISHING TO CONNECT CAN EASILY COMPREHEND THE PROCESS AND FOLLOW A SIMPLE SET OF RULES TO APPLY FOR A CONNECTION

Stakeholders strongly supported this output, with several implying that the information was not accessible enough at the moment. This was particularly felt by community energy groups, who perhaps had less experience of the process and / or were only applying for a single connection. In the online poll, the majority (57%) felt it was the right level of ambition, although the remaining 43% wanted to see WPD 'do more' or 'do a lot more'.

"I tried to get information about network availability, and it was all very secretive. I had to do a lot of persuasion to simply get a map on availability so that we could find the best spot to place our turbine." **Community energy group**

"You need to make sure information to one-off projects is more easily accessible." **Community energy group**

"Many of the people involved in community projects are volunteers, so it is important to give them as much guidance as possible." **Community energy group**

"I would like more upfront information available and be able to have strategic discussions about innovation projects and potential connection points. This would help developers work out the best locations to place their projects." **Local authority**

PROVIDE NEW CONNECTIONS QUOTATIONS AND ENERGISATION IN LINE WITH CUSTOMER EXPECTATIONS

In relation to this output, stakeholders focused on the need to develop more innovative connections offers that make better use of capacity, for example by extending renewable connections offers that recognise they only require capacity some of the time or consider the use of batteries. Another suggestion was a hybrid connection where two generators could combine to share a grid connection. This was the output that ranked highest during the online poll, with 4.14 / 5. In fact, it received the highest ranking of all Connections outputs by a considerable margin, with 72% wanting to see WPD 'do more' or 'do a lot more'.

"There needs to be a more bespoke approach to the connections offer, particularly for renewables. Renewable projects may use a lot of capacity, but only operate a small amount of the time, meaning that they will only use a small amount of their capacity." **Developer**

"Matching demand at a local level and putting load management systems in place is another potential idea. By linking generation to demand, you won't have to curtail generation." **Community energy group**

"Another potential solution for connections quotations and capacity could be some kind of hybrid connection. For example, a solar farm and a peat plant could share a grid connection, with one operating during the day and one operating at night. This kind of hybrid model already works on a small scale, can be increased to a larger scale and would work well." **Community energy group**

"Batteries must be insisted on as part of connections quotes and energisation in order to seize the opportunities of localised connections." **Developer**

ENGAGE WITH LOCAL AUTHORITIES AND LOCAL ENTERPRISE PARTNERSHIPS TO UNDERSTAND THEIR REQUIREMENTS FOR STRATEGIC INVESTMENT IN TERMS OF CHANGES IN DEMAND OR NETWORK USE

One stakeholder commented on this output, agreeing in particular that LEPs were very important in this context. In the online poll it received the second highest ranking for Connections outputs with 3.86 / 5. Whilst 57% felt it was ambitious enough, the remaining 43% wanted WPD to do a lot more in this area.

"I think the link with LEPs is key and that getting distributed network goals will be crucial to hitting Net Zero goals." **Community energy group**

IMPROVE DNO/IDNO/NGET/ESO CROSS BORDER WORKING PRACTICES AND PROMOTE COMPETITION IN CONNECTIONS (TO ENSURE THAT THE CONSUMER IS BEST SERVED UNDER THE PROCESS)

Stakeholders didn't discuss this output during the discussions. In the online poll, it received the lowest ranking with 3.14 / 5 and the majority (86%) felt it was ambitious enough.

7 | SESSION TWO: MAINTAINING A SAFE AND RESILIENT NETWORK

NETWORK RELIABILITY

IMPACT OF COVID-19

In terms of the impact of Covid on WPD's approach to network reliability, it was noted by one stakeholder that WPD must be an essential service but that social distancing and other pandemic restrictions must have led to a slowdown of network maintenance and upgrade programmes. It was also felt that the shift to homeworking because of the pandemic would put further pressure on WPD to improve network performance by reducing the frequency and duration of power cuts.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

In terms of whether WPD had interpreted stakeholder feedback correctly, stakeholders agreed that keeping the lights on should remain a high priority for WPD and that they should focus on continual improvement on their current performances. They did not, however, comment on whether they agreed that duration was more important than frequency.

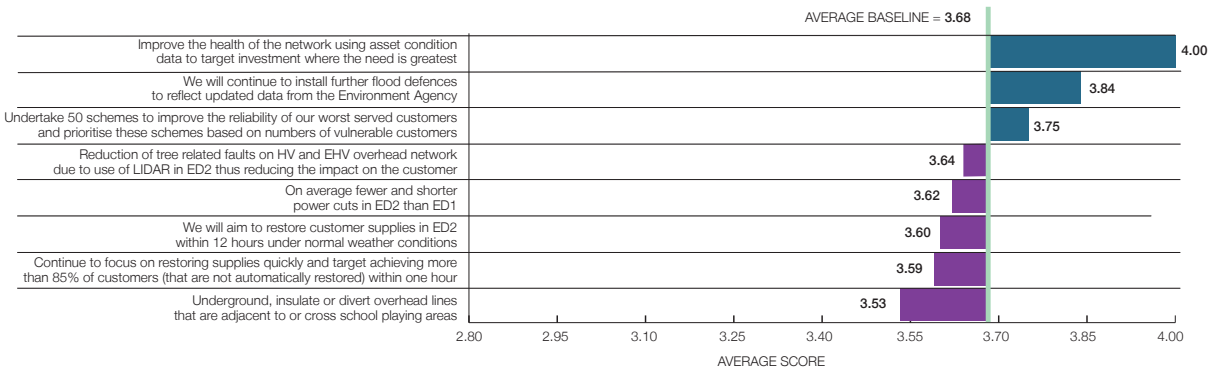
With regard to the previous feedback on tree management, stakeholders in fact expressed most concern for the environmental impacts rather than the capital cost of the programme, wishing to see a commitment to environmental policy, such as replacement planting or biodiversity net gain. Stakeholders also strongly supported the importance of flood defences, but several challenged the previous feedback that called for coordination and collaboration with the Environment Agency, urging them to also engage with other organisations in this field.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

Stakeholders felt that there needed to be more measurable targets for some of the outputs, which they felt were currently too vague. These have been summarised under the output headings below. In general, stakeholders wanted to see WPD be a bit more ambitious overall – all outputs ranked on average between 3 and 4 ('right level' and 'do more'), although there was some variance. The highest ranked outputs related to improving the health of the network using asset data (4 / 5), building more flood defences (3.84 / 5), and improving network reliability for worst served customers (3.75 / 5).

Stakeholders raised a range of individual comments relating to each of the outputs, which have been summarised below.

Network Reliability Outputs: Average Score Compared to Overall Baseline



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"How has the pandemic affected your working practices? I'd presume you're classed as an essential service but equally it's probably a bit difficult to ensure social distancing when you're doing works. Has it taken longer to fix things and make things Covid-secure?" **Local authority**

OUTPUTS: NETWORK PERFORMANCE

ON AVERAGE FEWER AND SHORTER POWER CUTS IN ED2 THAN ED1

Stakeholders agreed with the broad ambition of this output, feeling that network reliability is the bedrock of what WPD does. It was particularly noted that the reliance on homeworking would put further demand on network performance and increase the need to further reduce the number and duration of power cuts When asked in the online poll, on average stakeholders wanted to see WPD do a bit more, ranking it 3.62 / 5. Just under half (49%) said the output was the right level of ambition and just over half (51%) said WPD needed to 'do more' or 'do a lot more'. Stakeholders did, however, feel that that output was too vague and needed more specific targets. Several stakeholders noted regional disparity in the reliability of the network, urging WPD to focus on those worst served areas and reflect that in the output. However, beyond that stakeholders did not feel they had enough information to suggest specific targets and measurements, saying they needed to understand the current baseline and the performance of other DNOs to be able to advise appropriately.

"Reliability is the bedrock to your operations, so the ambition behind this output is right. However, it needs to be far more specific. How much more can power cuts be reduced? How much shorter could power cuts become?" **Community energy group**

"There needs to be a more regional focus to this output. In Devon, in recent weeks, there have been seven power outages. The general figures presented earlier mask the regional problems."
Community energy group

"Some areas are far more at risk to power cuts. This output is very woolly and won't necessarily lead to wider improvements. This needs to be addressed."
Parish / community council

"Working from home will add to the demand and put further pressure on network performance, so it really does need to be included in the output."
Community energy group

"Here in Gloucester, we barely have any power cuts, so instead maybe more focus could be placed on rolling out the technology to upgrade the network and on ensuring that the areas that are more prone to power cuts are targeted to improve their situation?"
Local authority

"WPD's general average for power cuts is 30 minutes, twice a year. However, with increased working from home, power cuts will be a lot more noticeable in the future. This needs to be reflected better in the outputs."
Storage and renewables provider / installer

"Perhaps give your results against other DNOs so we can compare it between DNOs." **Local authority**

"If you are able to provide baselines and benchmarks it will help us understand where you need to improve and prioritise." **Local authority**

CONTINUE TO FOCUS ON RESTORING SUPPLIES QUICKLY AND TARGET ACHIEVING MORE THAN 85% OF CUSTOMERS (THAT ARE NOT AUTOMATICALLY RESTORED) WITHIN ONE HOUR

In general, stakeholders agreed with the ambition of this target – with one noting it will become increasingly difficult to meet due to extreme weather events increasing in frequency and severity. This was reflected in the online polling where this output received the second lowest ranking among the Network Reliability outputs (3.59 / 5 on average). As with the previous output, one stakeholder wanted to see the output include some regional specificity. Another also cautioned that the target needs to be considered against the ambitions of other targets, as ultimately everything costs customers money.

"I feel that this target is appropriate, but it will become more and more difficult to hit it in the future. This is not because of Covid and the increased demand due to working from home, but due to extreme weather events becoming more frequent and more severe." **Parish / community council**

"This output sounds good."
Storage and renewables provider / installer

"We haven't been asked to balance the priorities. Ideally, I would like you to answer the phone within 2 seconds and ensure that all customers have their supplies restored quickly, but you have to factor in whether this is going to cost your company or detract from service levels in other ways." **Local authority**

"There should be more regional engagement, and visibility and stats. You might be at 90% in the South West and 70% in the Midlands, so it should be broken down by region."
Storage and renewables provider / installer

WE WILL AIM TO RESTORE CUSTOMER SUPPLIES IN ED2 WITHIN 12 HOURS UNDER NORMAL WEATHER CONDITIONS

Stakeholder views were split on whether the ambition of this output was right. In the online polling, it ranked third lowest of the Network Reliability outputs on average with 3.6 / 10. The most common answer with 49% of the vote was to 'do more', but a significant proportion (39%) felt the level of ambition was right. 4% said WPD should do less. During the discussions, stakeholders raised several different points. Firstly, one stakeholder wanted to see WPD undertake proper modelling using the Met Office future weather scenarios. There was concern that the output did not refer to what would happen under abnormal weather conditions as it was felt these would become increasingly likely due to the impact of climate change. Finally, one stakeholder urged WPD to prioritise restoring vulnerable customers, applying more flexibility in the restoration target for other customers as a result.

"It's better to have vulnerable customers prioritised but more flexibility for standard customers." **Local authority**

"It would be good to have something specific. I wonder whether there's a necessity for a forward-looking risk assessment. There are various tools you can access from the Met Office to look at various future weather scenarios, and you can do quite detailed small area weather modelling to conduct the analysis." **Local authority**

"The target of restoring customer supplies within 12 hours sounds good, but we are increasingly going to have abnormal weather conditions because of climate change. It seems strange to me that it isn't mentioned here. We are already seeing abnormal weather conditions, but it is going to get worse, so that needs to be planned for." **Local authority**

OUTPUTS: TREE MANAGEMENT

REDUCTION OF TREE RELATED FAULTS ON HV AND EHV OVERHEAD NETWORK DUE TO USE OF LIDAR* IN ED2 REDUCING THE IMPACT ON THE CUSTOMER (*LIGHT DETECTION AND RANGING)

There was agreement that tree related faults should be reduced, particularly given our increasing reliance on electricity. Stakeholders discussed the effectiveness of LIDAR versus the use of helicopters to identify areas requiring tree management. However, the main focus was actually on the impact on the trees themselves. Stakeholders supported the use of undergrounding to minimise the impact on existing trees and wanted to see WPD commit to replacement planting and even a policy of biodiversity net gain to offset the impact of their tree management operations. The impact of ash dieback was also mentioned. In the online polling, the majority of stakeholders (57%) wanted to see WPD 'do more' or 'do a lot more' in this area.

"We're far more reliant on electrical activity so it's important to reduce tree-related faults. Ash dieback is also an issue. The county council, for example, is very busy taking down dying trees." **Local authority**

"With LIDAR are you going to get accurate enough information for a non-dense physical feature to manage the height of trees relative to cables? Is it going to be any more efficient than the current helicopter flypast?" **Domestic customer**

"Are there any plans to offset the tree removal by planting more elsewhere? That will definitely come up with councils wanting to move towards carbon neutrality." **Local authority**

"In the Forest of Dean, your helicopter comes out and looks at trees and a few days later they come and cut the trees, so I think that's good." **Local authority**

"It's nice to see the amount of overheads that have been undergrounded. That would reduce tree management."
Storage and renewables provider / installer

"In our planning and corporate policies, we are building in a commitment to biodiversity net gain, so whenever anything is cut down, we commit to replacing it with at least the same, if not more. You don't need to quantify if you use the principle of net gain." **Local authority**

WE WILL COMPLETE OUR TREE RESILIENCE CLEARANCE PROGRAMME ON THE EHV NETWORK

Stakeholders did not vote on this output in the online polling, as the output is as ambitious as it can be already. However, stakeholders expressed strong views on the output during the discussion sessions. Building on the views on the previous outputs, stakeholders were very concerned that WPD is not fully considering the environmental impact of this programme. They urged WPD to consider more undergrounding, coppice rather than cut down trees and / or instate a tree replacement programme to match what others are doing in this area. It was felt WPD was failing to capitalise on the Zeitgeist in this area. As with the previous output, one stakeholder also expressed concern about the impact of ash dieback.

"In my area we've had one HV system subject to the eradication of trees. Everything else we're doing is trying to combat the removal of trees. Do you have a policy to plant replacement trees? We're investing money in planting trees. I can also see the need for resilience." **Local authority**

"What concerns me is WPD's mindset. You talked about tree infestation and clearance, and then playgrounds. With playgrounds you looked at undergrounding and alternatives. You need to do that elsewhere, so look at innovations and the option of rerouting. It's a big issue because you're missing the Zeitgeist." **Business customer**

"I'm surprised you're not considering doing away with some of these overhead lines by putting them underground or doing them some other way." **Domestic customer**

"I assume you have to consider Dutch elm disease and ash dieback? Trees may look OK but may need to be taken out anyway if they might impact on your cables." **Consumer body**

"Is it possible to coppice trees rather than cut them down?" **Environmental group**

OUTPUTS: TARGETING INVESTMENT

IMPROVE THE HEALTH OF THE NETWORK USING ASSET CONDITION DATA TO TARGET INVESTMENT WHERE THE NEED IS GREATEST

During the online polling, this output received the highest average ranking at 4 / 5 – meaning that stakeholders wanted to see WPD to more in this area. Most stakeholders (73%) wanted WPD to 'do more' or 'do a lot more'. During the discussions, however, support for this output appeared to be more implicit than explicit. Instead, stakeholders raised a range of individual comments. One stakeholder asked whether WPD would be targeting spending on network assets or on digitalisation. Another noted that targeting investment is about more than the condition of the current asset and is also about ensuring sufficient capacity to enable the country to meet its decarbonisation ambitions. One stakeholder reminded WPD that as well as the existing network they also need to future-proof new assets.

"Targeting investment is about more than current asset condition and needs to also cover network capacity. We need to upgrade the network to provide the capacity to cover demand and supply capacity so that low carbon technologies can be put in place. If not, you will not hit Net Zero."
Community energy group

"This looks like it's all about existing network. What about new infrastructure? This needs to be future-proofed when put in place. It falls under resilience and targeting investment." **Local authority**

"Do you think you'll have money to spend on assets, or will it be more digitalisation?"
Connections provider

UNDERTAKE 50 SCHEMES TO IMPROVE THE RELIABILITY OF OUR WORST SERVED CUSTOMERS AND PRIORITISE THESE SCHEMES BASED ON NUMBERS OF VULNERABLE CUSTOMERS

Stakeholders broadly wanted to see greater ambition on this output, with the majority (57%) wanting to see WPD 'do more' or 'do a lot more'. Overall, it ranked third highest out of the Network Reliability outputs with 3.75 / 5. Stakeholders did, however, question the rationale of focusing on the number of schemes rather than the outcome of those schemes. It was felt this approach could mean that those vulnerable customers in particularly isolated, rural communities could be overlooked. One stakeholder urged WPD to look at setting up a fund to provide battery storage for vulnerable customers. Another urged WPD to assess those parts of the network most at risk of failure, particularly when they are supporting critical infrastructure such as hospitals.

