



Ofgem Stakeholder Engagement & Consumer Vulnerability Incentive - 2017/18
Part One Submission:

STAKEHOLDER AND CONSUMER VULNERABILITY STRATEGIES



CONTENTS

Welcome to Western Power Distribution's **Part One submission** to Ofgem's Stakeholder Engagement & Consumer Vulnerability (SECV) Incentive for the regulatory year 2017/18.



2017/18 is the third year of the eight year Business Plan period called RIIO-ED1. This stands for Revenue = Incentives + Innovation + Outputs (Electricity Distribution 1) and is the regulatory framework introduced by Ofgem. It is designed to drive benefits for consumers, and provide companies with strong incentives to step up and meet the challenges of delivering a low carbon, sustainable energy sector.

Western Power Distribution (WPD) is the Distribution Network Operator (DNO) responsible for delivering electricity to 7.8 million customers across the East and West Midlands, South West England and South Wales.

Ofgem's SECV Incentive is an annual scheme, which encourages network companies to engage proactively with stakeholders in order to anticipate their needs and deliver a consumer focused, socially responsible and sustainable energy service.

WPD's submission is divided into three parts:

- Part 1: WPD's stakeholder engagement & consumer vulnerability strategy and key evidence (demonstrating that we meet Ofgem's minimum requirements).
- Part 2: Key outcomes resulting from WPD's stakeholder engagement activities.
- Part 3: Key outcomes resulting from WPD's consumer vulnerability activities.

Introduction

1

Our strategies

2

Key methods and collaboration

4

Key outcomes delivered

5

Independent audit and accreditation

8

Evidence of our culture

9

Measuring our impact

10

VOTE 6: In terms of Business Plan outputs, how should WPD address the issue of:
Cyber security

- 1 It is something for WPD to be mindful of and have a plan to address, but within the current Business Plan framework
- 2 It requires new, measurable outputs immediately
- 3 It requires new, measurable outputs in RII02





WPD’s aim is to be the best utility company in the UK – an accomplishment that depends upon quality, proactive and regular engagement with stakeholders. Engagement is embedded in the way we operate and shapes our key decisions. We provide an essential service by keeping the lights on for 7.8 million customers, but our impact extends much further, particularly as we look to a smart future. Continuing to enable stakeholders to directly influence the way we operate is therefore essential.

The UK energy industry is undergoing a rapid period of change as customers invest in local generation and alter their consumption behaviours to create a lower carbon future. To enable a greater volume of demand, generation and storage to be connected, we are transitioning from a Distribution Network Operator (DNO), operating a passive network, to a Distribution System Operator (DSO), using smart technologies to manage two-way energy flows and optimise capacity in real-time. This is key to driving efficiency from the network and meeting the future energy needs of all customers whilst continuing to provide a secure and reliable network.

WPD will place its customers at the heart of this revolution. We have comprehensive, well-established strategies for both stakeholder engagement and consumer vulnerability. I personally review them every year, along with detailed action plans that aim to deliver immediate service improvements and address longer-term priorities. What matters, above all else, is that we take immediate, decisive action as a result of stakeholder feedback.

In 2017/18 we delivered 195 key outputs and positive outcomes for customers. All these actions, and the engagement mechanisms that initiated them, are set out in detail on pages 5-7.

Ofgem’s recent Consumer First report on ‘Consumer Involvement in the Price Review Process’ indicates that across the UK customers generally struggle to understand the role of energy networks. In light of this, and the significant changes to our operations as we become a DSO, we continue to build the

understanding and capacity of our stakeholders. Our stakeholder workshops and Customer Panel are now into their tenth consecutive year, our consumer vulnerability and distributed generation sessions are into their fifth and our community energy, fuel poverty and MP events their fourth. Such enduring engagement programmes, including developing long-term relationships, are enabling stakeholders to consistently demonstrate an ability to meaningfully and extensively influence our operations. Now that a baseline knowledge is in place we have advanced our engagement into more in-depth topics and the challenge our stakeholders are able to provide us is more robust and thorough.

Receiving feedback isn’t always easy, but asking customers to tell you what isn’t working well is critical to driving improvement. Complacency is not an option, which is why our stakeholder engagement and consumer vulnerability strategies are designed to safeguard against this. Indeed, in leading several of our key engagement and processes including WPD’s quarterly Customer Panel meetings, I have never encountered a stakeholder that has asked us to stand still and deliver more of the same.

This submission is structured specifically around Ofgem’s minimum requirements for the ‘Stakeholder Engagement and Consumer Vulnerability Incentive’ and gives examples of how they are being met. We explain our strategies in greater detail and give examples of the wide range of methods we use to deliver effective, tailored engagement. We outline the external evaluations we undergo every year to ensure our strategies are fit for purpose. This includes independent views on WPD’s culture, which

concludes that stakeholder engagement is fully embedded across our business.

Engagement can never be a ring-fenced activity – it must be the first thought before every new decision, project and service, with stakeholders involved at every stage of development. Everyone working at WPD has a role to play. The staff who are responsible for delivering the actions we take as a result of engagement, must conduct the engagement in the first place. This way, they hear directly from stakeholders and have accountability for taking action, avoiding complicated decision-making processes that only impede or dilute the feedback stakeholders have given.

The final page of this submission outlines the extensive surveys we conduct with customers to assess the impact of our actions. We have been rated first in the industry for customer satisfaction for the seventh consecutive year, and have improved every year.

There is always more to do, particularly as we rise to the challenge of becoming a DSO and the new relationships with customers that this will prompt. But as we do so, our commitment remains steadfast – stakeholders will be involved at every stage and we will deliver measurable outputs as a result of their input.

Robert Symons, WPD Chief Executive

Key outputs we’ve delivered:

 <p>195 Improvement actions taken</p>	 <p>Customer Service Excellence standard - 43/57 ‘compliance plus’ ratings</p>	 <p>BSI certificate - 5th year</p>	 <p>8.93 customer satisfaction - top 4 DNOs 7th year running</p>	 <p>£125m DSO Transition Plan agreed</p>	 <p>13,402 stakeholders engaged on DSO</p>
 <p>Tailored, proactive smart meter power cut alerts</p>	 <p>Strategy and action plans endorsed by Customer Panel</p>	 <p>1.6m PSR customers contacted proactively every two years</p>	 <p>All projects to use social indicator mapping to target the most in need</p>	 <p>Fuel poverty schemes helped 15,229 customers save £5.4m</p>	 <p>New health schemes saved 455 customers £220k</p>

An established and embedded stakeholder engagement strategy

WPD has a comprehensive and mature stakeholder engagement strategy that has been in place since 2007. It is updated annually and reviewed by our Chief Executive and Directors. Its longevity is a sign of its continued appropriateness and flexibility to change. The continuity within our core strategy also ensures that everyone at WPD understands what we are working to achieve and their role in its delivery. This is integral to ensuring stakeholder engagement is truly embedded in our business.

WPD's delivery strategy is updated every year, to ensure we respond quickly to changes in stakeholder priorities and external factors impacting the business. WPD's transition to become a DSO is a prime example of this change, and a great deal of WPD's engagement activities in 2017/18 have

focused on this issue and its impact on stakeholders of all types. Details of our updated engagement principles for 2017/18 and the strategic intent behind each of the major initiatives we have delivered, are set out in our Part Two and Three submissions.