"I think this is a good initiative. Basing it on vulnerable customers seems to be the right approach and 50 schemes seems sensible." **Parish / community council**

"I would prefer to see something more about the outcome of improving worst served areas, rather than limiting it to 50 schemes. Bring the performance up nearer the average." **Domestic customer**

"My concern is a lot of the most vulnerable live in isolated and rural communities who wouldn't come top of your list if you had an algorithm that was based purely on the numbers concentrated in any one area. Frequency of loss of energy supply should be a factor as well." **Local authority**

"I am interested in the prospect of having a fund that could provide battery back-up for vulnerable customers. Is that something you'd be looking at for network resilience or are you legally prevented from doing so?" **Local authority**

"In Taunton, a lightning strike took out the hospital. The point of failure was a major feed in and out of the hospital, which ran on diesel generators for weeks. You need to look at the potential points of failure and try to plan for the unexpected. The power feed comes in from a different network area and you weren't joined up. This indicates there isn't the analysis that would let you identify your vulnerabilities." **Local authority**

OUTPUTS: FLOOD DEFENCES

WE WILL CONTINUE TO INSTALL FURTHER FLOOD DEFENCES TO REFLECT UPDATED DATA FROM THE ENVIRONMENT AGENCY

Stakeholders expressed concern about the impact of flooding on network reliability and were keen for WPD to do more in this area. In the online poll, this output received the second highest ranking among the Network Reliability outputs of 3.84 / 5, with 60% wanting to see WPD 'do more' or 'do a lot more'. During the discussions, stakeholders urged WPD to be more specific in the wording of this output with set targets such as number of substations protected. They also wanted the wording to be more ambitious and to focus on the outcome rather than the input, i.e. protecting substations. It was noted that many flood defences that had been installed were inadequate. Concern was expressed as to the validity of data held by the Environment Agency, which was said to underestimate the situation. It was noted that this data was not in line with central government data, and other agencies also made predictions that this should be considered as well. Building on this, one stakeholder wanted to see WPD undertake mapping based on a range of projected climate scenarios, working with local authorities. Another urged WPD to consider relocating substations so they are not in flood zones.

"Why concentrate on flood defences? What about more severe weather in general?" **Utility**

"You've only achieved 72 out of 75 substations, which is disappointing." **Parish / community council**

"I like the goal in theory, but it lacks specificity." **Community energy group**

"It needs a metric like protecting x number of substations per regional patch using x amount of investment." **Community energy group**

"The data used by the Environment Agency is not in line with central government data, which means more substations will be under water by the end of the century than WPD envisages." **Parish / community council**

/ Cont...

"How are these flood defences being planned and measured? A lot of flood defences are being installed that are inadequate to the amount of flooding they get hit by." **Local authority**

"Both substations near me are in the flood zone, and I think at some point the decision needs to be taken as to whether they should be relocated." **Local authority**

"I would like to see the words 'successful' or 'achieve' in there. You need to prevent flooding altogether. Firmer wording is needed." **Domestic customer**

"I note that you rely on updated Environment Agency data. Some flood projections made by other organisations consider other predictions. The EA figures don't assess the predictions that others are making." **Parish / community council**

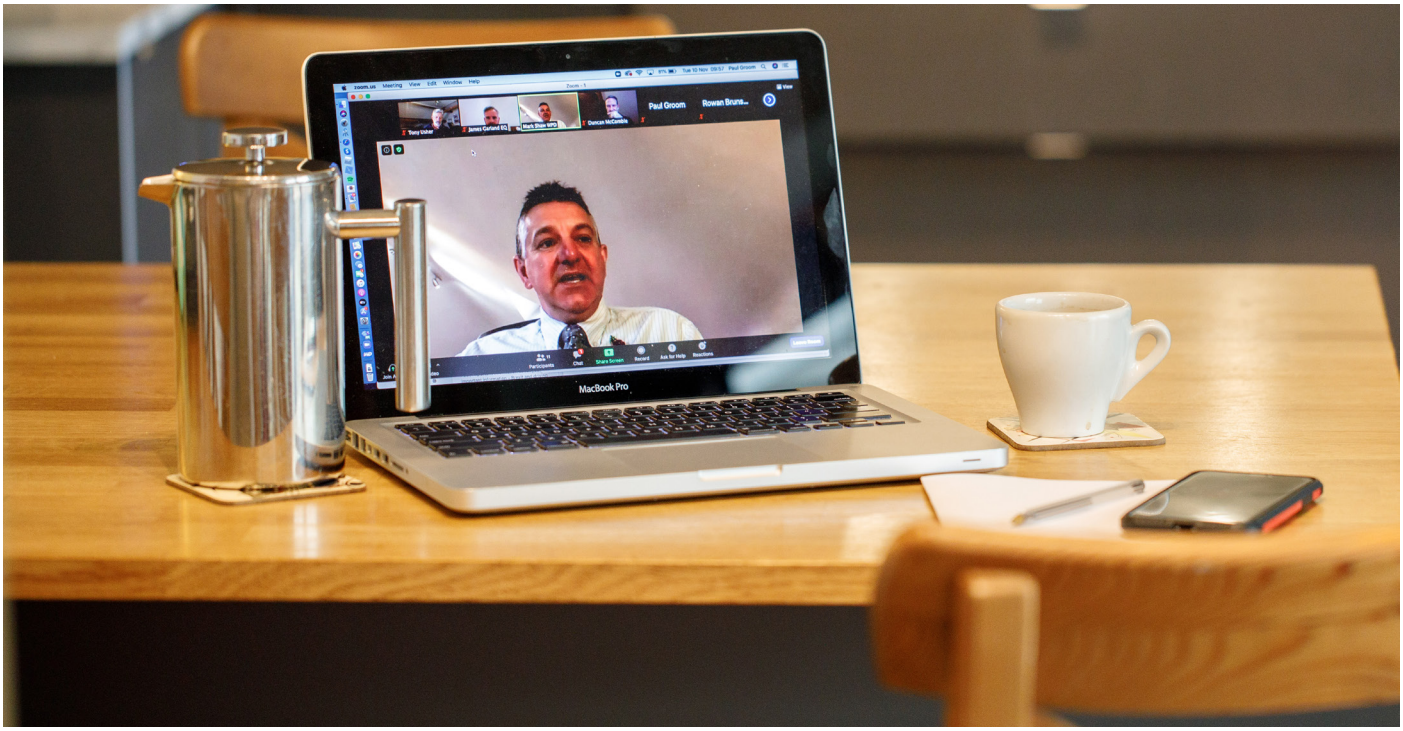
"You could look at mapping to look at different flood risks depending on the level of warming. There are opportunities to work with local authorities across the region." **Local authority**

OUTPUTS: SAFE NETWORKS

UNDERGROUND, INSULATE OR DIVERT OVERHEAD LINES THAT ARE ADJACENT TO OR CROSS SCHOOL PLAYING AREAS

Stakeholders did not have much to say about this final output. This was reflected in the online poll results, with this output ranking lowest among the Network Reliability outputs (3.53 / 5). In fact, 10% of stakeholders wanted to see WPD 'do less' or 'do a lot less' in this area. The only comment made during the discussions related to ensuring that whatever undergrounding takes place in school playing areas is well documented to ensure there is a record of where the power lines are.

"I have three 33kV lines running across my garden. WPD negotiated a wayleave in the 70s but it doesn't appear on my property deed anywhere, so I had a bit of surprise when I was excavating my garden. I fully support undergrounding, but we must make sure that we know where these cables are." **Parish / community council**



BUSINESS IT SECURITY AND CYBER RESILIENCE

IMPACT OF COVID-19

Stakeholders did not feel that the Covid-19 pandemic had led to any change in priorities or emerging issues in this area.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

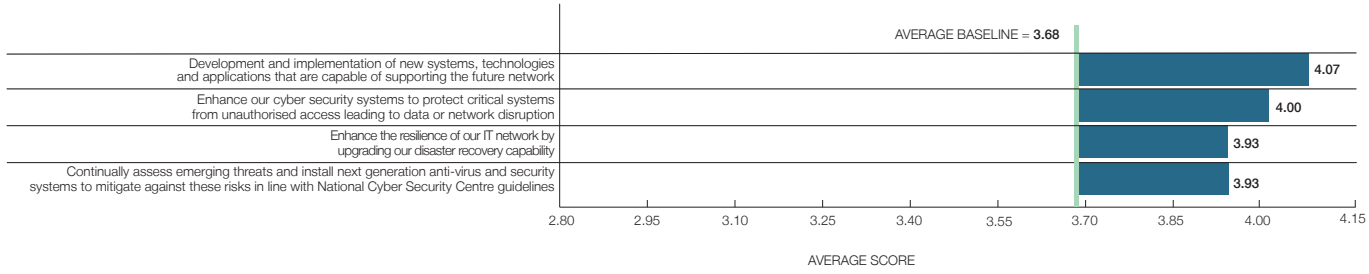
Stakeholders generally agreed with the previous feedback received in this area. There was strong recognition of the high and rapidly increasing importance of ensuring the network is resilient to cyber-attacks and that WPD needs to be 100% resilient in this area. One stakeholder also agreed that collaboration – with customers – was of importance in this area. Stakeholders also agreed with the previous feedback that disaster recovery is very important, particularly in light of the large-scale power cut experienced in the South of England in 2019. There was also agreement with previous feedback that the increasing complexities of the network and increasing reliance on electricity made resilience even more important.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

In terms of specific targets and performance measures, whilst stakeholders did not suggest anything specific, a comment frequently made was that the outputs needed to be more ambitious and more focused on measurable performance improvement targets, as it was frequently felt the current wording of many of these outputs was too vague. All four outputs in this area received a high ranking overall in the online polling – between 3.93 and 4.07, which is higher than the baseline average. This was particularly the case for the output about resilience planning in anticipation of changes in future network demand, which received 4.07 / 5. This demonstrates that, relative to other outputs, stakeholders wanted WPD to be more ambitious. In fact, overall, this priority area came second highest in the online poll.

Stakeholders raised some comments relating to each of the outputs, which have been summarised below.

Business IT Security and Cyber Resilience Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

OUTPUTS: ENHANCING CYBER SECURITY

ENHANCE OUR CYBER SECURITY SYSTEMS TO PROTECT CRITICAL SYSTEMS FROM UNAUTHORISED ACCESS LEADING TO DATA OR NETWORK DISRUPTION

The stakeholders who discussed this topic felt it was a major priority for WPD and expressed concern about the level of security currently in place, for example that aspects of the network currently remain unencrypted. This was reflected in a comment about the use of the word 'enhance' in the output, as it was felt sufficient systems should already be in place. One stakeholder also wanted the output to focus more explicitly on what the improvement in performance would be. In the online poll, this output ranked highly, receiving an average score of 4 / 5 ('do more'). While 37% of stakeholders felt the level of ambition was about right, the same proportion of them (37%) wanted WPD to 'do a lot more' in this area.

"I'm surprised that you need to enhance them. I would have thought that they were already thoroughly fortified, and it should be more a case of continual assessment." **Local authority**

"This came up at a previous session and both myself and a representative of the Ministry of Defence had significant concerns about the level of security currently in place. I think it should go even further and it needs to be much more enhanced than what it currently is." **Local authority**

"I was told by someone who works at WPD that there are aspects of the network that aren't even encrypted yet. That is a huge concern." **Local authority**

"You can enhance the system but actually not improve its performance. So, I would like to see the wording changed to include something like 'we are going to have nil unauthorised accesses'. Some sort of performance criteria." **Domestic customer**

CONTINUALLY ASSESS EMERGING THREATS AND INSTALL NEXT GENERATION ANTI-VIRUS AND SECURITY SYSTEMS TO MITIGATE AGAINST THESE RISKS IN LINE WITH NATIONAL CYBER SECURITY CENTRE GUIDELINES

In the online poll, this output received the joint lowest ranking under this priority area, but it was still ranked at 3.93 / 5. Overall, therefore, this output scored quite highly, reflecting that stakeholders broadly want to see WPD do more in this area. This was reflected in the discussions, where stakeholders recognised that this is an issue of growing concern. One stakeholder felt that the output was pretty basic in its ambition and is what they would expect WPD to be doing anyway. Another stakeholder said there should be greater collaboration with customers to protect them from cyber threats, as well as greater transparency when a cyber-attack does occur.

"I think it is an important issue of growing concern globally. Provided WPD is driven by the data, they need to ensure they are getting the right level of investment to mitigate this." **Utility**

"I don't think this is any more than what I expect WPD to be doing anyway. I look at my own home computer and I expect them to be doing more than I'm doing. I think all of this should be done anyway, not as an extra." **Connections customer**

"What if I'm vulnerable to a cyber-attack? You should inform customers about how they can protect themselves from cyber threats." **Environmental group**

"There should be transparency when events do take place." **Local authority**

OUTPUTS: DISASTER RECOVERY AND FUTURE-PROOFING

ENHANCE THE RESILIENCE OF OUR IT NETWORK BY UPGRADING OUR DISASTER RECOVERY CAPABILITY

One stakeholder made a similar comment to one made on the Cyber Resilience outputs above, in that the output needs to be reworked so it focuses on performance improvement rather than the process which WPD needs to undertake. Another supported the need for investment in this area to ensure WPD has the best programmes in place. Reference was made to the major power cut in the South of England in 2019 and the importance of learning the relevant lessons. In the online poll, this output received the joint lowest ranking under this priority area, but it was still ranked at 3.93 / 5, which is high compared to all of the Business Plan draft outputs and means on average that stakeholders want to see WPD do more in this area.

"You can do the work and it has no effect. That's no good. You need to include wording about the outcomes." **Domestic customer**

"Invest and make sure you have some of the best programmes in place." **Local authority**

"The thing about disaster recovery is that it's not only about getting your systems back online, but also what to do if there is a network-wide power cut. Last year we saw a large proportion of the South going offline, and I would hope that the industry has learnt from this sort of thing." **Environmental group**

DEVELOPMENT AND IMPLEMENTATION OF NEW SYSTEMS, TECHNOLOGIES AND APPLICATIONS THAT ARE CAPABLE OF SUPPORTING THE FUTURE NETWORK

Of the stakeholders that discussed this output, one expressed concern that the more complex the future network, the more vulnerable the network would become. Support for this output was therefore implicitly expressed. Another stakeholder reiterated the importance of the radio network for the future network, given its high levels of security. A similar sentiment was expressed for this output as for previous outputs under this priority area, in that the output needs to be a bit more demanding as stakeholders would expect this to be happening already. This was reflected in the online polling, with this output receiving the highest ranking in this priority area (4.07 / 5). In fact, it was the third highest ranked draft output across all areas of the Business Plan. In total, 74% of stakeholders wanted WPD to 'do more' or 'do a lot more' in this area.

"We have lots of potential wind resource yet to be exploited. This is one of the things that worries me as we look to electrify heating more and whether we can manage this complexity. A more complex system means more vulnerabilities and loopholes opening up." **Local authority**

"It is pretty much impossible to hack into our radio network because it is not connected to a public network at all. This is hopefully a reassurance. People forget that there is lots going on in the background in the smart network controlling the electrics. We just need more radio spectrum." **Business customer**

"These statements seem to have an obviousness about them. It is more about taking action one step ahead of what is already happening. These targets need to be a bit more demanding." **Utility**

WORKFORCE RESILIENCE

This priority area was not discussed as it was a surgery and no stakeholders signed up to the session.

SAFETY

IMPACT OF COVID-19

Stakeholders did not feel that the Covid-19 pandemic had led to any change in priorities or emerging issues in this area.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

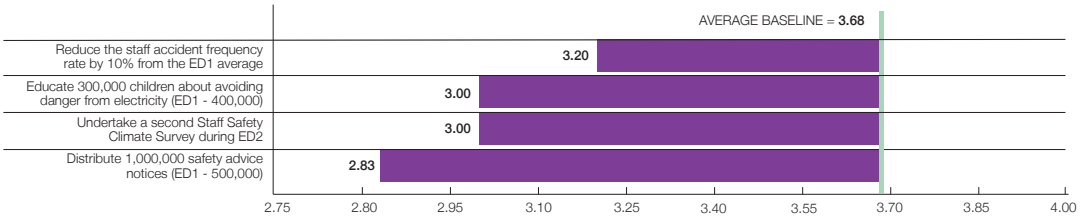
In terms of whether WPD had interpreted previous feedback correctly, stakeholders broadly agreed with previous feedback, with particular support expressed for the need to start to educate children on electrical safety from an early age.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

Stakeholders suggested a range of other topics that they felt were missing from the outputs. This included: public safety and how to report safety issues to WPD; engagement with farmers on the dangers of overhead lines; and how to educate contractors on safety issues, particularly younger people operating machinery.

For the most part, stakeholders did not suggest any specific targets, measures or performance levels for the outputs although one stakeholder did urge WPD to be more ambitious when it came to reducing the staff accident frequency rate. The output 'distribute 1,000,000 safety advice notices' ranked lowest out of all outputs under this priority area, indicating that stakeholders want WPD to 'do a bit less'. Stakeholders raised a range of individual comments relating to some, although not all, of the outputs, which have been summarised below.

Safety Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

Please note that as Safety was held as an optional afternoon surgery session, and was therefore attended by fewer participants, the voting data for these outputs is less robust. While the Safety voting data has been summarised in this section, it has therefore not been compared against data from the other main sessions. However, for the purpose of this report, comparisons have been drawn between the Safety outputs themselves to give an indication of stakeholder views on this area.

"In terms of reporting minor safety issues, where I live, I spotted the electric lines had a wonky pole at a 10-15-degree angle. I wondered how to report that. On the website, unless it's a power cut or a huge, immediate fault it's not obvious where you need to go." **Local authority**

"Are you planning to engage virtually? With contractors, they're likely to be younger people operating machinery. Will information to contractors be filtered down to frontline workers? I'm not so sure." **Local authority**

"I'm happy with what you've put. A lot of this is more about safety for your workforce and how they carry out their duties. What about public safety and reporting faults?" **Local authority**

"I sit on a public safety committee. A lot of work has been done on overhead line issues, particularly with agriculture, but we're open to new ideas." **Government**

"With farmers, if their machinery hits a pole and there's an accident, do you have much outreach work? Or would farmers and contractors know what to do if that happened?" **Local authority**

OUTPUTS

REDUCE THE STAFF ACCIDENT FREQUENCY RATE BY 10% FROM THE ED1 AVERAGE

One stakeholder urged WPD to be more ambitious for their improvement rate for this output. In the online poll, this output ranked the highest on average out of all the Safety outputs with 3.2 / 5.

"On accident rates, they were 0.75 in ED1, so you're looking to improve that by 10%, i.e., 0.075. Is that ambitious enough?" **Government**

UNDERTAKE A SECOND STAFF SAFETY CLIMATE SURVEY DURING ED2

No stakeholders commented on this output. In the online poll, on average stakeholders felt it reflected the right level of ambition with an average score of 3 / 5.

ENSURE COMPLIANCE WITH H&S LEGISLATION AND WORK IN PARTNERSHIP WITH THE HSE AND OTHER SAFETY-ORIENTED ORGANISATIONS TO IMPLEMENT SAFETY LEARNING AND BEST PRACTICE

No stakeholders commented on this output. It was not included in the online poll as there wasn't scope to have varying levels of ambition for this output.

ENSURE THAT SAFETY MEASURES ARE CONSIDERED PRIOR TO THE INTRODUCTION OF NEW TECHNOLOGICAL INNOVATIONS

No stakeholders commented on this output and it was not included in the online poll.

DISTRIBUTE 1,000,000 SAFETY ADVICE NOTICES (ED1 - 500,000)

No stakeholders commented on this output. It ranked lowest in the online poll of Safety outputs with an average score of 2.83 / 5, meaning that stakeholders on average wanted to see WPD to 'do a bit less' in this area.

EDUCATE 300,000 CHILDREN ABOUT AVOIDING DANGER FROM ELECTRICITY (ED1 - 400,000)

Stakeholders sought to understand the justification for the target of 300,000 children identified in this output. One stakeholder implied that this number was low compared to the school population in WPD's network area. In the online poll, this output ranked joint second highest on average among the Safety outputs with 3 / 5.

"On schools, I noticed that in ED2 the numbers are lower. Is it because it's a shorter period?" **Government**

"The engagement with schools is so much better than it was in my day." **Local authority**

"With the 300,000, taking the population of schools, how much coverage is that of 7-8-year olds coming through school? How much penetration do you get with that number?" **Government**

8 | SESSION THREE: DELIVERING AN ENVIRONMENTALLY SUSTAINABLE NETWORK

ENVIRONMENT AND SUSTAINABILITY

IMPACT OF COVID-19

Stakeholders did not feel that the Covid-19 pandemic had led to any change in priorities or emerging issues in this area.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

The priority area of Environment and Sustainability was broken down into three subheadings: Business Carbon Footprint; operational impact; and impact of our network. In terms of Business Carbon Footprint, while stakeholders agreed with the previous feedback that WPD should be leading in this area and that they should electrify their fleet and install low carbon generation at their offices and depots, there was significant criticism of their target date for achieving Net Zero which was seen as wholly unambitious (see output below for more detail).

In terms of operational impact, stakeholders generally agreed with previous stakeholder feedback that reducing harmful leaks was important through the online polling, where the related outputs ranked highly, although there was not too much discussion about this area. In terms of the impact of WPD's network, there was some challenge to the previous feedback in terms of undergrounding, with stakeholders expressing concern about the impact of undergrounding on the wider environment and particularly biodiversity. There was also strong agreement with previous stakeholder feedback that WPD should reduce waste sent to landfill.

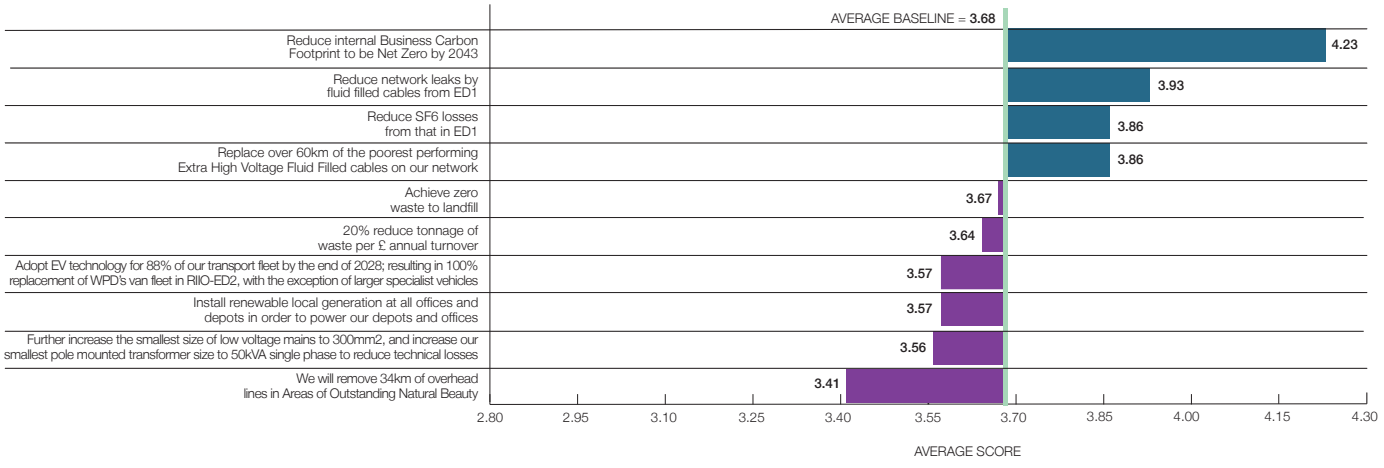
WPD'S PROPOSED BUSINESS PLAN OUTPUTS

Stakeholders suggested specific topics they thought were missing for some of the outputs, which are summarised under the relevant outputs below. However, as an overarching point one stakeholder noted that there was nothing relating to WPD's stewardship of the land it owns or leases, particularly in terms of biodiversity.

In terms of specific targets, measures and performance levels in general, stakeholders wanted WPD to be much more ambitious in this area, particularly in relation to their internal Business Carbon Footprint which ranked highest on average in the online poll across all outputs in the draft Business Plan with 4.23 / 5. The outputs relating to the operational impact of the network also all scored highly – higher than the average baseline. Of note was the output relating to the undergrounding of overhead lines, which received a score of 3.41 / 5 – lower than the average baseline – reflecting the concern of stakeholders during the discussion sessions that this would have a negative environmental impact.

Stakeholders challenged WPD to be far more specific in terms of targets for many of the Environment and Sustainability outputs, particularly with regard to timeframe targets and having intermediary steps on a yearly basis. Stakeholders raised a range of individual comments relating to each of the outputs, which have been summarised under the outputs below.

Environment and Sustainability Outputs: Average Score Compared to Overall Baseline



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"I'm happy with the aims but I just think perhaps a few less PR buzzwords and more plain English would be improvements." **Local authority**

"These outputs should be more ambitious. The climate emergency declared in February doesn't appear here. 2043 is not ambitious for your business. Your product that you transport in the wires needs to get down to Net Zero. Where is this plan? Your buildings might get to Net Zero, but your products need to be too." **Environmental group**

"It struck me that WPD are probably quite a large land holder and leaseholder and there is nothing about their stewardship of their land, in terms of biodiversity." **Developer**

"You should have timeframes for your targets, including intermediary steps on a year-on-year basis." **Business customer**

"These are specific targets which is good, but I would question whether they are ambitious enough." **Developer**

"On the internal business carbon footprint, I would have thought that was small fry compared with the global carbon footprint. People like Brewdog are carbon negative. Other companies are striving and achieving more earlier. What does internal business carbon footprint mean?" **Business customer**

"The targets look good, but everything should have timeframe targets." **Consumer body**

OUTPUTS: OUR BUSINESS CARBON FOOTPRINT

REDUCE INTERNAL BUSINESS CARBON FOOTPRINT TO BE NET ZERO BY 2043

Whilst one or two stakeholders commended WPD for having a Net Zero target date that is ahead of the UK's 2050 target, it was strongly felt among most stakeholders that 2043 was nowhere near ambitious enough. Local authorities in particular expressed concern that this was insufficient given the 2030 ambitions of most local authorities in the South West – and that if the DNO's target is later than their own it would impact their ability to achieve their own targets. One stakeholder suggested WPD consider a tiered target as it was noted the target is 15 years after the end of the next plan period of 2023–2028. One stakeholder asked whether supply chain emissions was included in WPD's internal Business Carbon Footprint. This strength of feeling was reflected in the online polling, where on average this output ranked 4.23 / 5 – the highest ranking of any of the draft outputs across all priority areas. In total, 80% of stakeholders wanted to see WPD 'do more' or 'do a lot more' in this area.

"2040 is far too late; you need to reduce energy usage in your offices and move to sustainable sources of energy." **Business customer**

"I agree that your 2043 target needs to be more ambitious. You should address your own operations as well as the wider industry for the bigger picture." **Developer**

"The UK target is for 2050, so you should be applauded for trying to go faster than that, but 2043 does seem a bit of a random number." **Connections provider**

"I welcome 2043 as it is ahead of 2050. However, if this is a plan from 2023–2028, it's not going to be achieved in the plan period. Would it be better to have an interim target to assess yourself in 2023 and then in 2028?" **Local authority**

"All the local authorities in the county have declared a climate emergency and a goal of going carbon neutral by 2030. If the DNOs aren't on board, we can't achieve that. It needs to be 2030." **Local authority**

"WPD should be leading the way and doing this within 8 years, not a quarter of a century." **Developer**

"I think 2043 seems quite late considering what our company is doing." **Developer**

"Going back to the carbon footprint, what about the stuff you buy in from abroad? I'm concerned about the word 'internal'." **Business customer**

"Does this extend to your supply chain? Do they have to comply with the same commitments as you?" **Parish / community council**

ADOPT EV TECHNOLOGY FOR 88% OF OUR TRANSPORT FLEET BY THE END OF 2028; RESULTING IN 100% REPLACEMENT OF WPD'S VAN FLEET IN RIIO-ED2, WITH THE EXCEPTION OF LARGER SPECIALIST VEHICLES

For the most part, in the discussions stakeholders agreed that a target of electrifying 88% of the transport fleet was realistic and ambitious enough. The online polling supported this, with an average ranking of 3.57 / 5 which, though still relatively high, was one of the lowest ranking outputs under this priority area. The largest proportion of stakeholders (53%) said they felt this was the right level of ambition. The other comment on this output was that WPD should consider alternative technologies and fuels for larger vehicles – particularly green gas like biomethane or hydrogen.

"It's a wonderful aspiration. I don't think EVs are there yet to replace everything you've got but hopefully that ambition itself is going to drive the development of EV." **Parish / community council**

"88% doesn't seem too ambitious. The technology is there, and it's more the cost implications that were the barrier. So, I wouldn't disagree with that target." **Local authority**

"I would have thought over the next eight years most vehicles would have been replaced. You would think almost everything that you replace would be electrical." **Local authority**

"I'm not convinced EV technology is the way forward. Hydrogen could be more viable in future." **Business customer**

"Would it not make sense to add alternative fuels for larger vehicles around the EV fleet commitment?" **Local authority**

"Conversions on large vehicles are still few and far between, but that looks like a workable target." **Connections provider**

"Perhaps you should be looking at different technologies, such as biomethane for larger vehicles." **Local authority**

INSTALL RENEWABLE LOCAL GENERATION AT ALL OFFICES AND DEPOTS IN ORDER TO POWER OUR DEPOTS AND OFFICES

Most stakeholders supported the installation of renewable local generation at all offices and depots, although several expressed concern at the cost and wanted to make sure it worked from a cost-benefit perspective. One also said they felt WPD should establish total energy use and only seek to put in the equivalent level of generation. This stakeholder also wanted to see heat included. Several stakeholders wanted to see WPD deliver this as quickly as possible, with a floated target date of 2030. The largest proportion of stakeholders (49%) felt that WPD had got the right level of ambition in relation to this output.

"To be carbon neutral, you need to be powered by renewable energy sources." **Parish / community council**

"I think PV is a good idea on properties but does the cost-benefit work? You spend thousands and thousands to save a few pence per kilowatt hour. I'm not sure how many years you would have to have this to break even." **Business customer**

"Is this actually the best way to reduce your carbon footprint? It seems expensive and costly." **Local authority**

"I think I'd be more comfortable if WPD were going to work out the total energy use and then put in the equivalent amount of generation. I would like to have heat included in that." **Connections provider**

"It should be by 2030 certainly, although I expect you can put renewable energy in quite quickly in a lot of places." **Connections provider**

"It's a fantastic idea, but it could also be pushed forward. The earlier the better." **Local authority**

OUTPUTS: OPERATIONAL IMPACT

REDUCE NETWORK LEAKS BY FLUID FILLED CABLES FROM ED1

Most stakeholder did not discuss this output in detail. However, one stakeholder said that the output needed specific targets and was interested in what WPD felt they would achieve by the end of the Business Plan period. Despite this, in the online poll this output was ranked second highest in this priority area by stakeholders (3.93 / 5). In total, 65% said they wanted WPD to 'do more' or 'do a lot more' in this area.

"I would like to see what you are going to achieve by 2028, not just that you plan to reduce network leaks. You need specific targets." **Domestic customer**

REDUCE SF6 LOSSES FROM THAT IN ED1

One stakeholder wanted WPD to aim to get rid of SF6 completely in the Plan period. Whilst they noted this could be unachievable, they certainly wanted to see more ambition here. This was reflected in the online polling where 63% of stakeholders wanted WPD to 'do more' or 'do a lot more'. The output ranked joint third highest on average under this priority area with a score of 3.86 / 5. Stakeholders made a couple of specific points: firstly, that they wanted WPD to apply a requirement for suppliers of new switchgear to use alternative gases; and secondly, that they wanted WPD to start to report SF6 losses so that local authorities can quantify greenhouse gas emissions in their county.

"I would like to see you getting rid of SF6 completely in the period, but I don't know if that is achievable. However, you need to be more ambitious than just saying 'reduce'." **Domestic customer**

"It would be useful for us at the council if all SF6 losses were reported as well, because we try to quantify greenhouse emissions in our county." **Local authority**

"If possible, you should apply a requirement for new switchgears not to use SF6 gases." **Local authority**

REPLACE OVER 60KM OF THE POOREST PERFORMING EXTRA HIGH VOLTAGE FLUID FILLED CABLES ON OUR NETWORK

Only one stakeholder commented on this output, saying that they were unable to comment on the level of ambition as they were unaware of the existing performance or the total milage of fluid filled cables on WPD's network. Despite that, this output still ranked joint third highest in this priority area with 3.86 / 5 and 58% of stakeholders wanted WPD to 'do more' or 'do a lot more' in this area.

"Without knowing your total mileage, I can't tell whether replacing 60km is stretching you or not. Your past performances would be useful to know." **Domestic customer**

ALL PCB CONTAMINATED EQUIPMENT WILL BE REMOVED FROM THE WPD NETWORK BY 2025

Stakeholders did not have too many comments on this output, except to ask what WPD does with the removed equipment and also to point out that they should avoid using technical jargon as people outside the industry do not understand what it means. This output was not included in the online polling as it is a legislative requirement.

"Where you do get rid of PCBs? What do you take to landfill?" **Local authority**

"I wonder if it'd be worth, rather than saying PCB, having the proper name there, because not everyone is going to know what PCB is." **Local authority**

OUTPUTS: IMPACT OF OUR NETWORK

WE WILL REMOVE 34KM OF OVERHEAD LINES IN AREAS OF OUTSTANDING NATURAL BEAUTY

Stakeholders felt unable to comment on whether the target was ambitious enough as they felt they needed more background detail. One stakeholder wanted to know what WPD's decision-making process was for identifying which lines to underground. Several stakeholders urged WPD to consider the wider environmental impacts of undergrounding to ensure that it doesn't have a negative impact on the environment and, specifically, on local habitats. One stakeholder wanted WPD to commit to undertaking Environmental Impact Assessments before and after the works take place. This concern about impact on the environment was reflected in the online polling, with 16% of stakeholders wanting to see WPD 'do less' or 'do a lot less' in this area. Overall, this output ranked lowest of all outputs in this priority area with an average of 3.41 / 5, well below the average baseline.

"34 km might be a lot or not much, we don't know." **Local authority**

"How are you actually planning on replacing them? Because underground lines will also result in disruption to the environment in those areas. It could end up being as harmful or more harmful than using overhead cables. Sometimes the cure seems like it's worse than the problem." **Local authority**

"It would be interesting to know what percentage of total overhead lines in AONBs 34km is so I can say whether it's a good target or not." **Domestic customer**

"You should do an environmental impact assessment before and after to make sure you have improved the environment." **Domestic customer**

"It's important to consider the ecological and carbon impact of undergrounding. Is it just passing on the problems and destroying habits? Is there a knock-on ecological impact?" **Local authority**

"There needs to be some clarity over the decision-making process." **Local authority**

FURTHER INCREASE THE SMALLEST SIZE OF LOW VOLTAGE MAINS TO 300MM2, AND INCREASE OUR SMALLEST POLE MOUNTED TRANSFORMER SIZE TO 50KVA SINGLE PHASE TO REDUCE TECHNICAL LOSSES

In the online polling, this output was ranked second lowest of the outputs in this priority area, receiving an average of 3.56 / 5. No stakeholders commented on this output during the discussions.