To ensure WPD's stakeholder engagement strategy is effective and robust, it undergoes comprehensive external assessment every year. This compares our approach across a range of leading industries and considers the outputs it has enabled. In March 2018 the Customer Service Excellence standard assessor concluded:



"WPD's stakeholder engagement strategy clearly confirms that consultation with customers continues to be an integral component of service planning and the desire for continual improvement. Customer insight is used extensively to inform policy and strategy, as shown in the extensive work undertaken with the Customer Panel that meets on a regular basis and provides feedback on the effectiveness of WPD's initiatives and methods of addressing customer issues and concerns. The annual stakeholder workshops are used to identify priorities and gather feedback on a wide range of issues. WPD continues to improve its service and develop appropriate action plans as a result of the understanding it has gained about its customers' needs."

Why we engage

Customers pay for everything we do and therefore have a right to influence all aspects of our service. Our decisions must be well justified, reflect their views and address their concerns.

Updated in 2017/18, the focus of our engagement covers four key areas. We will:

- **Engage on current service standards and options to drive continual improvement (including measuring the value stakeholders place on these).**
- **Allow stakeholders to understand and review our delivery against our current Business Plan.**
- ***NEW* Involve stakeholders at every stage of our transition to a DSO, enabling them to influence our plans and participate fully in (and benefit from) our future operations.**
- **Seek early input to develop our future Business Plan and identify longer-term strategic priorities for the business.**

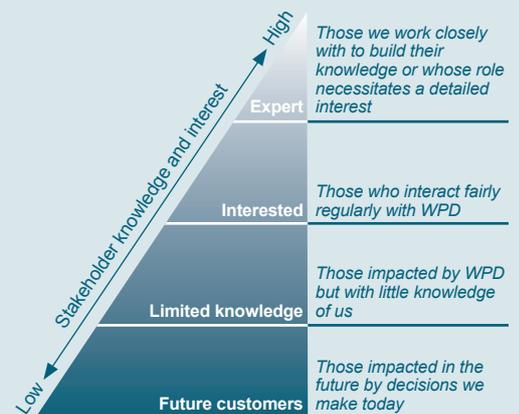
How we engage

We are committed to be:

- **Inclusive:** of all stakeholders, including the hard-to-reach.
- **Tailored:** using methods to best suit each group.
- **Focused on action:** engagement must lead us to deliver measurable outputs as a result.

Key to achieving this is to recognise that the knowledge, interest and willingness to engage differs depending on each stakeholder. As stated in our 'principles for engagement' outlined in Part Two, page 2, we favour face-to-face engagement wherever possible. It enables us to hold in-depth discussions on complex issues, negotiate solutions based on a range of views and build long-term relationships. But we have to acknowledge that this approach does not suit everyone. It is essential that we employ a wide range of engagement mechanisms and match the most appropriate method to suit each type of stakeholder.

We consider our stakeholders in relation to a knowledge and interest pyramid:



Examples of how we have tailored our approach to each level can be found on page 4.

Our process

Identify stakeholders

- Recognise emerging stakeholders.
- Annually update a database of c.5,500 contacts, segmented by interest area.

Make all feedback available

- Full transparency – publish all findings, along with a WPD response outlining actions we will take as a result.

Use feedback to improve service

- Short-term: policies, procedures and projects.
- Long-term: shape our priorities and business plans.

Listen, act and measure benefits

- Publish and consult on proposed actions following engagement.
- Annually review our programme to ensure it delivers positive outcomes.

Range of methods

- Use a variety of mechanisms e.g. expert panels, workshops, research, social media, etc.
- Tailor to best suit the audience.

Understanding their needs

- Identify the range of interest areas, from investment priorities to connections to social obligations to the environment.

Always engage with a purpose

- Avoid talking shops by defining clear objectives before we engage.

An established and embedded consumer vulnerability strategy

WPD's consumer vulnerability strategy was built through extensive engagement with stakeholders and has been in place since 2013. It focuses primarily on enhancing the ability of customers to cope during power cuts and developing an increasingly sophisticated understanding of the dynamic and multi-dimensional nature of vulnerability.

As with our overall engagement strategy, WPD's consumer vulnerability strategy annually undergoes thorough external evaluation. It has been judged to be highly effective, built for the long-term and delivering positive outcomes for customers. In 2017/18, after a four-day audit against their

vulnerable customer certification for 'Inclusive Service Provision', the British Standards Institution stated:

"There is a very clear line of sight from WPD's overall objectives to its vulnerable customers objectives, strategy and action plan. WPD continues to develop its social obligations programme. The commitment to vulnerable customers and an embedded culture of vulnerable customer focus is evident throughout the organisation.

WPD is achieving extremely positive outcomes for its customers through expanding its PSR referral networks, implementing new innovative fuel poverty projects and using partners in the health and education sectors to target "hard-to-reach" customers.



The effectiveness of this is being further improved by introducing horizon scanning (of existing community-based outreach services) and the use of social indicator mapping data (to identify areas with high levels of vulnerability) to allow targeted use of resources.

In relation to WPD's consumer vulnerability strategy, full compliance with the standard is demonstrated."

Core strategy

Stakeholders are clear that WPD's overarching objective must always be to address consumer vulnerability during power cuts.

WPD's efforts in relation to its Priority Services Register are therefore critical. In particular, we must ensure we identify those in greatest need of assistance, keep this data up-to-date and use it to deliver tailored communication and support during emergencies. In doing so, we aim to mitigate their vulnerability and ensure they can fully access our services.

To support this primary objective, our strategy has four key pillars.

WPD's Priority Services Register (PSR)

A free and confidential register of customers who require priority assistance during a power cut, for reasons including age, disability, medical dependencies on electricity, special communication needs or temporary vulnerabilities. There are currently 1.6m customers on WPD's PSR.

1 Improve our understanding of vulnerability

2 Improve the accuracy of the data on the PSR by:

- 2.1 Keeping existing data up-to-date
- 2.2 Identifying new, hard-to-reach vulnerable customers

3 Improve our service for vulnerable customers in relation to power cuts

- 3.1 Use innovation to identify new opportunities

4 Address fuel poverty by developing, and participating in, referral networks to provide practical support services

Delivery strategy

WPD's strategy is underpinned by partnership working - identifying and collaborating with a wide range of trusted, local delivery experts. We work with them to identify hard-to-reach customers, examine the range of social issues facing them and co-deliver projects.

WPD's consumer vulnerability action plan is built with considerable input from stakeholders, including WPD's Customer Panel vulnerability sub-group and surgery sessions on vulnerability at our annual workshops. It is reviewed annually by WPD's Chief Executive and Directors, who approve the intended outputs, costs, timescales, and resources required. Our programme has robust project management, with WPD's Stakeholder & Social Obligations Manager co-ordinating all activities. Performance is monitored via detailed monthly reports sent to WPD's CEO, Directors and Senior Managers. External partners are set stretching targets, as agreed with stakeholders, and are required to provide monthly project reports so we can review delivery, trends and quickly address any issues.

Partnerships

With local delivery experts to share their knowledge and approaches. Collaboration with wider industry to ensure consistency

To increase PSR sign-ups with WPD directly, to ensure accurate records are captured. Build processes with suppliers, gas and water companies to identify customers and share data

To deliver a range of appropriate welfare support services and develop new innovative approaches

By identifying existing, trusted outreach schemes and working with these to identify and support hard-to-reach customers, targeting areas with the highest rates of fuel poverty

Relevant accreditation schemes and external assessments

Extensive referral networks to target hard-to-reach customers

Bespoke, proactive communication ahead of planned and unplanned power cuts

Tackle root causes of fuel poverty

Expert external training for WPD front-line staff

Regular, proactive contact with WPD

Embed our approach with all staff including all field staff

Ensure end-to-end ownership for every referral

Pilot projects initially and quickly scale-up successes to business-as-usual

Updated for 2017/18

To continue to drive our strategy forward and ensure we deliver the most effective outcomes for our customers, we worked with stakeholders to identify a number of strategic priorities for our consumer vulnerability programme in 2017/18:

- PSR and power cut vulnerability must be a core focus of every new project (including our fuel poverty schemes).