ACHIEVE ZERO WASTE TO LANDFILL

Stakeholders unanimously supported WPD reducing the amount of waste to landfill, with many commenting it shouldn't have to wait until the start of the next Business Plan. There was, however, discussion about the appropriateness of the target. Some stakeholders felt it was disappointing this was not already happening, whereas others felt 'zero' may open WPD up to criticism later. Many stakeholders felt unable to comment on the specificity of the target without a better understanding of the current performance and what is required to achieve this reduction. In the online poll, most stakeholders (59%) responded that the target represented the right level of ambition.

"It's a bit disappointing to see that it's not being achieved already, although I realise that I don't know the full picture." **Local authority**

"It's a no-brainer; lead by example." **Business customer**

"I know from a local authority perspective we are avoiding landfill and finding alternative ways of disposing of waste. I am quite interested to know what you actually plan to do with your waste and what component parts are still clogging up our land." **Local authority**

"Zero waste, frankly I can't see why that needs to wait." **Local authority**

"Any target that says 'zero' opens up the possibility of criticism later down the line. It may be more sensible to say '99% reduction' instead." **Connections provider**

"How much have you got to do to achieve this reduction? I don't even know what your starting point is, and neither will your customers." **Local authority**

"If it goes to the incinerator, is that zero waste to landfill? It may need a little bit of fleshing out in terms of what you're actually planning to do." **Connections provider**

"It would be good to have the baseline figures to compare." **Business customer**

20% REDUCE TONNAGE OF WASTE PER £ ANNUAL TURNOVER

Several stakeholders sought further clarity on this output, for example there was confusion as to the link between waste and annual turnover. One stakeholder questioned whether this link was appropriate. Stakeholders reflected that a 20% reduction in tonnage of waste compared to zero waste to landfill seemed unambitious and pushed WPD to go a bit further in this area. This was reflected in the online polling, with the largest proportion (51%) wanting to see WPD 'do more' or 'do a lot more' in this area.

"Why are you linking waste to turnover? It seems a strange marriage and perhaps not relevant. It might be better to link it to cost if you're investing on the network." **Business customer**

"How does this output fit in with the landfill targets? You are only reducing by 20% here but you want zero landfill." **Domestic customer**

"I don't understand the 20% target, it depends how much you're dumping. Just reduce it to zero as soon as you can." **Local authority**

"Excuse me for being blunt but reducing it by 20% is pathetic. Much more should be done to push it forward and reduce it greatly." **Business customer**

ENSURE COMPLIANCE WITH ENVIRONMENTAL LEGISLATION AND WORK IN PARTNERSHIP WITH THE ENVIRONMENT AGENCY AND NATURAL RESOURCES WALES

During the discussions, stakeholders encouraged WPD to have a greater level of ambition than to simply comply with legislation, for example, improving the land the company owns by bringing in the biodiversity net gain principle. One stakeholder cautioned WPD not to confuse the standards of England and Wales. This wasn't included in the online poll because there was not scope to have varying levels of ambition for this output.

"It should go beyond just compliance with the regulations. You also need to make sure you don't mix up the standards of England and Wales as your service area covers both." **Local authority**

"You should aim to exceed compliance rather than ensure compliance. You could bring in the net gain principle and show leadership." **Local authority**

"That is not stretching you at all, you have to do that! There are things around how you can measure your environmental performance, and whether you could start improving the land you own. It would give back to the general community." **Domestic customer**

DISTRIBUTION SYSTEM OPERATOR

IMPACT OF COVID-19

In general, stakeholders did not feel that Covid-19 would influence priorities or initiatives in this area. That said, one local authority stakeholder highlighted that the pandemic may influence the progress of their Local Plan and their associated connections requirements.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

The priority area of Distribution System Operator was divided into two areas: flexibility services; and scenario planning and whole systems. With regard to whether WPD had interpreted stakeholder feedback correctly, one stakeholder agreed that flexibility services would be very important in a future energy system, but others felt unable to comment during the discussions.

In terms of whole systems and scenario planning, stakeholders particularly recognised the importance of Active Network Management, ranking the related output second highest under this priority area. However, most feedback under Distribution System Operator was in relation to the importance of facilitating low carbon technology to support Net Zero. It was ranked highest in this priority area and second highest of all of the Business Plan's draft outputs, and stakeholders continually stressed its importance during the discussions. This had perhaps been underestimated in WPD's interpretation of previous stakeholder feedback.

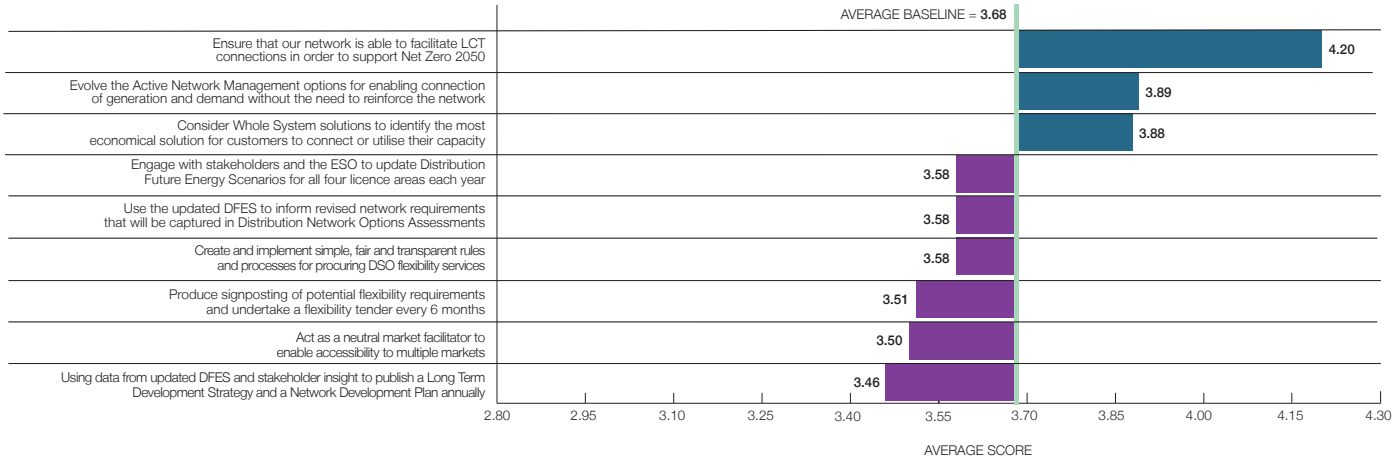
WPD'S PROPOSED BUSINESS PLAN OUTPUTS

A topic that some stakeholders felt was missing from the outputs was around the security of the electricity supply, particularly considering the ever-increasing demand, and where this was going to come from in the future. One stakeholder sought clarity on National Grid's role in the energy system. Whilst stakeholders recognised the regulatory barriers, another area that stakeholders felt was missing from the outputs was investment in battery storage.

Stakeholders did not make many comments on targets, measures or performance levels but did raise comments under some of the outputs which have been summarised below. In the online poll, three outputs scored above the average baseline. One of these was 'ensure that our network is able to facilitate LCT connections in order to support Net Zero 2050' which ranked second highest of all the Business Plan's draft outputs with 4.2 / 5. All outputs relating to flexibility scored lower than the average baseline, meaning that relative to other Business Plan outputs stakeholders felt WPD's level of ambition was adequate.

Stakeholders raised a range of individual comments relating to some, although not all, of the outputs, which have been summarised below.

Distribution System Operator Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

"My concern is more about supply generally and where this is coming from in the future." **Developer**

"I know WPD is shifting from being a DNO to a DSO, but I don't quite understand how National Grid fits into this. Can the power we need be supplied?" **Local authority**

"If local authorities push people into EV adoption and that creates problems on the supply side, whose problem is that?" **Local authority**

"One of the challenges WPD have to deal with is enabling distributed generators to connect. WPD are dealing with a constrained network and I think the DSO and the flexible services are critical, along with a cost-effective way of enabling this transition." **Utility**

"Something I raised with my colleagues in the council on the policy level is what lessons we can learn from Germany now. They are trying to completely overhaul their energy system and EVs haven't featured significantly in that. Are there any views from WPD on what we can learn from Germany's experience?" **Local authority**

"Covid has possibly changed our growth plans and we're still waiting to see the extent of that." **Local authority**

"I don't see any action to seriously invest in large-scale storage. Lots of people are investing in battery storage for their homes, but WPD are doing very little. There should be lobbying to allow distributors to do so." **Parish / community council**

OUTPUTS: FLEXIBILITY SERVICES

CREATE AND IMPLEMENT SIMPLE, FAIR AND TRANSPARENT RULES AND PROCESSES FOR PROCURING DSO FLEXIBILITY SERVICES

Stakeholders did not discuss this output during the breakout sessions. In the online poll, this output received an average of 3.58 / 5 with the majority (59%) saying they felt the level of ambition was right.

PROVIDE ACCURATE, USER-FRIENDLY AND COMPREHENSIVE MARKET INFORMATION

One stakeholder commented that in terms of market information it would be helpful to have a KPI for how much curtailment is delivering. Another was interested in the role local authorities could have in flexibility services. However, beyond these comments, this output was not discussed at length by stakeholders. This output was not included in the online poll.

"It would be good to see a KPI for how much curtailment is delivering." **Local authority**

"I think we need to get councils into the electricity retail business. We need to think about what conversations we can have in terms of DNOs." **Local authority**

PRODUCE SIGNPOSTING OF POTENTIAL FLEXIBILITY REQUIREMENTS AND UNDERTAKE A FLEXIBILITY TENDER EVERY 6 MONTHS

This output was not discussed by stakeholders during the breakout sessions. In the online poll, on average it received 3.51 / 5, with the largest proportion of stakeholders (55%) stating they felt the level of ambition was right.

ACT AS A NEUTRAL MARKET FACILITATOR TO ENABLE ACCESSIBILITY TO MULTIPLE MARKETS

This output was not discussed by stakeholders during the breakout sessions. In the online poll, on average it received 3.5 /5, with the largest proportion of stakeholders (59%) stating they felt the level of ambition was right.

OUTPUTS: SCENARIO PLANNING AND WHOLE SYSTEMS

ENSURE THAT OUR NETWORK IS ABLE TO FACILITATE LCT CONNECTIONS IN ORDER TO SUPPORT NET ZERO 2050

This output elicited significant discussion among stakeholders and a high ranking in the online poll, demonstrating the level of importance they attributed to the facilitation of low carbon connections. In the online poll it received on average 4.2 / 5 – the highest output under this priority area by a considerable margin and the second highest output across the whole Business Plan. 79% of stakeholders wanted WPD to 'do more' or 'do a lot more' in this area.

During the discussions, many stakeholders expressed concern that the network capacity is not available in the South West to support the connection of low carbon technologies, with particular reference to the connection of renewable generation and electric vehicle charge points. This was seen to be a very high priority. Several stakeholders raised the opportunity of increasing solar PV generation by domestic customers, with one asking WPD to lobby the government to remove the solar PV limit. A number of stakeholders suggested various financial incentives to encourage the take-up of low carbon technologies, including a grant for domestic EV charge points or a renewable energy tariff. One stakeholder urged WPD to improve the legal process to facilitate speedier connections and another wanted local authorities to have more information on network constraints.

"We've been keen to use up capacity in Yeovil with local generation, but there are more red than green spots." **Local authority**

"Please could you lobby to remove the solar PV limit for domestic customers? It's daft to have an arbitrary limit set in regulation if you can control it. The industry is capable of delivering, and the more distributed power, the better. It's time to update the regulations. You have more lobbying power than the rest of us." **Local authority**

"In Cornwall there is a geothermal project. Their biggest problem is the network can't support the renewables that are being produced. Surely that's a massive fault and should be rectified ASAP, but it doesn't appear to be your priority." **Local authority**

"Surely there's an opportunity for you to offer some sort of grant to customers for charging points?" **Domestic customer**

"I had an email yesterday from a village and they want a charging point there. I looked at WPD's availability and there's no capacity available." **Local authority**

"Have you considered using your substations to provide an EV charging point? We have a dearth of EV charging points, especially in areas where your substations are." **Domestic customer**

"You could include a renewable energy tariff." **Local authority**

"It's interesting that there's no reference to storage. All renewables are dependent on weather and other conditions, so storage is essential." **Business customer**

"I agree that distributed energy is the way forward; the problem is you don't seem to be able to get it onto the network." **Developer**

"It baffles me that we aren't going down the solar PV on rooftops route. I suppose this is something that falls between the government, the generators, the service providers and yourselves." **Parish / community council**

"To support renewable generation, you need to improve the legal process. We spent nearly a year going backwards and forward with the lawyers, even though the battery was on site and ready to roll. Both companies were holding to standard T&Cs and not compromising. You need to brief lawyers to achieve, not just connect." **Local authority**

"It would be useful to understand more from WPD on the details of where the issues around constraints are. Electric vehicles provide the greatest value in terms of flexibility. It would be useful to get a bit more from WPD on these areas." **Environmental group**

USING DATA FROM UPDATED DFES AND STAKEHOLDER INSIGHT TO PUBLISH A LONG TERM DEVELOPMENT STRATEGY AND A NETWORK DEVELOPMENT PLAN ANNUALLY

This output ranked the lowest in this priority area in the online poll, with 72% confirming the level of ambition was right. One stakeholder confirmed the importance of using data from Local Plans but cautioned that WPD will need to remain flexible, as often the Local Plan timeframe extends beyond the end of RIIO-ED2.

"In terms of DSO outputs, it's important to consider future growth because the scope of Local Plans go beyond the timeframes WPD has here. WPD need to be flexible on this." **Local authority**

ENGAGE WITH STAKEHOLDERS AND THE ESO TO UPDATE DISTRIBUTION FUTURE ENERGY SCENARIOS FOR ALL FOUR LICENCE AREAS EACH YEAR

Stakeholders did not discuss this output during the breakout sessions. However, it ranked joint fourth highest for this priority area in the online poll with 3.58 / 5.

USE THE UPDATED DFES TO INFORM REVISED NETWORK REQUIREMENTS THAT WILL BE CAPTURED IN DISTRIBUTION NETWORK OPTIONS ASSESSMENTS

Stakeholders did not discuss this output during the breakout sessions. However, it ranked joint fourth highest for this priority area in the online poll with 3.58 / 5.

EVOLVE THE ACTIVE NETWORK MANAGEMENT OPTIONS FOR ENABLING CONNECTION OF GENERATION AND DEMAND WITHOUT THE NEED TO REINFORCE THE NETWORK

This output was ranked second highest for this priority area with 3.89 / 5, indicating that stakeholders thought Active Network Management needed to be prioritised. 67% of stakeholders wanted WPD to 'do more' or 'do a lot more' in this area. During the discussions, one stakeholder stressed the importance of taking a holistic approach where ANM and new connections are considered in the round.

"Connections and ANM must be looked at together rather than in isolation. We need to recognise that these things are all linked and look at it all holistically." **Business customer**

CONSIDER WHOLE SYSTEM SOLUTIONS TO IDENTIFY THE MOST ECONOMICAL SOLUTION FOR CUSTOMERS TO CONNECT OR UTILISE THEIR CAPACITY

This output ranked third highest within this priority area with an average score of 3.88 / 5. 65% of stakeholders wanted to see WPD 'do more' or 'do a lot more' in this area, demonstrating the importance afforded to whole systems. While stakeholders did not really discuss this output during the discussions, one local authority stakeholder recognised the role that they might play given the opportunity to become energy traders in a whole system approach. Another urged WPD to include community energy schemes as part of whole system solutions.

"It occurs to me that in common with other local authorities, we are going to become electricity traders though electric vehicle charge points. We will be trying to sell electricity back into the grid via smart-charging tariffs. I would be interested in speaking with WPD about these complexities." **Local authority**

"You should add community energy groups; it's really important that they are at the table." **Local authority**

INNOVATION

IMPACT OF COVID-19

Stakeholders did not feel that Covid-19 would change emerging issues or priorities in relation to the priority area of Innovation.

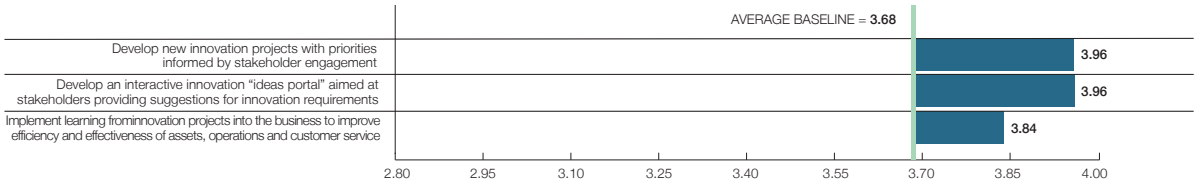
PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

In terms of whether WPD had interpreted previous stakeholder feedback correctly, stakeholders agreed that WPD should help facilitate innovation across the industry as well as communicate opportunities for collaboration with partners.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

Stakeholders did not suggest any specific targets, measures or performance levels for these outputs, although they did raise a number of comments which have been summarised under each output below. All outputs were ranked above the baseline average, between 3.84 and 3.96 / 5. In fact, as a priority area, Innovation ranked third highest, demonstrating the level of ambition stakeholders wanted WPD to have for innovation despite the fact the outputs weren't discussed at length during the workshop sessions. Stakeholders raised some comments relating to each of the outputs, which have been summarised below.