- Ensure vulnerable customers benefit in a smart future.
- All projects must use WPD's social indicator data to target the most in need.
- Set stretching targets for projects and drive consistency across our schemes.
- Collaborate with the health sector to target hard-to-reach customers.



A wide range of appropriate engagement mechanisms

We utilise a variety of engagement methods to ensure we are inclusive of all stakeholders and engage them in the most appropriate and effective way possible. We tailor our activities to suit the diverse knowledge and interest of stakeholders, demonstrated by the pyramid index shown on page 2. Below are examples of our key engagement activities against each level and the outcomes these have led to.

	Example of the audience	Tailored approach	Total reach	Times a year	Example outcomes (detailed in Parts 2 & 3)
Level 1 - Expert E.g. Customer Panel 	Vulnerable/fuel poor - <i>Citizens Advice, Sustain Wales</i> Connections - <i>Major Energy Users Council, Teal Hippo Ltd (engineering consultants) (new)</i> Domestic/Business customers - <i>B&Q, CBI (new), a domestic customer (new)</i> Emergency resilience - <i>Police, British Red Cross</i> Health - <i>University hospitals</i> Government - <i>Welsh Assembly, parish councillors</i> Innovation - <i>Carbon Trust (new), Nottingham University</i> Utilities - <i>British Gas, Cadent, Severn Trent Water</i>	<ul style="list-style-type: none"> Detailed presentations CEO Question and Answer Critical challenge and debate Policy and action plan drafting Topic-specific surgeries Member only pre-meetings Budget for independent research Board Director at every meeting 	44	4	<ul style="list-style-type: none"> Review of key strategies and action plans Independent, member-written assurance report (alongside WPD's annual performance report) Distribution charging guide New connections application forms
Level 2 - Interested E.g. Stakeholder workshops & topic specific events 	E.g. Annual stakeholder workshops <i>Domestic customers, small businesses, major energy users, parish councillors, local authorities, consumer interest bodies, charities, connections providers, community energy groups, developers, trade associations, utilities, universities, environmental groups, storage providers, energy aggregators, etc.</i> E.g. Distribution System Operator events <i>Local authorities, Local Enterprise Partnerships, Department for Business, Energy & Industrial Strategy, Ofgem, MPs, National Grid, community energy groups, storage providers, aggregators, academics (new), major users (new)</i> E.g. Local Network Investment workshops (new) <i>Local authorities, developers, parish councillors</i>	<ul style="list-style-type: none"> Presentations from WPD, Citizen's Advice and other industry experts Facilitated discussions (facilitated by WPD Operational Managers) Interactive voting Social media polls Q&As with WPD Senior Managers Topic specific surgeries In-depth reviews of WPD's strategies and action plans Webinars Local depot events Sessions with WPD Network Planners 	250	6	<ul style="list-style-type: none"> Four new Business Plan outputs Broadened areas of stakeholder influence for next Business Plan Agreed stretching targets for fuel poverty projects £125m DSO Transition Plan agreed Explanatory videos on DSO launched New online capacity map, including storage Distribution System Operability Framework Local network investment booklets
Level 3 & 4 - Limited knowledge E.g. Research, surveys & awareness campaigns	All customers <i>e.g. Focus groups and surveys following planned interruptions, unplanned interruptions, connections (including major users and distributed generation), general enquiries and vulnerable customer services</i>	<ul style="list-style-type: none"> Satisfaction surveys Research and focus groups Annual 'Power for Life' newsletter/media campaign Storm bulletins Social media campaigns 	13,402	154	
			30,878	12	<ul style="list-style-type: none"> Multiple improvements leading to number one customer satisfaction in the industry for a 7th year 54% of all contact with customers now proactive

Collaborative working

We work hard to establish close working relationships with all utility companies. We aim to identify opportunities for collaboration, deliver improvements for all customers and tackle shared priorities in a joined-up, efficient way. We offer full transparency in our engagement, disclosing our action plans, delivery models, costs and performance, in the interests of sharing best practice effectively. We also firmly believe that collaboration must extend beyond simply sharing ideas, experiences and approaches. Where we identify common challenges, we encourage action and jointly-delivered outputs. Often this enables us to go further than if we had acted alone, and ensures consistency and efficiency for customers. In the last 12 months we have shared best practice as follows:

	DNOs	GNDS	National Grid	British Gas	E.ON	EDF	npower	SSE	Scottish Power	Anglian Water	Bristol Water	Severn Trent Water	South Staffs Water	South West Water	Wessex Water	Wash Water	Thames Water	Affinity Water	UK Regulators Network	British Telecom	
Customer Panels																					
Business Plan reporting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Long-term priorities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
RIIO-ED2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Losses and innovation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
PSR services/approach	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
PSR data sharing		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joint research/trials	✓	✓				✓															
Customer service	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fuel poverty approach	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Emergency resilience	✓	✓								✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DSO/future networks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Connections and DG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



New national resilience campaign

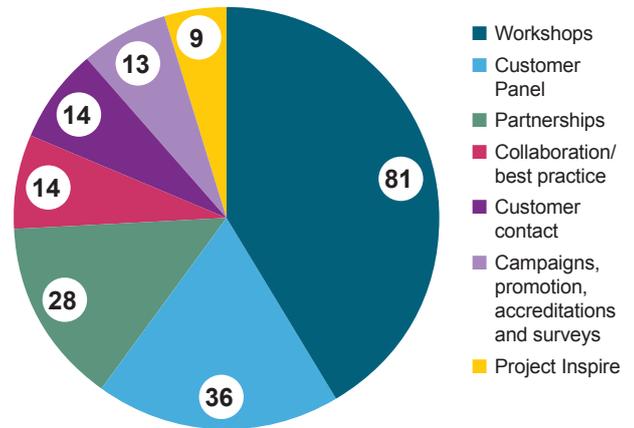
Research indicates that over nine million people in the UK admit to not making basic winter preparations. The inaugural National 'Be Winter Ready Day' on 2nd November 2017 was launched collectively by the electricity and gas networks in the first campaign of its kind in the industry. Initiated by WPD, the campaign encouraged customers to be better prepared by reminding them of the contact numbers for a power cut or gas emergency and gave advice such as keeping a torch handy, servicing their boilers regularly and how to join the PSR. It was timed to coincide with clocks going back, indicating the start of darker, colder nights ahead and was backed by NHS England, Citizens Advice and various police forces. Promotion via social media reached over two million people in the UK.

In the last year we have engaged over 21,000 stakeholders at over 475 events, using a wide range of mechanisms. We believe that engagement activities can only be deemed worthwhile if they result in action and improved outcomes for customers.

In 2017/18 our engagement has led to over 195 positive outcomes for customers

We have invested £4.3 million (10% increase on 2016/17) delivering these outcomes. As our customer valuation research reveals (Part Two, page 3 and Part Three, page 3) customers value the improvements achieved significantly higher than the cost to deliver them. WPD's programme as a whole, has delivered a cost benefit of £12.06 per customer.

WPD's outcomes split by the engagement method to achieve them:



With	Source	Cost	Action as a result (Output)	Benefit (Outcome)
Domestic, Business, Utilities/Industry and Parish councils	Workshops	£182k	1-20. Six stakeholder workshops - 250 stakeholders attended, 20 actions taken	E.g. NEW: Four new Business Plan commitments on cyber security, electric vehicles, alternative connection offers and DSO transition. NEW: Webinars on DSO Flexibility
	Customer Panel	-	21-46. Quarterly Customer Panel meetings - new members added including The Carbon Trust and CBI. 26 actions taken	E.g. Reviewed WPD's strategy and action plans for a variety of areas
		-	47. NEW: Member-written assurance report published alongside WPD's Business Plan Commitments Report	Provided independent assurance of the quality of WPD's engagement processes and the actions they have led to
		-	48. NEW: Amended the scope of WPD's Customer Panel to reflect that of a Customer Engagement Group model (CEG)	Gives customers a stronger voice in future business planning and addresses Ofgem's desire for enhanced engagement in RII0-ED2
	Campaign/promotion	-	49. NEW: PSR article and competition in internal newsletter	Promoted the PSR to all staff and encouraged sign up of friends and family. 2,230 sign ups in two months following (4% increase on 2016/17)
	Employee suggestion	£3k	50. NEW: Credit card displaying WPD's emergency contact numbers issued for field staff to hand to PSR customers	50,000 distributed containing PSR and power cut information to be kept handy so customers know who to call in an emergency
	Workshops	£2k	51. NEW: Plain English Crystal Mark obtained for WPD's Business Plan Commitments Report Summary	Documents are as clear and accessible to readers as possible. Data published in varying levels of detail to cater for different interest levels
	Collaboration/Best practice	-	52. NEW: Improved meter point address data accuracy through internal investigation/supplier collaboration	Improved customer data enabling successful notification of outages. Incorrectly referenced MPANs down by 34% (23,288 records)
	Project Inspire	£5k	53. NEW: ReciteMe website feature	Improved website accessibility. It allows translation to 103 languages, provision of text to speech and larger font. 1,897 users since June 2017
	Customer contact	£64k	54. 1.1 million proactive customer contacts (623,348 texts and 479,664 calls, of which 35% (170,254) were to PSR customers)	54% of all contact is now proactive (from 49%) providing prompt updates without the need for customers to contact WPD. Highest ever overall satisfaction of 8.93/10
		£3k	55. Two-way text messaging service	Enables customers to receive personalised updates, report faults and have conversations with us during incidents. Used 139,519 times
		£3k	56. Live 24/7 web chat on every website page	Improved access to information. 28,720 webchats. 93.3% satisfaction
		-	57. Social media presence - 45,533 tweets received, 23,800 followers and 12,311 Facebook likes	Quicker access to power cut updates. Twitter now linked to WPD's live power cut map. WPD ranked top DNO for Twitter customer service. Twitter followers increased by 30% and Facebook followers by 50%
	Campaign/promotion	£695k	58. Customer awareness campaign: Eighth annual TV, radio and newsletter campaign reached 7.8m customers	Overall customer awareness 64% (36% in 2013). Promoted the 105 power cut number, smart meter Data Privacy Plan and PSR information to every customer
		£3k	59. 16,708 power cut advice and PSR joining leaflets sent	Improved overall customer resilience and PSR records
	Accreditation	£2k	60. Customer Service Excellence Standard reaccreditation	Improved customer service. Top rated company in the UK with 43/57 elements rated Compliance Plus
	Collaboration/Best practice	£24k	61. Joint customer valuation research with UKPN	Identified the financial value customers attribute to potential service improvements. Used to inform our cost benefit analysis for key projects
	Project Inspire	-	62. Next Generation Text (NGT) Lite App	Allows deaf customers to communicate directly with WPD
	Customer Panel	-	63. Fortnightly website update newsletters	Information updates and new initiatives promptly shared with stakeholders. 786 customers signed up
Vulnerable, PSR...	Customer contact	-	64. NEW: Two way PSR dataflows with suppliers and new industry-wide special needs codes implemented	Consent obtained to share data automatically so customers only have to join the PSR once. 325,819 records sent to suppliers since June
		£18k	65. NEW: Power cut failure alarm added to WPD App for medically dependent customers	Gives reassurance by providing sleep apnoea sufferers with immediate notification if their electrical-dependent equipment fails
		-	66. NEW: Remote video interpreting for field staff	Field staff can link to an interpreter using an iPad, if they encounter deaf customers during site works
	Customer Panel	£2k	67. NEW: Newsletter promoting PSR delivered to 13,000 customers via Somerset community nursing team	Customers made aware of the PSR via trusted community nurses
		-	68. NEW: Policy to allow customers to elect to receive proactive power cut calls out of hours	Allows customers (such as sleep apnoea sufferers) to choose to receive a call in unsociable hours
		£105k	69. NEW: Wrote to 316,250 PSR customers we had not had contact with in 3+ years	Improved PSR accuracy, enabling us to prioritise contact with those that need help most in power cuts. 250,923 records deleted, 65,327 updated
		£12k	70. NEW: Power Cut Energy Envoy Duke of Edinburgh (DoFE) award scheme	Allows students to contribute to their DoFE awards whilst sharing resilience advice and signing customers up to the PSR
	Workshops	£19k	71. NEW: PSR e-learner and 'PSR referral' booklets produced for potential partner agencies	Explains to potential PSR referral partners what the PSR is, how to join and the benefits for their customers. Sent to over 250 agencies
		-	72. NEW: Reduced time for partners to contact referred fuel poverty customers to <2 weeks	Continued service improvement for referred customers in line with stakeholder feedback
		£17k	73. NEW: Two community energy (CE) vulnerability workshops held with 20 CE groups	Produced information packs to help CE groups identify and engage vulnerable customers about PSR, smart meters and energy saving tips
Project Inspire	£27k	74. NEW: Horizon scan (of existing vulnerable customer services) expanded to include resilience partners	Identified 156 partners and increased their awareness of WPD and PSR. Led to 29 new PSR referral partners, targeting areas of high PSR eligibility	