Innovation Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

OUTPUTS

DEVELOP NEW INNOVATION PROJECTS WITH PRIORITIES INFORMED BY STAKEHOLDER ENGAGEMENT

This output ranked joint highest in the online poll under Innovation, with an average score of 3.96 / 5. 71% of stakeholders wanted to see WPD 'do more' or 'do a lot more' in this area. Despite this ranking, the output wasn't discussed during the breakout sessions, except by one stakeholder who put forward a proposed innovation project.

"For innovation, I think that we should be having more solar panels on top of business premises. Here in Gloucester, we have one of the biggest business parks in Europe and we have lots and lots of space that can be used for solar panels. The most efficient way to generate and use electricity is doing so locally. That would be a great innovation to target."
Local authority

IMPLEMENT LEARNING FROM INNOVATION PROJECTS INTO THE BUSINESS TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF ASSETS, OPERATIONS AND CUSTOMER SERVICE

During the discussions, stakeholders agreed that implementing the learning from innovation projects into business as usual was very important. One stakeholder felt that this currently doesn't happen with some innovation projects, which damages confidence in the process. Another suggested having a nominated senior sponsor for each project to ensure the learnings are integrated into the business. During the online poll, while this output ranked marginally lower than the other two outputs in this area (3.84 / 5), the majority (54%) still wanted to see WPD commit to 'do more' or 'do a lot more' in this area.

"I think that this is really important, as some projects are initiated and then you get a sense that there's no senior buy-in from WPD, and then they drift. That damages confidence in these types of projects." **Community energy group**

"Effective communication within WPD is key. There needs to be a nominated senior project sponsor to ensure that projects can be integrated across the business within operations." **Community energy group**

"WPD needs to make sure that innovations become business as usual once a project ends." **Community energy group**

DEVELOP A NEW INTERACTIVE INNOVATION "IDEAS PORTAL" AIMED AT STAKEHOLDERS PROVIDING SUGGESTIONS FOR INNOVATION REQUIREMENTS

Stakeholders expressed support for this output but wanted to see it go further by also facilitating collaboration between stakeholders rather than simply inputting directly into WPD – both in terms of idea generation as well as disseminating the learnings from innovation projects. In the online polling, this output ranked joint top under this priority area with an average score of 3.96 / 5.

"I like this idea, but I would expand it to create a kind of 'dating' portal where communities and private sector representatives could find each other for collaborations." **Community energy group**

"It would also be great to have the findings and achievements disseminated to other stakeholders, as this information is invaluable." **Community energy group**

COMMUNITY ENERGY

IMPACT OF COVID-19

Stakeholders did not feel that Covid-19 would change emerging issues or priorities in relation to the priority area of Community Energy.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

In terms of whether WPD had correctly interpreted previous feedback, stakeholders strongly agreed that Community Energy should be a priority but did not go into further detail.

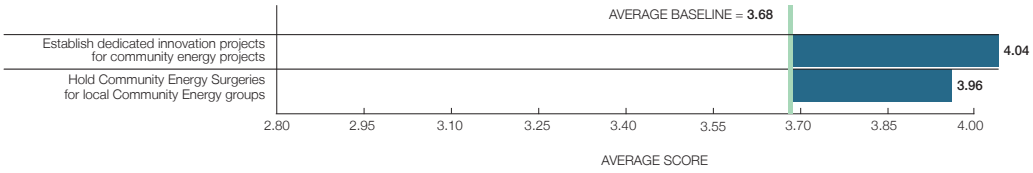
WPD'S PROPOSED BUSINESS PLAN OUTPUTS

More so than for other priority areas, stakeholders felt that there was a fair amount missing from the outputs and identified a range of suggestions for inclusion. This included: an engineer dedicated to community energy projects; attending community energy networking meetings; the development of a package where community groups can get access to skillsets that they are missing; ensuring the infrastructure and capacity is available to facilitate community energy projects; and providing access to an online mapping portal to help streamline the application process for community energy projects.

Stakeholders did not suggest any specific targets, measures or performance levels for these outputs, although they did raise a number of comments which have been summarised under each output below. In the online poll, Community Energy came highest out of all priority areas with an average of 4 / 5. Correspondingly, both outputs scored much higher than the baseline average.

Stakeholders raised a whole range of individual comments relating to each of the outputs, which have been summarised below.

Community Energy Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

"Councils that declare climate emergencies are a key focus of input to community groups. Some are run by councils and some are independent. You should network with local authorities on this." **Parish / community council**

"I find it difficult to find the right contact person for projects I'm developing and delivering. Districts can be a good conduit for engagement, but a lot of community projects could benefit from a dedicated contact number or person." **Local authority**

"Covid has set back our work towards the Net Zero agenda, especially the government agenda. The good development is people are travelling less." **Parish / community council**

"I welcome WPD's focus on community energy and I like the Community Energy Strategy." **Community energy group**

"It would be great to have specific commitments on capacity mapping, as I don't think that some of the current ones are sufficiently up to date." **Community energy group**

"I also like the proposed idea of a Community Engineer, as this figure would know the community but would also have engineering capabilities." **Community energy group**

"I would like to have some kind of online mapping portal to get up-to-date information in order to streamline the applications process and provide customers with more accessible information." **Community energy group**

"I attend community energy networking meetings; it is good that you are present at these." **Consumer body**

"We are trying to install a huge community wind turbine in our regional network, but we are having huge problems with connecting it, due to capacity issues." **Community energy group**

"Where I am in Cornwall, the problem isn't finding community energy projects. The problem they're having is that the grid isn't capable of taking their output and spreading it to other places. It's hyper-local and they are generating much more energy with wind turbines than they can actually use. It seems there's an infrastructure problem here as well." **Local authority**

"I'd like to see WPD develop a package whereby communities get access to the components they are missing. Otherwise, it's like everything is required upfront and it doesn't go anywhere if you haven't got all the right people. We're trying to establish a regional community energy portal and not having to have a team of local experts covering every area would be beneficial." **Local authority**

"If the Local Electricity Bill goes through Parliament in January, it will change things for us very positively because it will enable us to sell the electricity generated to the community." **Community energy group**

OUTPUTS

ESTABLISH DEDICATED INNOVATION PROJECTS FOR COMMUNITY ENERGY PROJECTS

A significant majority of stakeholders (73%) wanted to see WPD 'do more' or 'do a lot more' in this area. In fact, on average this output ranked fourth highest across the draft outputs in all priority areas, demonstrating the importance stakeholders placed on this topic. During the discussion, one stakeholder cautioned that this output must not sound like WPD is taking the lead but that they should facilitate innovation projects for community groups. Several stakeholders suggested innovation projects including micro-grids and connecting wind turbines to storage heaters to support those in fuel poverty.

"Dedicated innovation projects sound like WPD is taking the lead for communities. It's more about facilitating what people are doing rather than coming up with things yourselves." **Consumer body**

"I'm just wondering if it's going to include support for things like micro-grid projects as well, and not just on the generation side." **Local authority**

"There are schemes involving connecting wind turbines to storage heaters on homes where people are struggling to heat them. This would be a good scheme to adopt more widely." **Community energy group**

HOLD COMMUNITY ENERGY SURGERIES FOR LOCAL COMMUNITY ENERGY GROUPS

During the discussions, most stakeholders supported this output, although one wanted to see dedicated contacts assigned to community energy groups. One stakeholder requested that the outcomes from these surgeries are reported to ensure that they are continually refined and improved. In the online poll this output also ranked highly at 3.96 / 5, with 65% of stakeholders wanting to see WPD 'do more' or 'do a lot more' in this area.

"It would be great to have some reporting on the positive outcomes of your community energy surgeries. You should measure what you're doing right and adapt what you're doing wrong. You can then improve the advice you give over time." **Environmental group**

"Most communities want help from WPD to drive projects forward. You should have dedicated contacts for this. This would be better than waiting for a scheduled surgery. I want to have conversations that are specific to my project rather than have general discussions in a surgery." **Local authority**

"This is great, as discussions at these surgeries can intelligently help to add capacity to the network and remove carbon from it. In addition, projects can be shaped through them." **Community energy group**

DIGITALISATION

IMPACT OF COVID-19

Stakeholders did not feel that Covid-19 would impact the priorities or emerging issues in this area.

PLAYBACK OF PREVIOUS STAKEHOLDER FEEDBACK

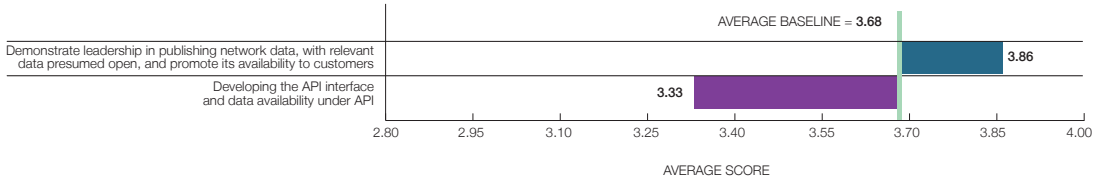
Stakeholders agreed with the previous feedback that access to clear data is vital and that WPD should make as much available as possible, as long as it doesn't present a security risk. Support was expressed for existing data including the online capacity maps and the new data hub, and requests were made for other forms of data, including WPD's switching status.

WPD'S PROPOSED BUSINESS PLAN OUTPUTS

No specific targets or performance levels were suggested by stakeholders, although they did make some specific comments on the outputs which have been summarised below. The draft output 'demonstrate leadership in publishing network data' on average ranked relatively high in comparison to the average baseline (3.86 / 5).

Stakeholders raised some comments relating to each of the outputs, which have been summarised below.

Digitalisation Outputs: Average Score Compared to Overall Baseline



Click here to view a larger version of this graph in Appendix 3

Please note that as Digitalisation was held as an optional afternoon surgery session, and was therefore attended by fewer participants, the voting data for these outputs is less robust. While the Digitalisation voting data has been summarised in this section, it has therefore not been compared against data from the other main sessions. However, for the purpose of this report, comparisons have been drawn between the Digitalisation outputs themselves to give an indication of stakeholder views on this area.

"I think the outputs are really good." **Utility**

"It would be useful to have dates for the data hub. When I tell my colleagues it's coming, the next question will be 'when?'. We're keen to use it." **Utility**

"I'm pleased to hear that the automated power restoration system is working already. Better data is essential for helping to run the grid. Working with WPD and their radio engineers, we have covered 800 remote substations, but you want to go to 200,000. It is a big step, but we think it will be achievable." **Utility**

"I'd be keen to get hold of your switching state. We don't know whether it's an external event or some other reason but if we could correlate our own failures with your switching state in real time, that would be great. Our data collector reads the interruption state and sends us where the data has reported a mains failure. If a meter has reported a failure, that's a big clue. Getting the switching state would be superb." **Utility**

"The data portal and your online mapping is superb from my point of view. I use it at least once a week." **Utility**

OUTPUTS

DEMONSTRATE LEADERSHIP IN PUBLISHING NETWORK DATA, WITH RELEVANT DATA PRESUMED OPEN, AND PROMOTE ITS AVAILABILITY TO CUSTOMERS

One stakeholder supported the term 'relevant data' included in this output as it was felt WPD needs to ensure it does not publish all data as some of it would present a serious security risk. In the online poll, stakeholders wanted to see WPD be more ambitious with an average of 3.86 / 5, and half of stakeholders saying they wanted WPD to 'do more' or 'do a lot more'. Out of the two outputs voted on under this area, this one scored the highest by a considerable margin.

"At your stakeholder event last year, I was disturbed to hear that you've published locations of substations. It's interesting to see that the wording has been changed to data presumed open if relevant." **Local authority**

"It's not difficult to spot the 132 kV lines." **Utility**

DEVELOPING THE API INTERFACE AND DATA AVAILABILITY UNDER API

One stakeholder expressed support for this output during the discussion, having used National Grid's API. In the online poll, the majority of stakeholders (83%) felt it was the right ambition, although one stakeholder wanted to see WPD do a lot more.

"API is music to my ears. We already use National Grid's API." **Utility**

9 | APPENDIX 1: WORKSHOP FEEDBACK

After the workshop, stakeholders were asked to complete a short feedback form. The feedback was as follows:

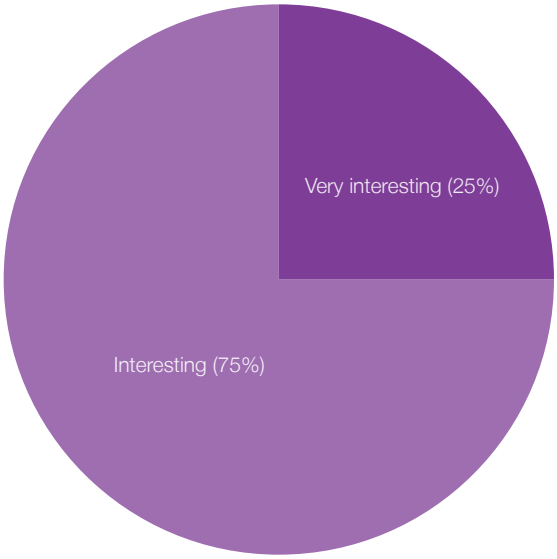
Overall, **how satisfied** were you with the workshop?

average:

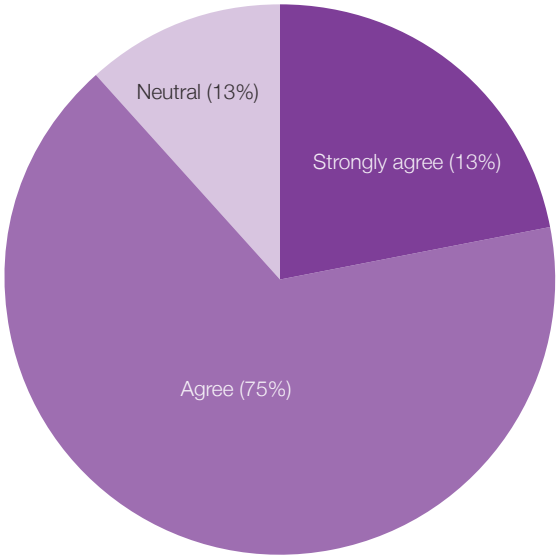
7.75

/10

Overall, did you find this workshop to be:

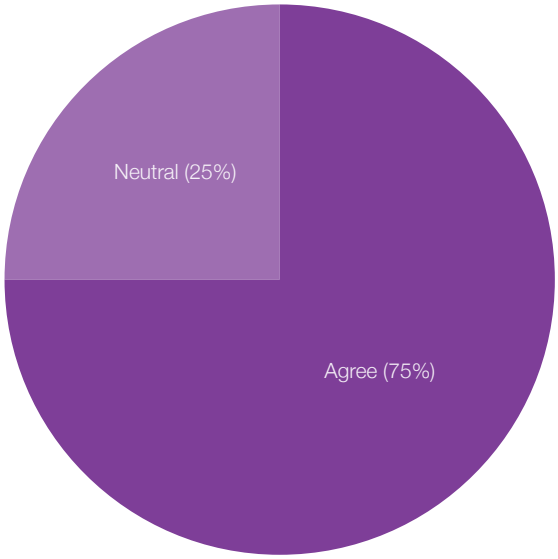


Did you feel that you had the opportunity to make your points and ask questions?

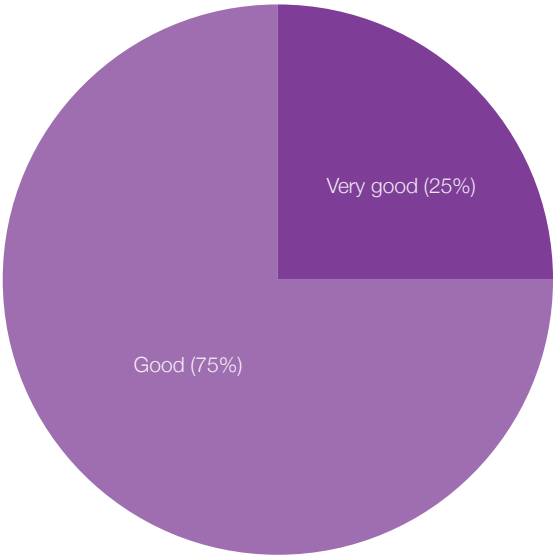


"There were opportunities for involvement, with responses from WPD."

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

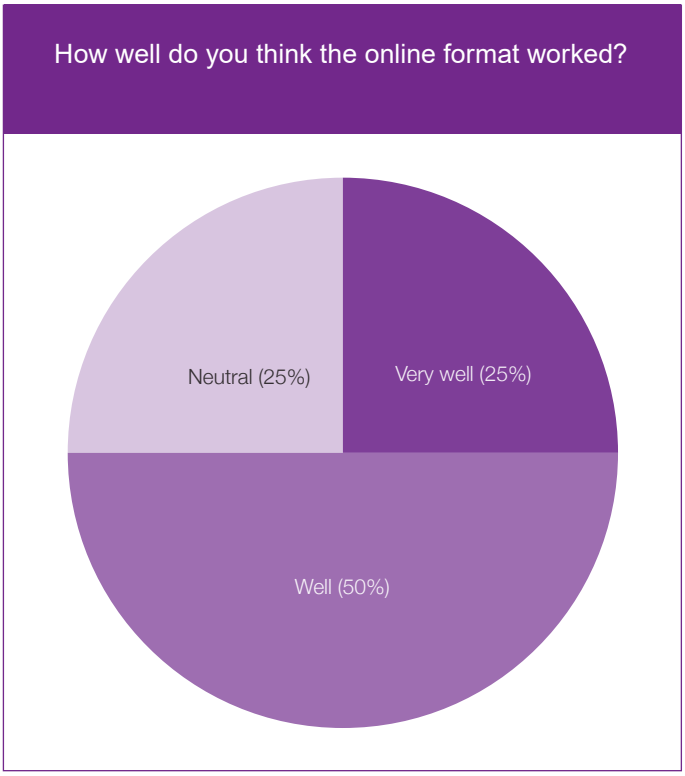


What did you think of the way the workshop was chaired by your facilitator?