KEY OUTCOMES DELIVERED

With	Source	Cost		Action as a result (Output)	Benefit (Outcome)	
...Hard-to-reach and Fuel poverty	Project Inspire	£2k	75.	NEW: Animated videos on a variety of topics, with British Sign Language (BSL)	Ensures key advice is accessible for deaf and hard of hearing customers. 1,327 downloads since September 2017	
		£3k	76.	NEW: InterpreterNow BSL video relay service	Enables deaf customers to quickly and easily to contact WPD	
		£7k	77.	NEW: Robobraille online feature	Customers can quickly and independently convert text into audio books, braille or translation into over 30 languages. 568 uses to date	
		-	78.	NEW: Telephone number released for PSR data cleanse calls and details of alternative nominated contacts captured	Increased customer trust and confidence. Incoming calls on our PSR enquiry line increased by 29.6%. Proactive calls to carers and loved ones during power cuts	
		-	79.	NEW: Dementia Friendly Organisation status	Improved accessibility of WPD's services for customers with dementia and staff empathy/specialist skills. 138 frontline staff trained as 'dementia friends'	
		-	80.	NEW: Introduced a PSR Care & Assessment Tool	Allows customers to specify bespoke assistance they require during a power cut	
	Partnerships	£1k	81.	NEW: 29 new PSR referral networks (now 63 in total) including eight trialling 'pay-per-referral' model	A range of agencies are identifying hard-to-reach customers, via their relevant frontline services. 23,035 direct sign-ups in 12 months	
		£17k	82.	NEW: Power Up Health fuel poverty referral scheme pilot	Help customers on oxygen equipment (referred to PSR by Air Liquide) and in fuel poverty. 46 customers supported to save £27k in four months	
		-	83.	NEW: Proactive outreach sessions run by all Power Up referral scheme partners	Identified and engaged 3,843 hard-to-reach customers to increase their overall power cut preparedness. 714 customers signed up to PSR	
		£16k	84.	NEW: Affordable Warmth fuel poverty collaboration scheme (Cadent & YES Energy)	412 customers supported, who saved £89k a year	
		£66k	85-88.	NEW: Affordable Warmth Health fuel poverty schemes	Four schemes to help customers with health issues worsened by living in cold homes and add them to the PSR. 409 customers supported, who saved £193k a year	
		£14k	89.	NEW: British Red Cross welfare support extended to planned interruptions and all Independent Network Operators	22 WPD call outs in 2017/18 assisted 98 vulnerable customers. Enables all IDNO customers to receive welfare support	
	Collaboration/ Best practice	-	90.	NEW: PSR data sharing with water companies	WPD record informed consent from every direct PSR sign-up to share data with other utilities, so customers only have to register once. Agreement launched with Welsh Water (13,673 records sent) and service offered to all water companies.	
		£4k	91.	NEW: 'No Cold Homes' event held with Bristol charities/ community organisations	Shared best practice with c.100 agencies. Created an action plan, with measurable targets, to ensure no one in the city suffers a cold home by 2028	
	Customer contact	£834k	92.	Proactively contacted 955,664 PSR customers (785,410 data cleanse team, 170,254 in power cuts)	34% of records updated overall, enabling more proactive and targeted support to PSR customers in power cuts	
	Partnerships	£516k	93-96.	Four Power Up fuel poverty referral schemes	7,975 customers supported, who saved £2.1m a year	
		£284k	97-100.	Four Affordable Warmth fuel poverty schemes	6,387 customers supported, who saved £3m a year. 3,780 added to PSR	
	Collaboration/ Best practice	-	101.	Scheme to refer off-gas PSR customers to Cadent (identified via WPD's data cleanse calls)	Enable customers to discuss heating alternatives and eligibility for the gas extension scheme. 103 referrals	
		£12k	102.	Bespoke training for contact centre staff (e.g. deaf awareness, BSL, Parkinsons UK and Cancer Centres)	Continued improvements to customer service. 9.2/10 satisfaction with PSR calls	
		-	103.	Joint DNO publication in ABLE magazine 30,000 published copies	Raised awareness of the PSR with a joint industry message	
	Survey	£18k	104.	1,550 vulnerable customers surveyed	Identified improvements to WPD's PSR data cleanse process and fuel poverty schemes. PSR satisfaction: 9.2/10; fuel poverty schemes: 8.9/10	
	Workshops	-	105.	Online PSR form promoted via website, social media, newsletter to 7.8m customers and PSR referral partners	Easy way to register. Enable partners to directly sign-up customers who give their informed consent. 24% increase in direct registrations with WPD	
		-	106.	Best practice workshop with 'Power Up' partners	Ensures consistent service for customers and aligned processes	
	Accreditation	£6k	107.	BSI vulnerability certification (BS18477)	Fifth year held. Ensures services are accessible and improvements identified	
		£1k	108.	Action on Hearing Loss deaf awareness charter mark	Seventh year held. Ensures services are accessible and improvements identified	
	Smart networks, Connections, Distributed generation, Innovation...	Workshops	£25k	109.	NEW: Interactive online capacity map including storage, headroom and reinforcement cost information	Monthly data updates help customers to assess the feasibility of connection schemes without the need for a formal application. 20,574 hits to date
£3k			110.	NEW: Consultation on WPD's approach to modelling battery storage	Working with innovation partners, battery storage owners/operators and local authorities we are improving our methods for forecasting storage	
-			111-132.	NEW: Published fully costed DSO transition plan outlining £125m of expenditure	Commits to 22 actions WPD will take now to future proof the network	
£7k			133.	NEW: DSO Strategy launch event for 120 stakeholders	Feedback used to identify priorities. Updated DSO strategy has been issued	
£3k			134.	NEW: Published first Distribution System Operability Framework	Shared with all DNOs, IDNOs and National Grid. Identified nine potential technical problems identified as arising at the boundary between DNOs and transmission	
£4k			135.	NEW: Four DSO round table events engaged 62 stakeholders on our DSO Transition Plan	Facilitated discussions on WPD's plan, to obtain qualitative feedback from expert stakeholders unable to input into the full written consultation	
£44k			136.	NEW: Hosted eight 'Future Flexibility Markets for Beginners' workshops (324 stakeholders)	Shared best practice approaches, enabled CE to learn from existing schemes and increased interest from communities who want to partner with WPD	
£7k			137.	NEW: Held two ENA community energy events	Shared national learning, consistent guidance and a range of case studies	
£4k			138.	NEW: Community energy guides	Providing communities with tailored information in simple, easy to access guides	
£7k			139.	NEW: 21 lessons for DNOs on community based innovation published by the ENA	Helps DNOs develop the way they engage with communities on innovation	
£3k			140.	NEW: Four community energy videos	Explain different innovative business models in simple terms. 4,381 views to date	
£11k			141.	NEW: Four community energy podcasts produced	An innovative way of updating CE groups about a rapidly developing area	
£33k			142.	NEW: Carbon Tracer App	Shows generation source of customers' electricity. 771 downloads in four months	
-			143-148.	NEW: Six actions to improve the Technical Information website and processes as a result of customer survey	Improved service for people working on or around the network, including adding website guest access and improved connections guides (e.g. on batteries)	
-			149.	NEW: Tailored web page for local authorities (LA) and Local Enterprise Partnerships (LEP) and wrote to 268	Improved access to information about the network and connections process to aid their future planning. Generated 20 local meetings as a result	
£5k			150.	NEW: Local area investment booklets (1,568 stakeholders)	Informed interested parties about WPD's local network improvement schemes	
£15k			151.	NEW: Five local investment workshops (54 stakeholders)	Discussions with local Operational Managers to discuss specific schemes	
£120k			152.	NEW: Second round of four regional strategic investment option reports produced (to 2030)	Allows us to better forecast future electricity use (demand, generation, storage)	
-			153.	NEW: First Ofgem-submitted DNO smart meter data privacy plan (DPP)	Final DPP will be shared with all network companies for replication	
Customer Panel			£2k	154.	NEW: Distribution Charging Overview guide launched	Clear explanation of WPD's charges in a format agreed with stakeholders
			£35k	155.	NEW: Various website updates regarding connections	Users benefit from easier searches and being guided through applications
			-	156.	NEW: Simpler connections application forms	Connections satisfaction at its highest ever level: 8.78/10
			-	157.	NEW: Competition in Connections (CIC) Customer Group and five surgeries held at local depots	Enhanced engagement with ICPs and improved overall connections processes

With	Source	Cost	Action as a result (Output)		Benefit (Outcome)
Community energy and Major users	Customer contact	-	158.	NEW: Alternative connection offers expanded to include demand and storage connections	Customers able to connect quicker and cheaper in constrained areas. Alternative connections unlocked up to 1.2GW at 174 sites
		-	159.	NEW: Installed 12 test SMETs2 meters with suppliers	Tested no supply alerts in a live environment and improved data flows
		-	160.	NEW: Contacted all PSR customers with a SMETs2 meter	Tailor our service for proactive no supply alerts, timed to suit customers
	Collaboration/ Best practice	£5k	161.	NEW: 'Community Energy Feast' event (36 stakeholders)	Discussed innovative projects with a WPD engineer in an informal setting
		£131k	162.	NEW: Lead the ENA's Open Networks Project	Ensure the industry is working together to resolve issues and share best practice to enable the transition to a smart flexible future
		-	163.	NEW: Community Energy Fortnight campaign	Reached 69,471 via social media. WPD's promoted videos viewed 4,639 times
		£42k	164.	NEW: Joint innovation strategy with electricity and gas networks and dissemination event	Allows stakeholders to access information for all networks in one place
	Workshops	-	165.	NEW: First Joint Regional Development Plan published with National Grid	Will provide better use of network capacity for distributed generation connections and reduced time for customers to connect
		£24k	166.	Annual 'Balancing Act' conference (437 stakeholders)	Shared learning from our portfolio of innovation projects
		£19k	167.	Sponsored Low Carbon Networks Innovation conference (1000 stakeholders)	Shared key learnings from electricity and gas network innovation projects
Emergency response and security	-	168.	Average connection cost calculator online tool	Provides early indication of timescales and costs without a full quotation. 15,599 hits in 12 months	
	Collaboration/ Best practice	-	169.	Best practice meetings with Welsh Assembly Government	Quarterly meeting allows us to update WAG on progress on network constraints and DSO transition to aid their planning
	Workshops	£2k	170.	NEW: Small business (SME) resilience online guide	Help SMEs create power cut emergency resilience plans. 233 hits in five months
		-	171.	NEW: Briefed ten police forces on resilience	Installed private mobile radios in each force control room to enable easy contact in an emergency
	Partnerships	-	172.	NEW: Offered potential future helicopter support to LRFs	Allows local resilience partners to utilise our helicopters for food drops to customers isolated during severe weather such as heavy snow
		-	173.	NEW: Model to measure long term infrastructure resilience	Allows electricity and water industry participants to use the mechanism to measure resilience. Published via Sustainability First's 'NewPin' project
	Collaboration/ best practice	£1k	174.	NEW: National 'Be Winter Ready' Day	Joint action by DNOs and GDNs to increase customer resilience ahead of winter
	Workshops	£60k	175.	In-home plug in devices installed in 246 homes to notify WPD of a power cut affecting PSR customers	Trials the 'last gasp' smart meter function for PSR customers. WPD made 107 proactive calls to PSR customers affected by power cuts in a six month trial
		£23k	176.	1,914 power cut crisis packs distributed	Practical support for vulnerable customers. Distributed via field staff and partners
	Partnerships	-	177.	Four Fire and Rescue Service partnerships	6,094 PSR customers referred by WPD to receive a free home fire safety check
-		178.	Formal data agreements with seven Local Resilience Forums	Improved emergency response processes in place following 29 meetings	
£30k		179.	National Caterers Association agreement renewed	24/7 availability of hot food/drinks for customers off supply during storms	
Other e.g. Education, Government, Environment and Staff	Customer contact	£2k	180.	NEW: RIIO accounts (financial) published	Enabling customers to easily understand our costs and profit levels
	Workshops	£220k	181.	NEW: 5,500 frontline staff trained on customer service	Improved customer satisfaction - Overall score for politeness of site staff 9.64/10
		£17k	182.	NEW: MP parliamentary reception with 85 MPs and policymakers	Engagement on our DSO strategy and vulnerable customer support. Led to 4,564 direct PSR sign-ups (28% increase)
		£10k	183.	NEW: Wrote to 173 MPs and the Energy Minister updating them on WPD's DSO transition	Invited input to our DSO strategy. Led to round table events reaching 62 stakeholders and 8 bilateral meetings
		-	184.	NEW: Parliamentary "DSO teach-in" session	Enabling BEIS to understand our DSO strategy and discuss impacts on policy
		-	185.	NEW: Street theatre workshops (200 stakeholders)	Promoted the PSR, gained 90 PSR sign ups
		£24k	186.	NEW: Four contractor safety conferences (319 attendees)	Shared best practice and reduced contractor incidents/injuries
	Partnerships	£8k	187.	NEW: 400 staff attended a mental health workshop	Information for managers on depression, anxiety and helping staff cope
		£1k	188.	NEW: Power Discovery Zone website improved	Expanded to include renewable energy & PSR. New games & teacher resources
	Survey	£50k	189.	NEW: Safety climate survey of WPD	Allows WPD to understand staff attitudes to safety and identify improvements
	Campaign/ promotion	£3k	190.	Craft apprenticeship scheme recruitment campaign	1,272 application received with the social media campaign reaching 806,686
	Partnerships	£270k	191.	318 charitable organisations helped including improved environments, wildlife projects, donations and education	E.g. bursary support for underprivileged children involved with DofE awards and a British Heart Foundation initiative to provide CPR kits in schools
		-	192.	School education programme	Educated 71,062 children on safety, energy efficiency, smart networks and PSR
	Campaign/ promotion	£4k	193.	Topic-specific safety awareness campaigns	Warnings aimed at users of fishing and farming equipment, for example. Reached 334,634 via social media and 2,944 through targeted mail campaign
		-	194.	Presented at 14 non-deal investor roadshows reaching 40 key bond investors	Ensuring WPD can raise finance at minimum cost
Survey	-	195.	All 6,500 staff attended CEO Roadshow and 2,500 participated in the annual staff survey	Engage staff about WPD's business plan commitments, stakeholder engagement, the PSR and how their roles contribute to performance	

TOTAL £4.3m

Compromise areas

It is not always possible to take action in the ways specifically requested by stakeholders, while in some instances different groups deliver conflicting feedback. When this occurs we are clear with stakeholders about the reasons and suggest alternatives to ensure we still act on the feedback but in the most effective way possible. For example:

Stakeholder request	Compromise action
Larger connections customers feel the milestones to have initiated planning permission within two months of accepting a connections offer (or risk losing the offer) is too tight and should be extended.	However this is at odds with feedback from wider connections customers, who support the strict policing of milestones to ensure that larger customers do not reserve capacity indefinitely and thereby restrict other developments. As a compromise, we allow large connection schemes some flexibility on the two month rule if they can demonstrate significant progress even if they have not formally submitted (but "no progress" isn't an option).
WPD should not set up a separate RIIO-ED2 Customer Engagement (challenge) Group (CEG) as promoted by Citizens Advice and Ofgem, as WPD's existing Customer Panel already performs this role.	Ofgem will formally require the creation of an independent CEG that will challenge WPD's Business Plan and provide assurance of our processes. WPD will therefore retain our existing Customer Panel as an advisory group, to ensure this valuable insight and collaborative working is not lost. We will then establish a separate CEG but the independent Chair will input into both panels. Members for WPD's new CEG will be identified and invited to attend WPD's existing Customer Panel in 2018 in order to first build their knowledge and capacity.
WPD should charge for connections quotes (assessment and design fees) to avoid large generators/developers with flexibility over where they connect submitting very high numbers of quotations with low likelihood of going ahead.	However, smaller connections customers and community energy schemes looking to connect low carbon generation have told us that doing so would discourage them from even attempting to connect. WPD therefore consulted our Connections Customer Steering Group and have agreed a compromise that charges will only apply to the largest generation connection customers, with charges significantly lower than the DNO average.

Customer Service Excellence (CSE) Standard

About

The CSE standard focuses on the quality and breadth of WPD's stakeholder engagement and the outputs and customer service improvements it leads to. Through independent evaluation of our performance, the standard drives continuous improvement and encourages the development of new, inclusive services to suit the individual needs of customers. It tests the extent to which stakeholder engagement is at the heart of WPD's service provision.

The assessment process

Every year WPD undergoes a rigorous two-day site audit by an independent assessor. Split across five criteria, 57 elements are assessed in total and awarded one of four ratings: 'Compliance Plus' (indicating UK-wide best practice); 'Compliance'; 'Partial Compliance'; or, 'Non-Compliance'. It reviews WPD's stakeholder and vulnerability strategies, policies and improvement plans, stakeholder engagement findings reports, leaflets, website and all customer contact methods. In 2018, the auditor:

- Examined 100 items of physical documentation.
- Observed the handling of inbound (power cut) and proactive outbound calls (to update the details of Priority Services Register customers), as well as live tweets and web chats.
- Interviewed senior managers and frontline staff.
- Held closed sessions with stakeholders from WPD's Customer Panel and partner agencies.