"Very impressed with the way it was presented."

How well do you think the online format worked?



"I found it fairly streamlined, clear and precise and good visuals."

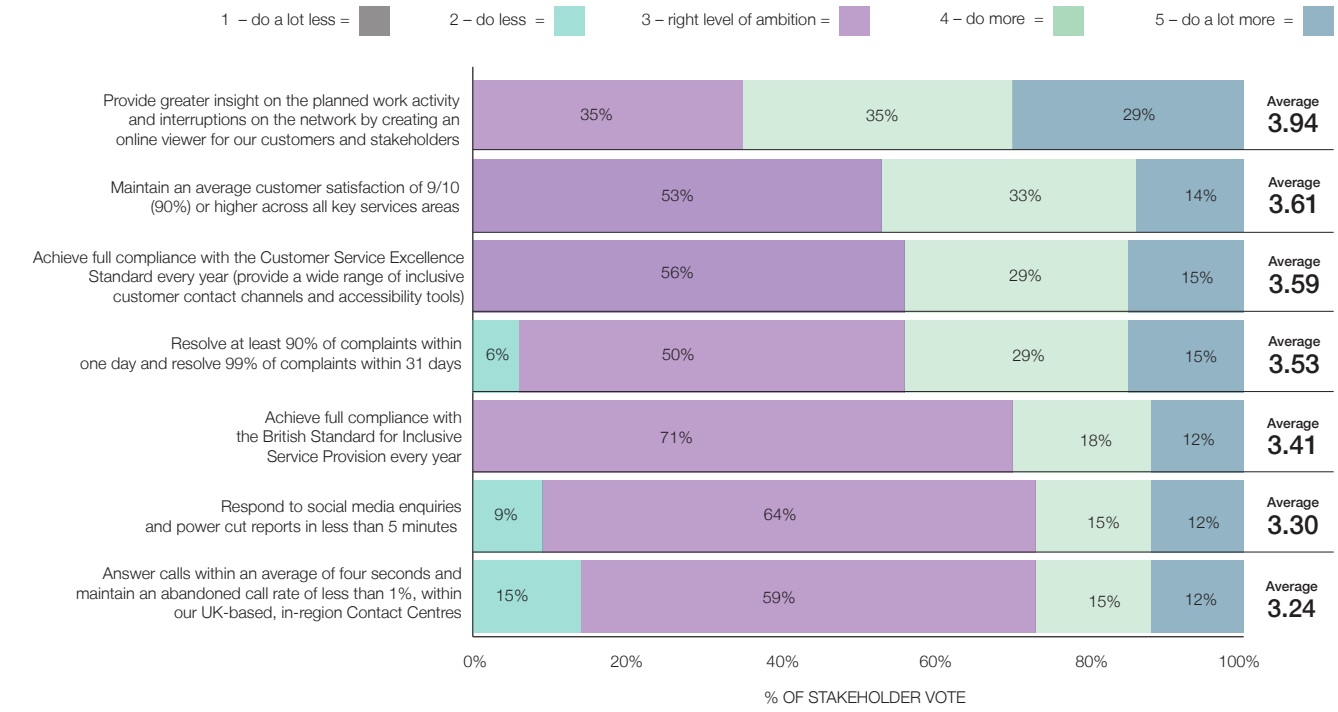
"Ran very smoothly, i.e., transitions to breakout rooms, [electronic voting], etc."

"WPD and all they do was a massive eye opener for me. The staff came across really professional and informative. I do think you are being asked to do so much and probably are a victim of your own success. That said, 'keep it up'."

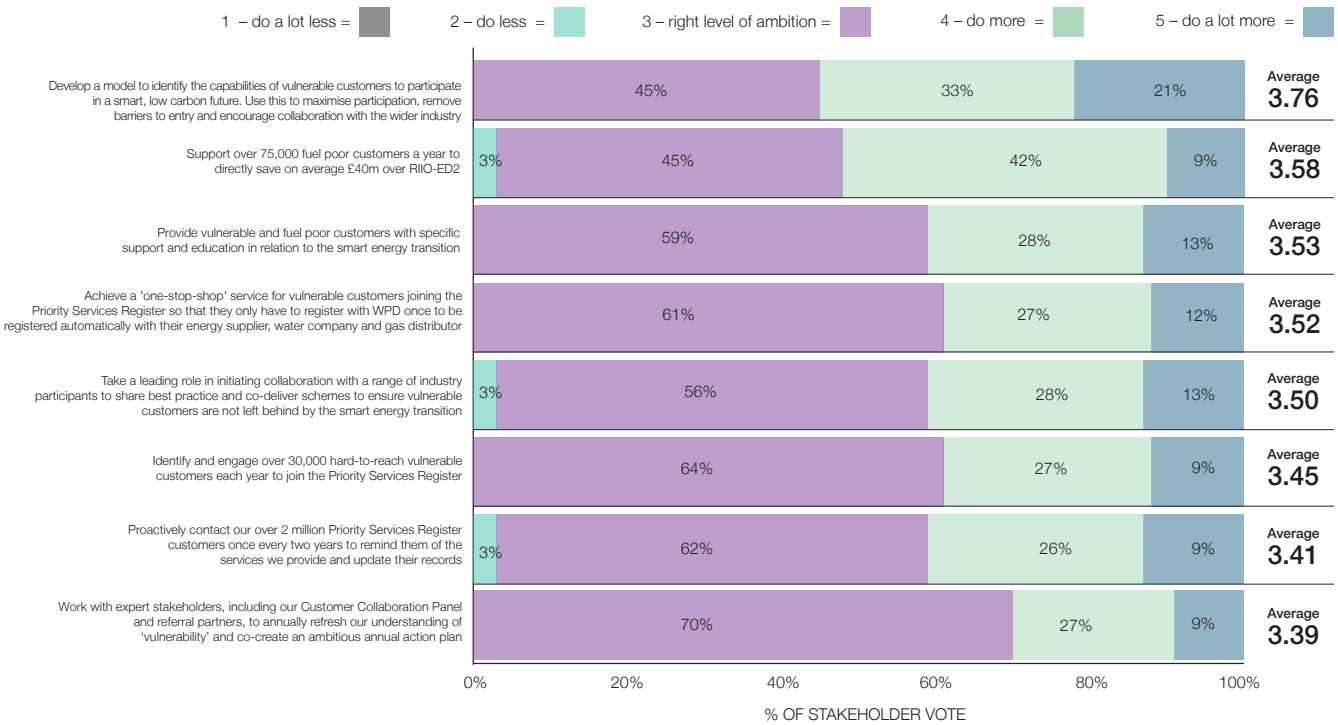
10 | APPENDIX 2: BREAKDOWN OF VOTING RESULTS

The tables below provide a breakdown of the raw voting data obtained for each priority area. Please note that for Connections, Safety and Digitalisation, data was provided by a lower total of respondents following the surgery sessions, which were attended by fewer stakeholders. Therefore, while the data for these priority areas gives an indication of stakeholder views, it is less robust.

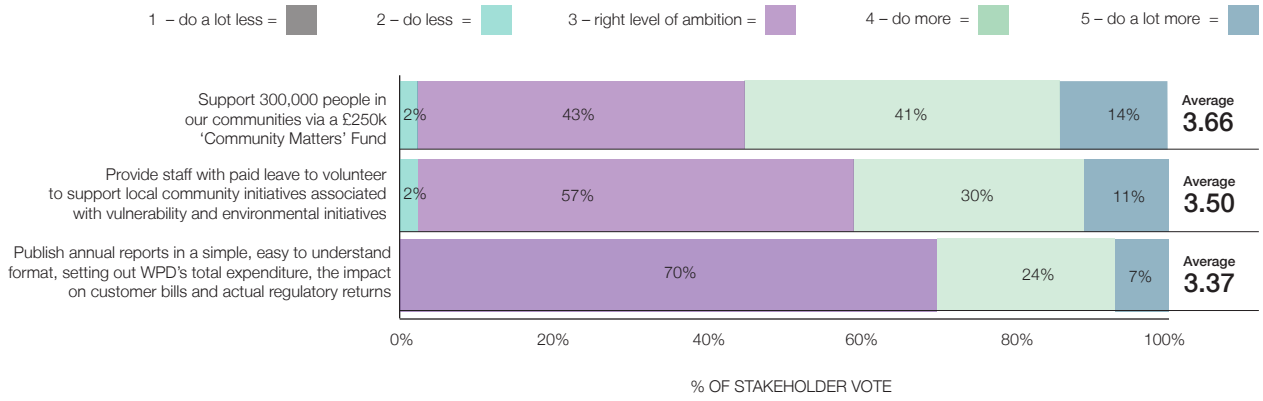
CUSTOMER SERVICE



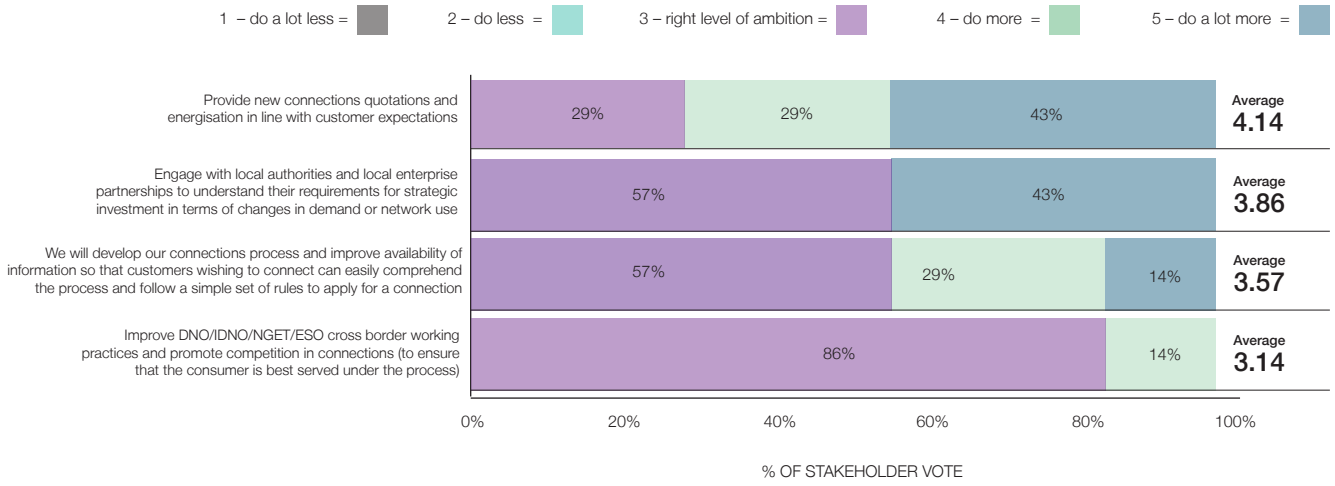
CUSTOMER VULNERABILITY



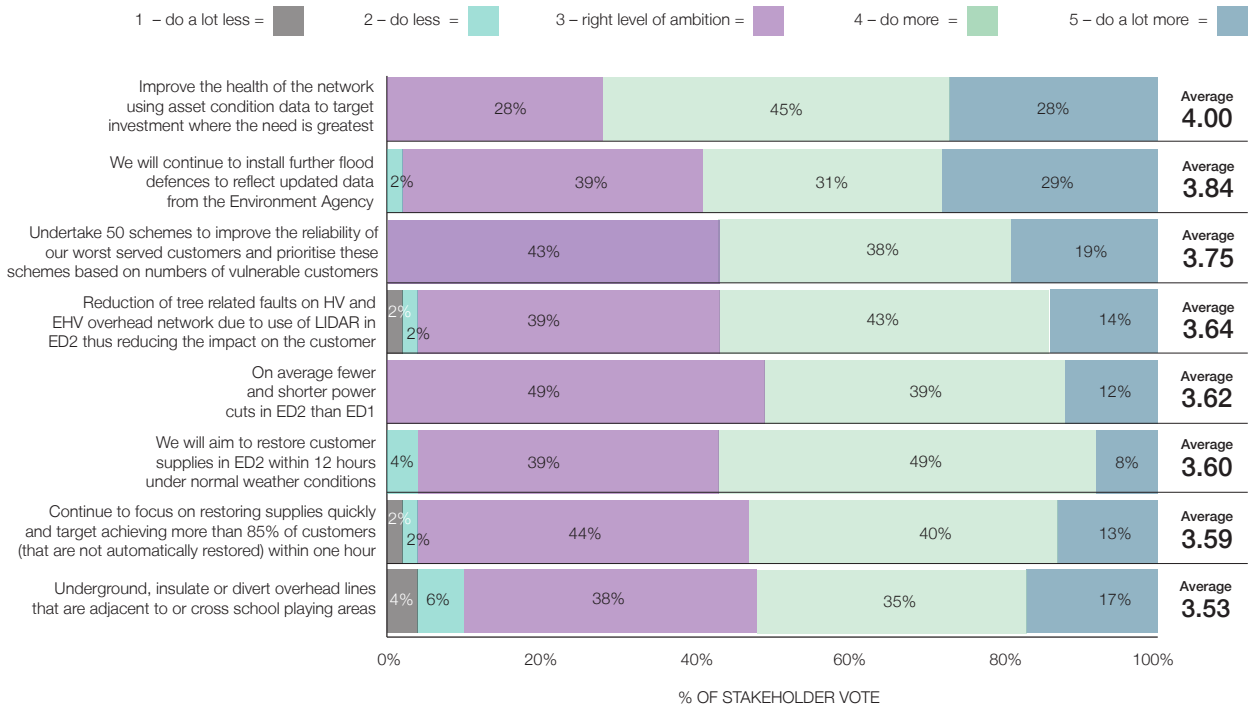
SOCIAL CONTRACT



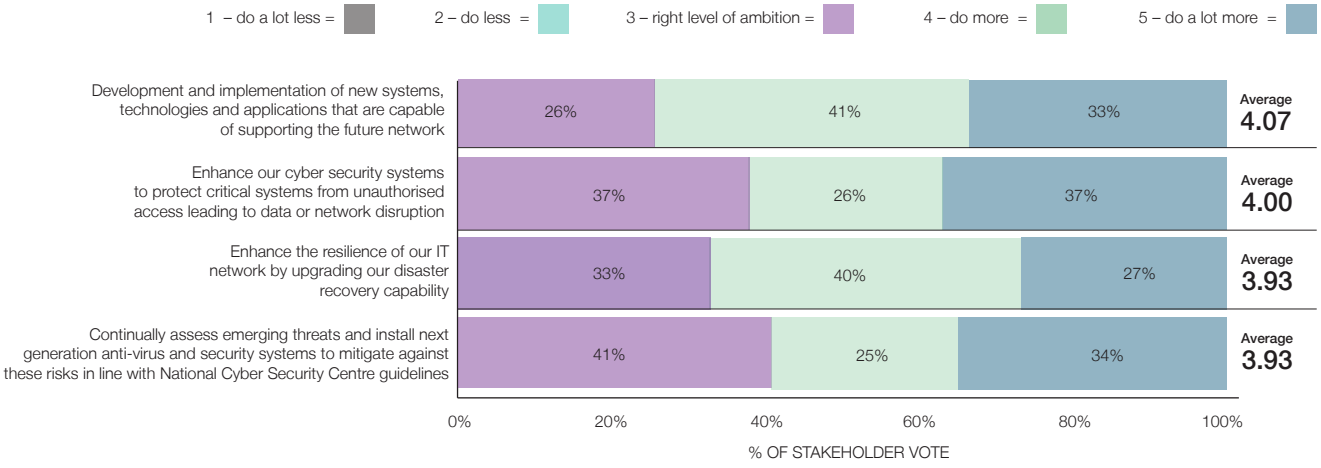
CONNECTIONS (SURGERY)



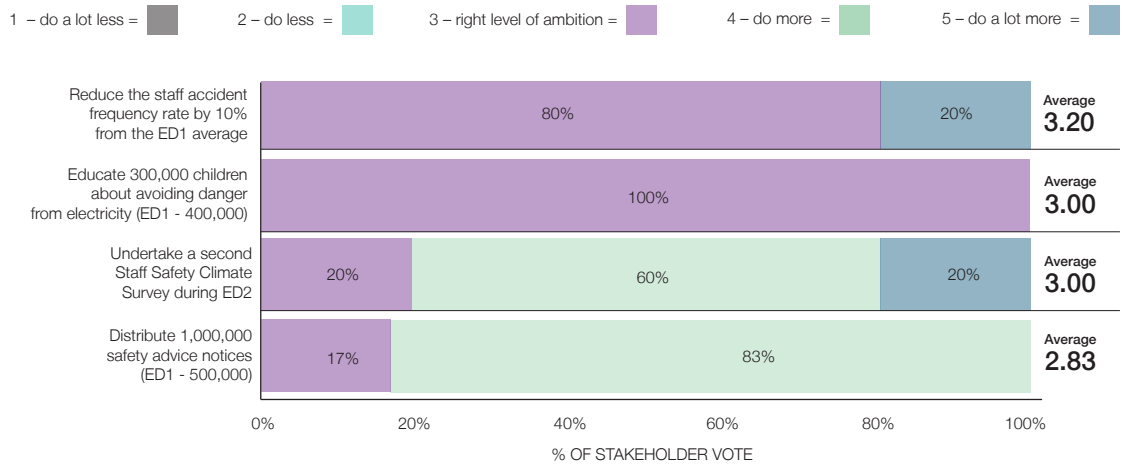
NETWORK RELIABILITY



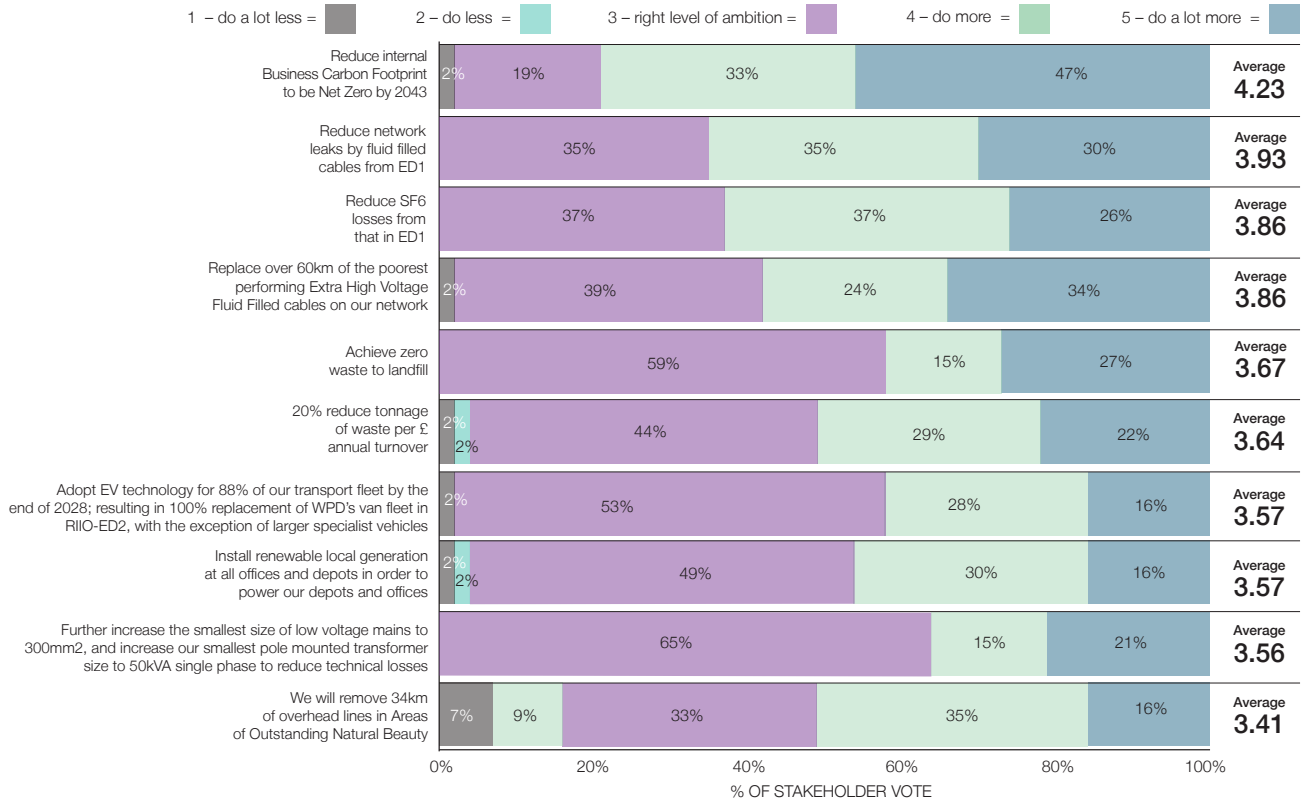
BUSINESS IT SECURITY AND CYBER RESILIENCE



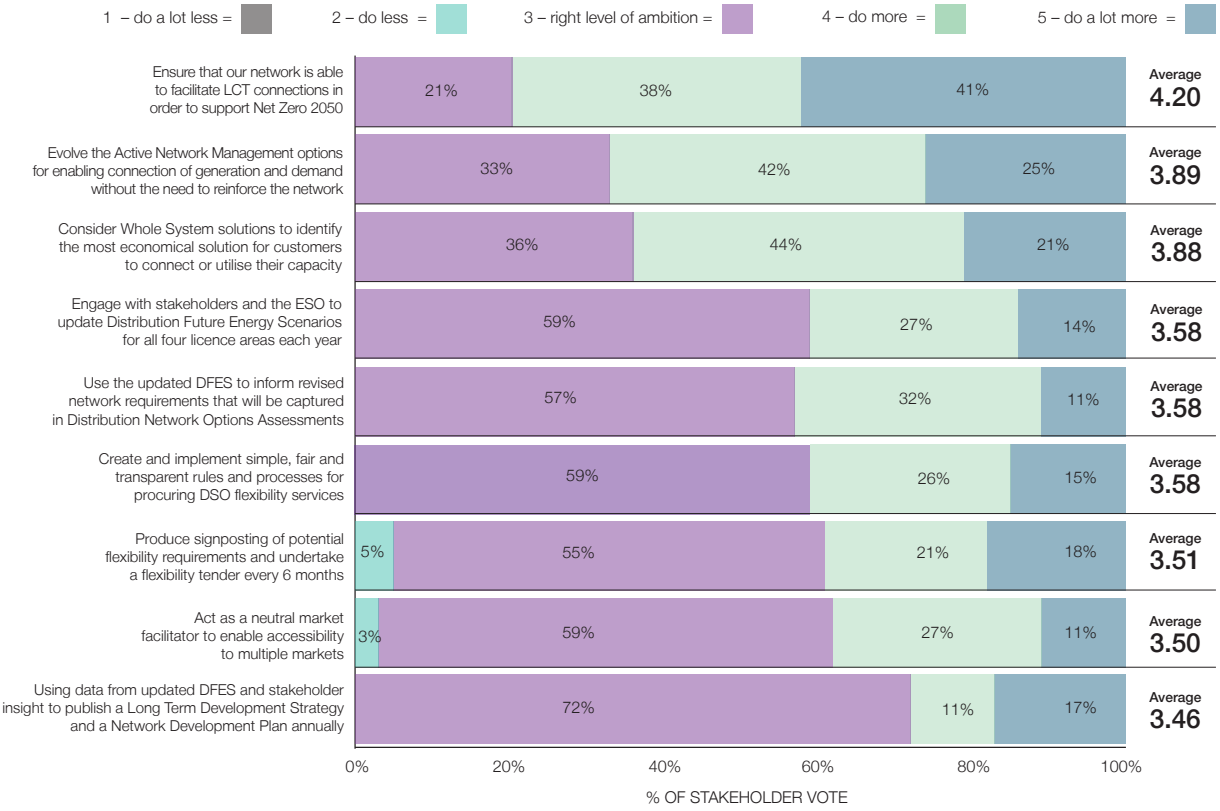
SAFETY (SURGERY)



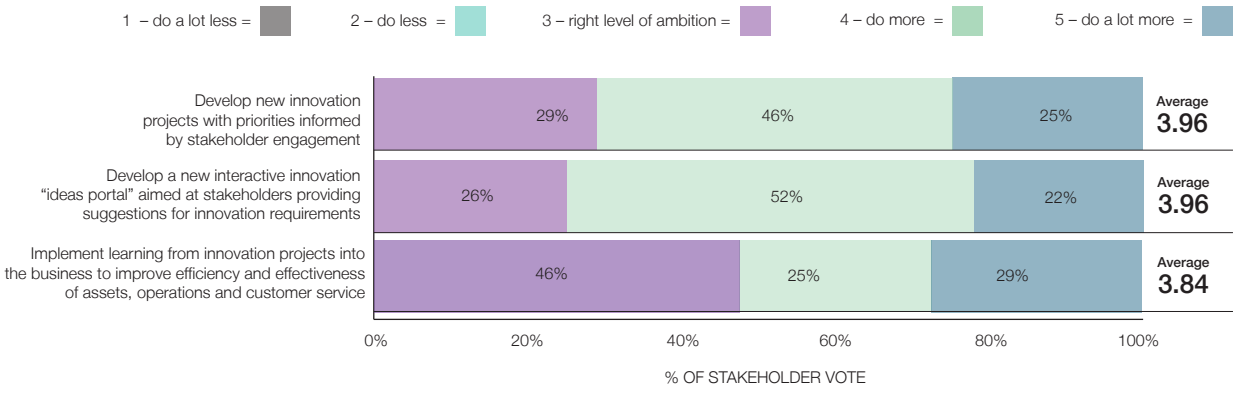
ENVIRONMENT AND SUSTAINABILITY



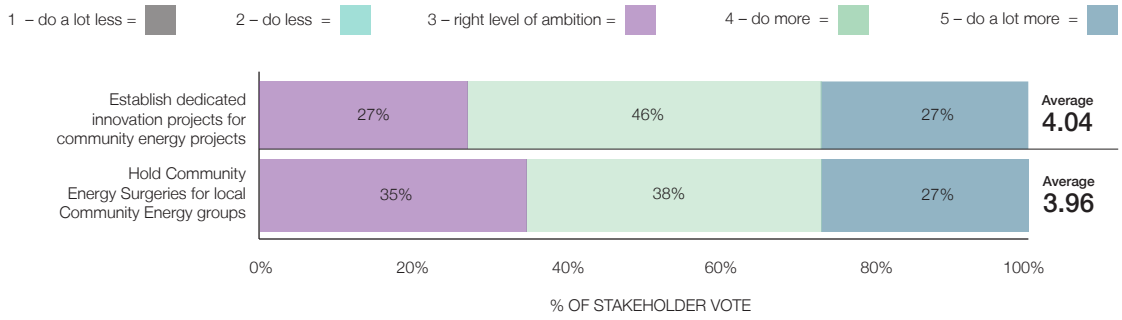
DISTRIBUTION SYSTEM OPERATOR



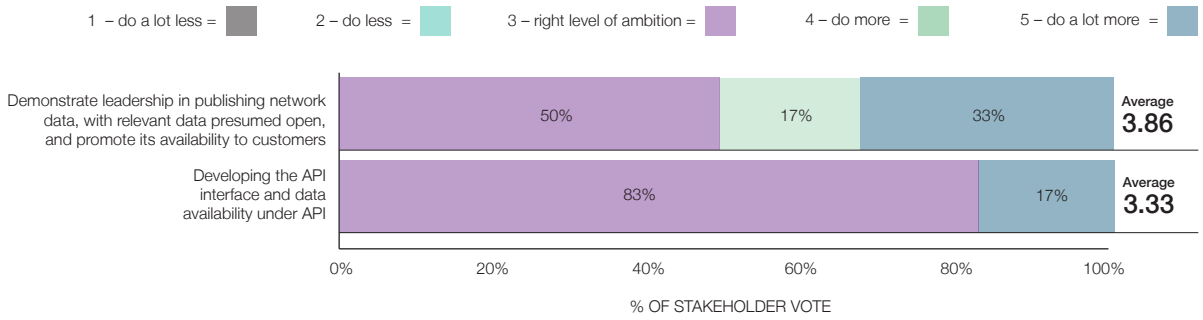
INNOVATION



COMMUNITY ENERGY

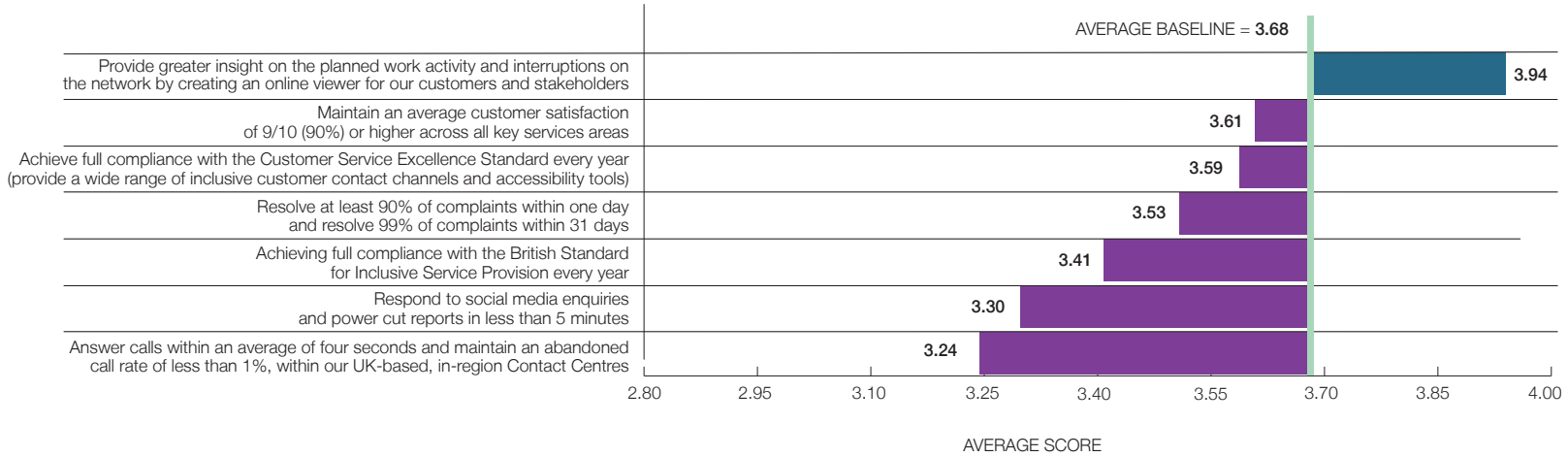


DIGITALISATION (SURGERY)



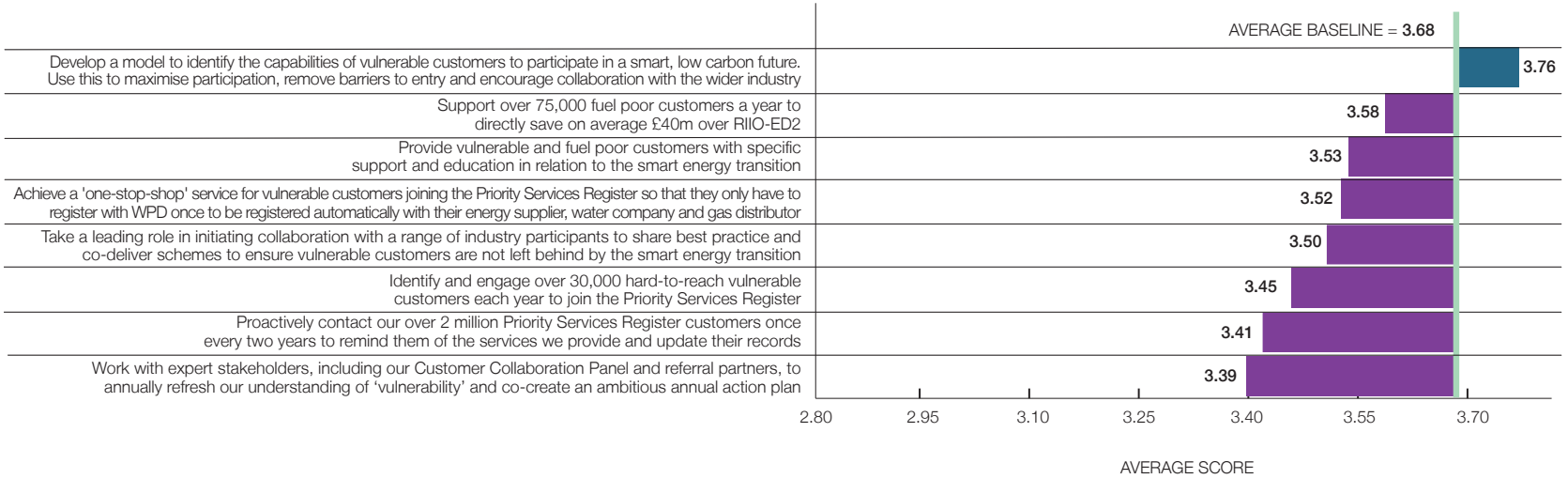
11 | APPENDIX 3: OUTPUTS AVERAGE SCORES COMPARED TO BASELINE

Customer Service Outputs: Average Score Compared to Overall Baseline



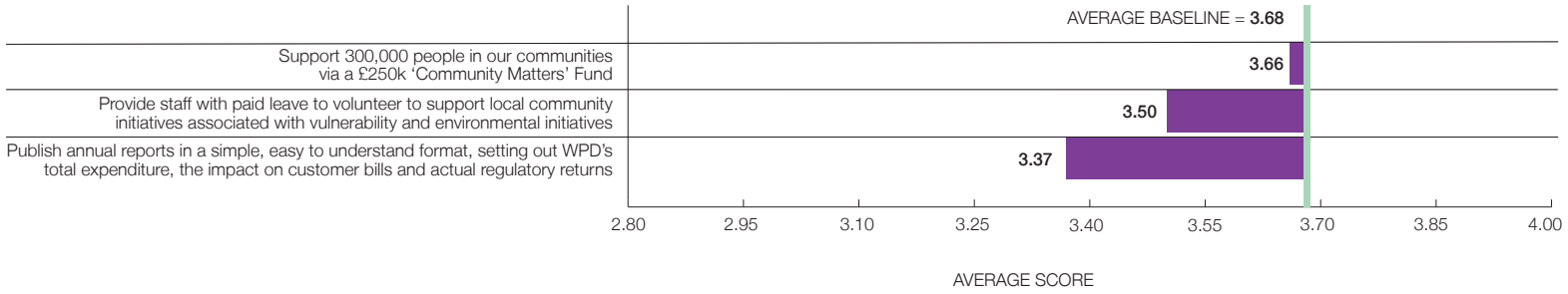
Click here to return to the Customer Service section of the report