The result

WPD has been continuously accredited since 1992 and the robust nature of the standard continues to drive year-on-year improvement. In 2018 we maintained full compliance in every area and gained five additional 'Compliance Plus' ratings for:

- Improving customer journeys as a result of stakeholder engagement.
- Protecting customer privacy.
- Improving customer interaction with new channels, following engagement and analysis.
- Robust partnership arrangements.
- Monitoring and meeting our customer service standards and sharing the results.



"WPD has impressively engaged an extensive range of stakeholders, particularly on the implications of transforming to become a Distribution System Operator, bringing changes to WPD's services and relationships with customers."

WPD's partnership arrangements and wider community activities are outstanding - in particular efforts to identify hard-to-reach vulnerable customers that require priority support in power cuts. New innovative approaches to identify customers via fuel poverty programmes, targeted specifically via health services are delivering outstanding results." CSE Assessor, 2018

Category:	1. Stakeholder insight - engagement process - quality of engagement	2. Culture - senior management buy-in - governance arrangements	3. Information - accessibility of services	4. Delivery - key organisational actions - senior decision-making	5. Quality of service - outcomes for customers - cost effectiveness
Example of the 57 elements:	1.1.2: Develop insight to better understand different customer needs and preferences	2.1.2: Use customer insight to inform policy, strategy and prioritise service improvements	3.3.2 Evaluate customer interactions and offer more options/improved access	4.1.2 Monitor and meet standards. Communicate performance to customers	5.2.5 Respond promptly to feedback and take action to rectify any problems
2018 result:	Compliance Plus: "WPD has developed insight about customers through a very wide range of mechanisms. WPD has improved service and developed appropriate action plans as a result."	Compliance Plus: "WPD's culture continues to be highly customer-focused with a strong emphasis on team working and the use of insight to improve service delivery. Strong leadership enables this."	Compliance Plus: "WPD demonstrates a clear commitment to making things easier for customers. In response to stakeholder feedback, live web chat and twitter are now provided 24/7."	Compliance Plus: "Rigorous and comprehensive quality assurance systems are well established. All standards and performance targets are being met."	Compliance Plus: "WPD respond to initial enquiries promptly. Potential delays in answering queries during power cuts are addressed by rapid and extensive ramping up of Contact Centre staffing."

British Standards Institution (BSI) certification: 18477- Inclusive Service Provision



Chris Griffiths
Contact Centre Manager

I manage WPD's two Contact Centres in Castle Donington and Cardiff, with 153 staff responsible for all inbound and outbound calls relating to power cuts, connections and general enquires. My teams handled over 2.3 million contacts in 2017/18.

Stakeholder engagement, and the insight it brings to help drive service improvements, is critical to my role. My team has introduced 24/7 webchat, twitter services and two-way texting as a result of feedback asking for information to be made available in a wider range of formats. This allows customers to choose their preferred method, rather than being forced to interact in a certain way. I engaged directly with Sustainability First's Project Inspire (see Part Three, page 6) which led to the introduction of nine new, innovative communication practices (Part Three, pages 5 & 7). I also lead engagement on WPD's approach to smart meters. My team has since implemented changes to enable customers to customise alerts

from WPD at any time 24/7, after we are notified of power cuts by smart meters. Where stakeholder insight is perhaps most critical is in the area of consumer vulnerability. My teams are responsible for WPD's proactive PSR cleansing project (Part Three, page 6) and have used regular stakeholder consultation to greatly refine this service since its inception. This has resulted in the highest ever PSR customer satisfaction and number of proactive calls in 2017/18.

The assessment process

A key component of our approach is to seek external evaluation. The BSI standard assesses WPD's ability to recognise and respond to the dynamic nature of vulnerability and deliver inclusive, accessible services for all. At WPD we want to be the best, not just within our industry but when benchmarked across UK companies, so this scrutiny and challenge is imperative. My team and I, personally meet with the BSI assessor and ask them to review all our new processes and procedures. This not only provides independent assurance of the quality of WPD's services, but it drives improvement via expert feedback based on the assessor's view of companies across the

UK. Last year we improved our training records and implemented new annual plans following recommendations in the audit.

- We are assessed against 36 elements. E.g:
- How we meet individual vulnerability needs.
 - Policies, procedures and standards of service.
 - Improved services and accessibility as a result of stakeholder engagement.
 - Handling of customer enquiries and quality of published information.
 - Partnership working.
 - Customer satisfaction and training.

A robust four day audit saw the assessor interview members of staff ranging from myself and other Senior Managers and Directors, to frontline call takers and field staff. Over 50 pieces of evidence were examined.

The result

This year BS18477 went from a voluntary standard to a formal certification process. WPD maintained full compliance with the standard for the fifth consecutive year in 2017, the longest of any assessed company in the UK.

WPD's business culture in relation to stakeholder engagement centres on two key commitments: "engagement must always lead to action" and "engagement is everyone's responsibility". For it to be truly embedded, staff from all levels of the company must be involved. Hearing directly from stakeholders is also incredibly powerful, often resulting in quicker and more comprehensive action because the person responsible for delivery has understood stakeholder's priorities first-hand. Robust, external evaluations of our approach include interviews with a range of WPD staff. In 2017/18 the Customer Service Excellence Standard assessor concluded:

"There is strong leadership and appropriate policies and procedures to support staff in delivering consistently high levels of performance. For example, the Chief Executive's Staff Roadshow takes the customer service message to all 6,500 staff in a series of events across the country over a period of three weeks annually. Staff are empowered to contribute to the improvement of operations and procedures. Staff are proud to be part of an organisation with such an outstanding reputation for extensively involving stakeholders in their decision-making processes."

Executive level involvement

WPD's Chief Executive and Directors personally review WPD's stakeholder engagement and consumer vulnerability strategies and action plans every year. They also lead by example, not simply by speaking at industry events, but by sitting down with a wide range of stakeholders to listen to their views. Feedback is then used to shape WPD's overall strategy and business priorities.

WPD's Chief Executive leads every WPD Customer Panel, presenting on WPD's current performance, long-term strategic priorities and hosting interactive discussions on a range of topics. He also led engagement at WPD's MP parliamentary reception (pictured), events on

WPD's transition to a Distribution System Operator (DSO), connections forums and future networks events.

In the last twelve months, a WPD Director has attended every Customer Panel, WPD's annual stakeholder workshops, Connections Customer Steering Group, community energy sessions, DSO strategy consultation events, distributed generation forums and our new Competition in Connections Group. WPD's executive team alone have therefore personally engaged over 3,000 stakeholders in 2017/18, on a wide range of topics as diverse as future networks, consumer vulnerability, fuel poverty, connections, distribution charging, cyber security and low carbon innovation.



Local embedded delivery



Simon Havill Distribution Manager, Derby

I am responsible for the local network serving over 300,000 customers. I have 140 staff including field engineers, planners, wayleaves officers, and new apprentices. It is vital

that I personally engage stakeholders so that I can understand their priorities and deliver actions locally to address them. In addition to regular meetings with councils and developers for example, every year I facilitate WPD's workshops with a wide range of stakeholders, to discuss overall business priorities and pick up on local concerns.

As we build a smarter, more flexible network and meet future capacity needs, stakeholders have told us they want increasingly localised information to understand the impact in their area. They would like to understand, in a more formal way, how company-wide expenditure of £7.1 billion by 2023 (to achieve outputs ranging from protecting substations from flooding to overall reductions in power cuts) will benefit customers in their particular region. They asked WPD to provide

more details of local network investment, regional development planning and local future energy scenarios, as well as access to greater levels of local network information, including network diagrams and capacity information.