Customer Vulnerability Outputs: Average Score Compared to Overall Baseline



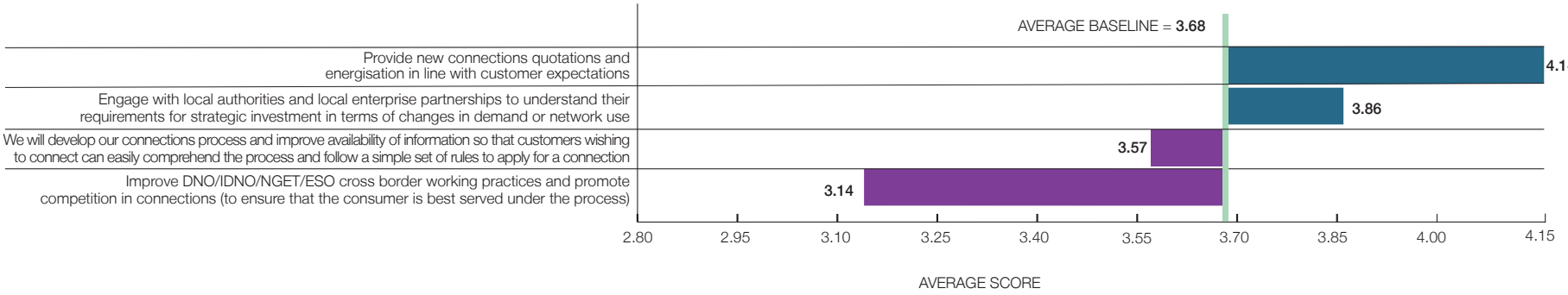
Click here to return to the Customer Vulnerability section of the report

Social Contract Outputs: Average Score Compared to Overall Baseline



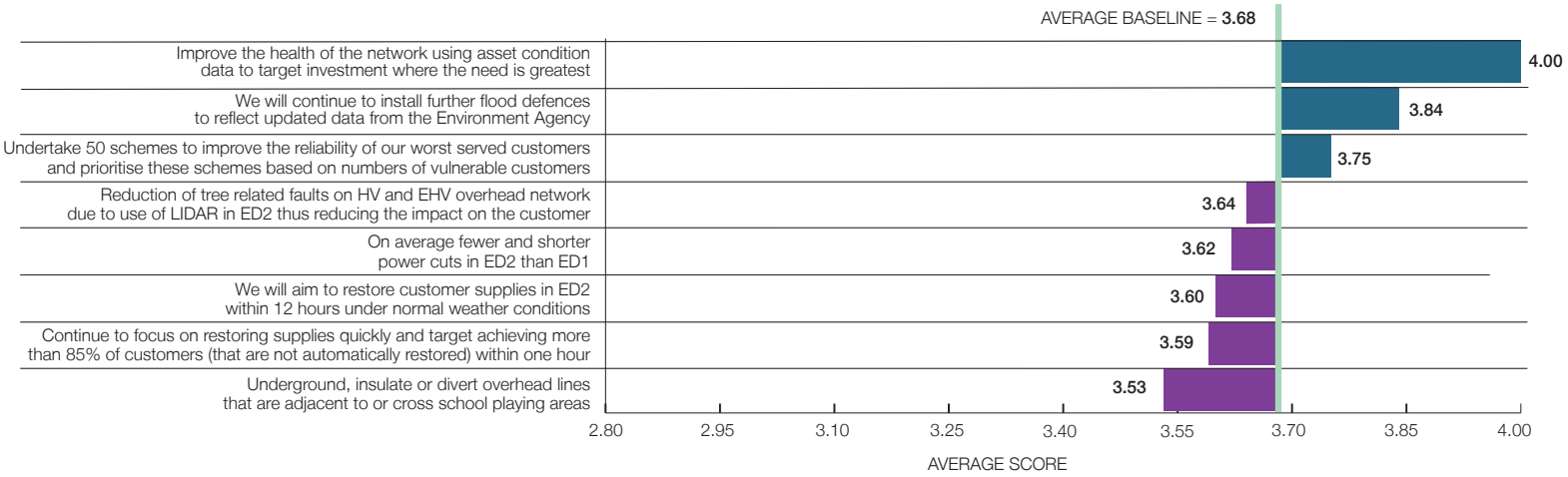
Click here to return to the Social Contract section of the report

Connections Outputs: Average Score Compared to Overall Baseline



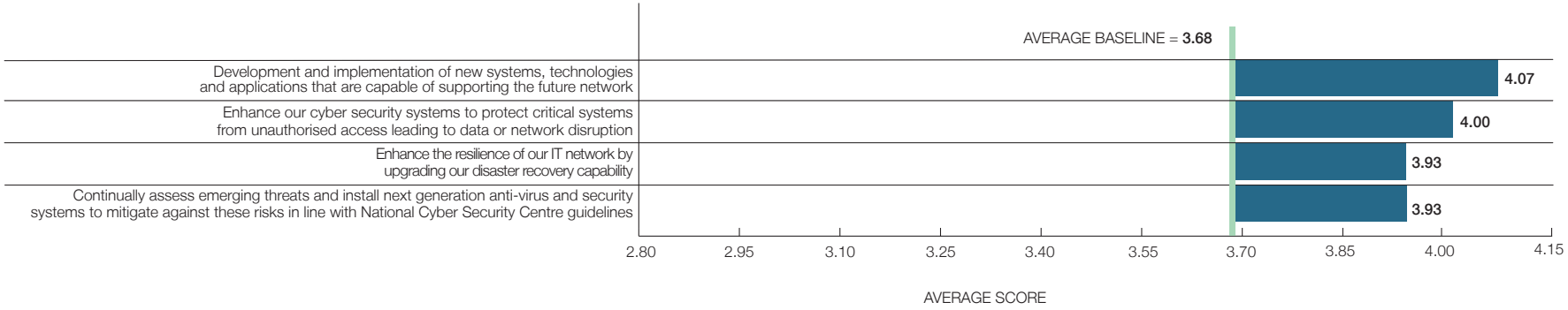
Click here to return to the Connections section of the report

Network Reliability Outputs: Average Score Compared to Overall Baseline



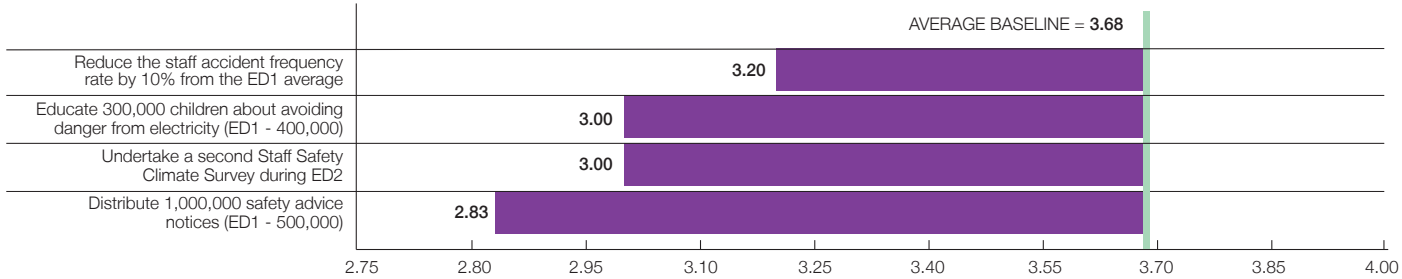
Click here to return to the Network Reliability section of the report

Business IT Security and Cyber Resilience Outputs: Average Score Compared to Overall Baseline



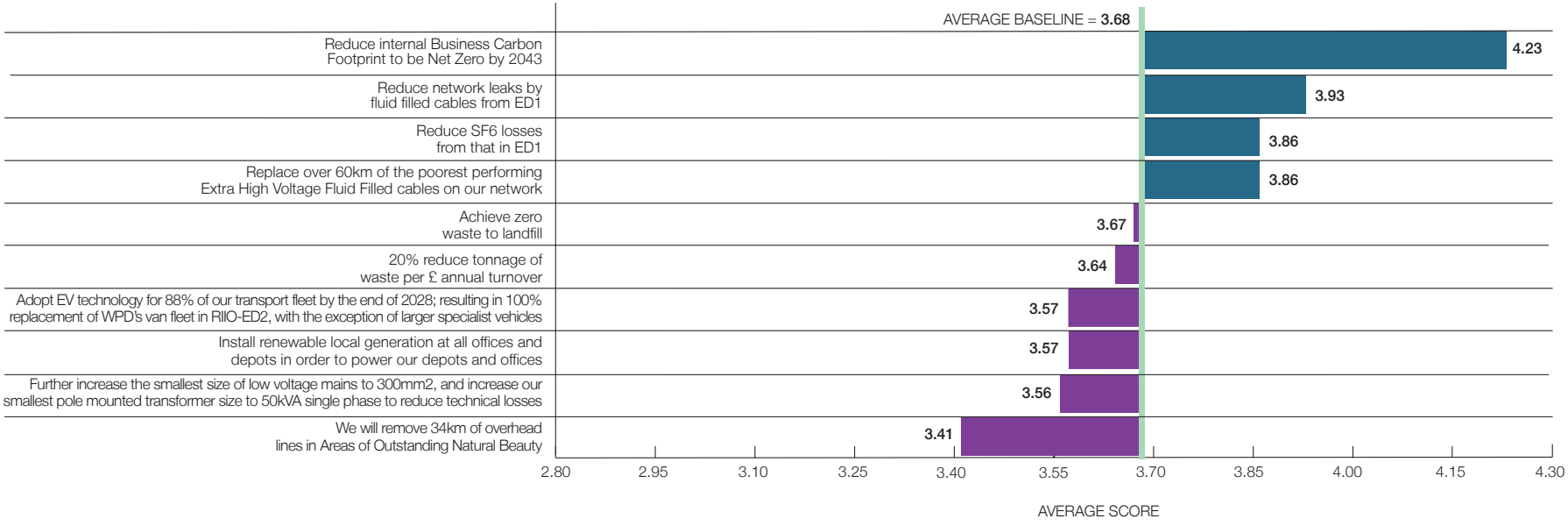
Click here to return to the Business IT Security and Cyber Resilience section of the report

Safety Outputs: Average Score Compared to Overall Baseline



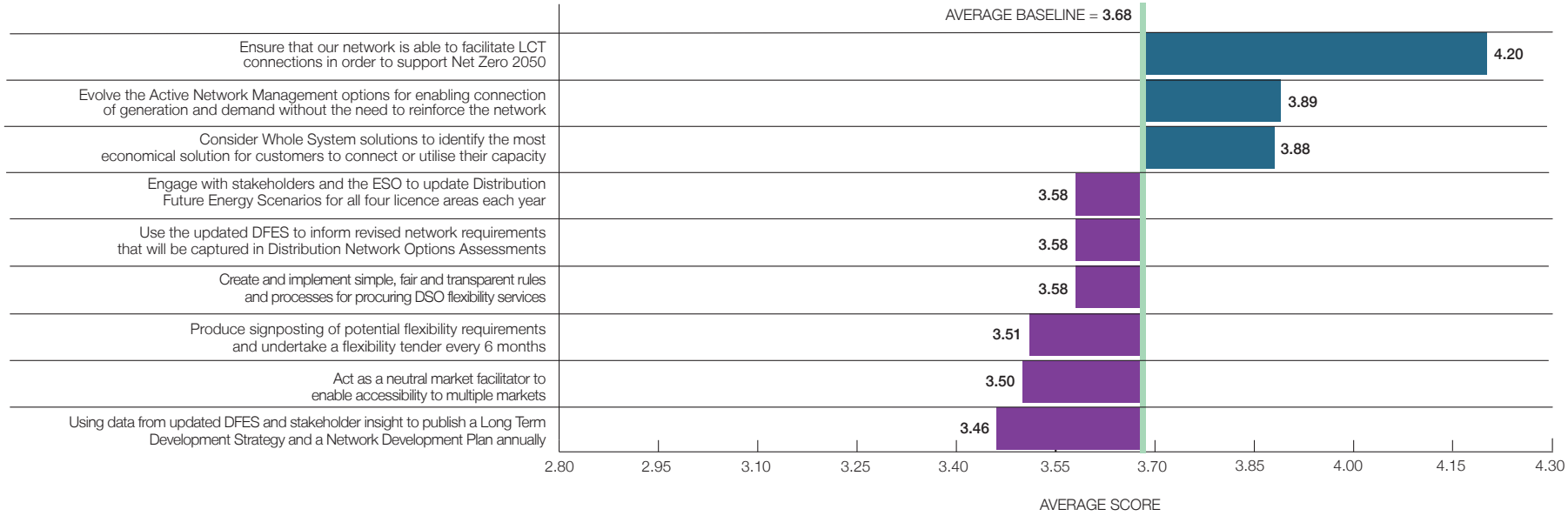
Click here to return to the Safety section of the report

Environment and Sustainability Outputs: Average Score Compared to Overall Baseline



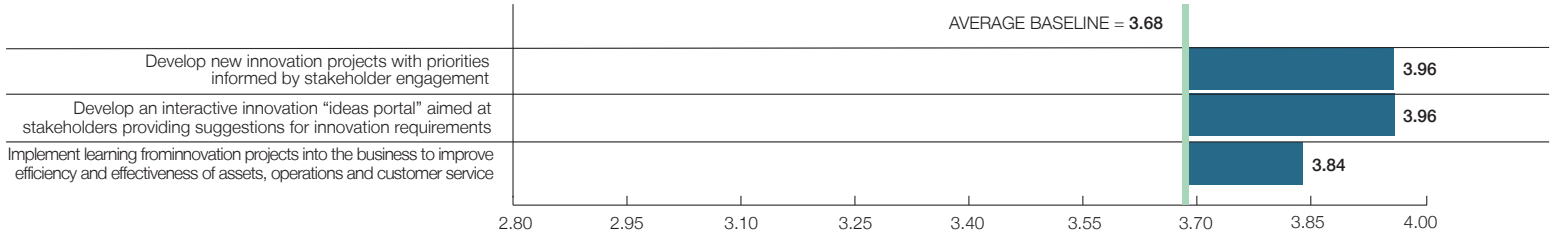
Click here to return to the Environment and Sustainability section of the report

Distribution System Operator Outputs: Average Score Compared to Overall Baseline



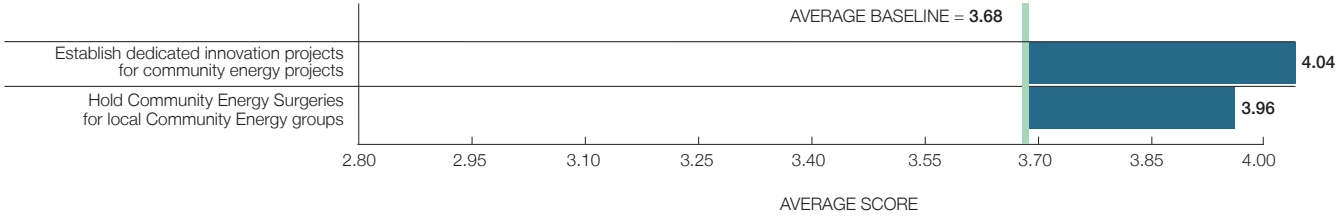
Click here to return to the Distribution System Operator section of the report

Innovation Outputs: Average Score Compared to Overall Baseline



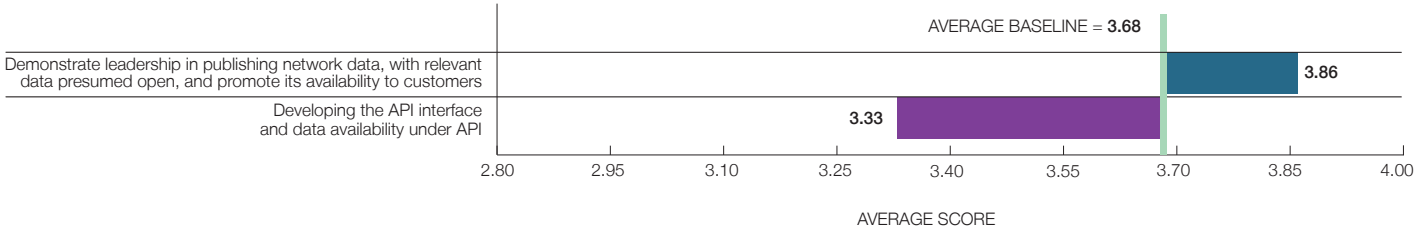
Click here to return to the Innovation Outputs section of the report

Community Energy Outputs: Average Score Compared to Overall Baseline



Click here to return to the Community Energy section of the report

Digitalisation Outputs: Average Score Compared to Overall Baseline



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