Listening to this, in 2017 we produced 27 booklets (one for each local region) to introduce the local Operational Manager (such as myself), outline our expenditure on the local network for the year ahead and provide examples of specific schemes including location, timescales, cost, work involved and the benefits to customers. These were sent to every MP, local authority, Chamber of Commerce, Local Enterprise Partnership and developers. Myself and my fellow Operational Managers then personally hosted a series of 'Local Network Investment Workshops' in each of our local depots (pictured). This enabled stakeholders to meet our teams, including Network Planners, to discuss WPD's investment plans in greater detail.

This was first piloted in the East Midlands, ahead of roll-out across WPD. We sent 1,568 booklets, and hosted 54 stakeholders at events facilitated by eight Operational Managers and 12 Network Planners.



97% rated the events useful, with one attendee stating: *"Excellent workshop, really good to have this opportunity to engage with WPD locally, establish ongoing contacts and learn about planned investment."*



Ben Godfrey Network Strategy Team Manager

My team and I are responsible for creating WPD's DSO strategy and producing the Strategic Network Investment Options reports. We use scenario planning techniques to ensure we have a range of options available to us when assessing future investment decisions. A smart future will necessitate greater customer involvement in our operations. Customers must influence our approach from the outset, rather than simply being notified of the likely impact. We are likely to see greater customer involvement in innovation, opportunities to enhance the customer experience (e.g. proactive power cut alerts due to smart meters, see Part Two, page 9) and

support the fuel poor, more community energy schemes, and changes in customer behaviour to support energy efficiency. All of this requires us to collaborate extensively with stakeholders and provide maximum transparency and access to data.

In order to create effective plans that truly reflect the needs of customers, I consider it my personal responsibility to seek stakeholder input at every development stage. Alongside WPD's fully-costed DSO plan (a first in the UK) I led an extensive consultation process including conferences, webinars and workshops (see Part Two, page 6). In the last year, I also hosted webinars and workshops on our strategic network studies (Part Two, page 7), held roundtable sessions on our new Distribution System Operability Framework (Part Two, page 7) and consulted on our approach to energy storage (Part Two, page 8).

I led key engagements with the Electricity Transmission System Operator to enable the sharing of existing data and network models on a more granular basis, and to collaboratively design new whole system modelling studies. This led to the first joint Regional Development Plan (Part Two, page 7).

I always publish our presentation materials along with reports summarising feedback from stakeholders. I make it clear in the updated versions of WPD's documents the changes and actions I have taken as a result. It is essential that all types of stakeholders are involved in our process, not just those with technical understanding who are likely to participate first in flexible networks. We therefore shared our DSO plans with 250 wider stakeholders at our annual workshops, consulting specifically on potential benefits and opportunities for local communities.

WPD places an unrelenting focus on delivering outputs as a result of engagement, as demonstrated throughout our Part One, Two and Three submissions. It is crucial that we then go a stage further and measure the effectiveness of these outputs by considering the outcomes they lead to for customers. We believe the only way to truly judge this impact is to seek honest, objective feedback directly from customers and survey their satisfaction. This insight is vital to both provide assurance that our actions had the positive impact we intended, but also as a means of identifying further opportunities for improvement.

In addition to mandatory industry customer satisfaction measures, which saw 22,313 WPD customers surveyed in 2017/18, we voluntarily commission extensive additional surveys covering all our major services and projects. This saw us survey a further 8,565 customers. As well as testing their satisfaction with the actions we have taken, we also seek views on the effectiveness of our engagement mechanisms in the first place, in order to refine our future approach. Our decision to introduce new engagement mechanisms in 2017/18, including webinars (on our future networks programme, see Part Two, page 7), podcasts (for community energy customers – see Part Two, page 9) and local network investment events (see Part One, page 9) was taken as a result of insight from satisfaction surveys.

In total, 30,878 WPD customers were surveyed in 2017/18.

	Satisfaction survey	Customers	Example actions it measures the impact of it	More detail
1 Overall customer satisfaction	<i>WPD's customers are surveyed each month as part of Ofgem's Broad Measure of Customer Satisfaction. They are surveyed after a power cut (planned and unplanned), connection (quotations and completed work) and general enquiry. The results from these categories are then combined into an overall measure. WPD was the top performer in 2017/18 for the 7th consecutive year. In 2017/18 we investigated nearly 3,000 responses, including every score of 7/10 and below, to identify improvements.</i>	22,313	All outputs	Part 1, page 5
2 - Power cuts			New connections application forms	Part 2, page 5
3 - Connections			Increased proactive contact with customers during power cuts	Part 2, page 10
4 - General enquiries			Multiple new access channels/features including ReciteMe, Robobrain and InterpreterNow	Part 3, page 5
5 Stakeholder workshops	<i>Surveys following our six annual workshops. Questions cover overall satisfaction, if stakeholders had enough opportunity to give feedback, if we covered the right topics and the standard of facilitation.</i>	250	20 actions including for example: Created four new RIIO-ED1 Business Plan outputs for 2018/19	Part 2, page 4
6 Local network investment events	<i>Surveys following events at our local depots hosted by Operational Managers. As above, questions cover all aspects of the event.</i>	54	Contacted every local authority and Local Enterprise Partnership to provide data to aid their future planning	Part 2, page 8
7 Vulnerable PSR customers	<i>Monthly survey of Priority Services Register customers contacted proactively by WPD to update their details and offer power cut advice.</i>	1,550	Social indicator mapping to better target PSR schemes to areas of greatest need	Part 3, page 4
8 - Power Up fuel poverty schemes	<i>Survey of PSR customers subsequently referred by WPD to one of our four Power Up schemes for fuel poverty assistance, or identified proactively by one of four Affordable Warmth outreach schemes.</i>		Multiple PSR process innovations including Dementia Friends status, and new power of attorney process	Part 3, page 7
9 - *New* Affordable Warmth fuel poverty schemes	<i>Surveys take place one month after the referral is closed and capture the type of help provided and benefits achieved (financial savings and qualitative outcomes), as well as satisfaction with the service from WPD and each partner agency.</i>		15,229 fuel poor customers supported to save £5.4m a year	Part 3, page 9
10 Major connections	<i>Large connections customers who had a quotation or completed works, but are not covered by Ofgem's surveys.</i>	2,088	Distribution System Operability Framework published Key Account Managers available	Part 2, page 9 Part 2, page 9
11 Distributed generation (DG)	<i>DG connections customers who had a quotation or works completed, but are not covered by Ofgem's surveys.</i>	225	New online network capacity map	Part 2, page 7
12 - DG forum	<i>Attendees at WPD's annual DG forum. As per our stakeholder workshops above, questions cover all aspects of the event.</i>	43	Roll-out of Active Network Management and flexible connections offers	Part 2, page 8
13 Community energy	<i>Attendees at our eight workshops. As above, questions cover all aspects of the event.</i>	324	Five new community energy guides Podcasts and short animated films	Part 2, page 9 Part 2, page 9
14 Social media	<i>Customers surveyed following a webchat interaction.</i>	2,280	Expanded webchat and Twitter services during storms - delivering highest ever levels of proactive contact	Part 2, page 10
15 - *New* Twitter	<i>Help Handles is a social media analysis service that rates the customer service performance of Twitter handles. They conducted analysis of all DNOs, ranking WPD as the best overall customer service provider based on speed of response to customers, customer sentiment and volume of tweets handled. The full report can be found at: http://bit.ly/2EeTcsp</i>	1,751		

Overall Satisfaction (out of 10)

