

Ofgem Incentive on Connections Engagement 2016

WPD looking forward and looking back report

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Introduction

Overview

Incentive on Connections Engagement

This report is Western Power Distribution's (WPD) submission to Ofgem's Incentive on Connections Engagement (ICE) including both the looking back section for regulatory year 2015/16 and the looking forward section for regulatory year 2016/17, explaining our customer engagement strategy and connection activity improvement plans in line with the ICE incentive. The report encompasses these activities in WPD's four Distribution Service Areas (DSAs): the South West, South Wales, East Midlands and West Midlands.

In accordance with the ICE Incentive, the report explains our engagement and improvement plans for the Relevant Market Segments (RMS) in which WPD did not pass a Competition Test in each of our DSAs. However it is important to WPD that we engage with all connection stakeholders and our continual improvement is aimed at all market segments (see table right); our engagement strategy and ICE Workplans therefore cover the full range of connection stakeholders and connections activities and are not just targeted at those required by the ICE incentive. In the report we have identified where either engagement or improvement actions are targeted at specific stakeholder groups, RMS or are for a particular DSA.

Report structure

For this submission in the second year of the ICE incentive where we are including our first looking back report, we have structured the document in three sections:

Introduction - including the overview of ICE, document structure engagement and connections strategy.

Looking back Report - covering the review of our engagement activities, delivery of our ICE Workplan and performance against our outputs and measures in 2015/16.

Looking forward Report - covering our planned engagement activities, the development of our ICE Workplan and the outputs and measures for 2016/17.

Appendices - including detailed ICE Workplans and the 2015/16 KPI pack.

Our engagement with connections stakeholders has grown further in significance over the past year, with considerable work being done to make the improvements to our connection services as requested by our stakeholders. The wide range of engagement we have undertaken throughout the year has ensured that we can understand how we are performing for our customers and what they see as the priorities for us to address.

Activities such as the Connection Customer Steering Group, which I chair, ensure that our stakeholders are able to directly inform our strategy and the actions we take to drive our continual improvement.

We have faced increasing challenges due to the significant level of activity in the connection of generation. Our engagement has been vital in enabling communication with stakeholders and involving them in how we are addressing the issues that we face in dealing with constraints on the distribution network. We did not shy away from difficult engagement, where the message would not be good news or the feedback was not expected to be positive, instead we have tackled the issues head-on, keeping our stakeholders informed. Working with our stakeholders, we are taking a number of positive actions to address the issues that arise managing a network that has limited spare capacity, such as the implementation of alternative connection offers. We are also making sure that our stakeholders are able to contribute to the longer term work we are doing in assessing the impacts of potential scenarios of future growth in Distributed Generation (DG) connections and the investment strategies required.

In 2015 we also saw a step-change in Competition in Connection with the introduction of the Code of Practice, where WPD delivered the required developments for this before the implementation date. In response to stakeholder requests we have gone further than the minimum requirements in some areas, such as facilitating Independent Connection Providers undertaking metered disconnections.

The wide range of actions successfully delivered in our 2015/16 ICE Workplan demonstrates how our stakeholder engagement leads directly to action and positive outcomes for our connections stakeholders.

We will continue this momentum over the next twelve months as we deliver the actions set out in our looking forward section of this report. As was demonstrated over the last year, our initial ICE Workplan does not standstill, it will evolve throughout the year as our engagement activities identify new areas for action.

This report explains in detail how we have met the requirements of Ofgem's ICE Incentive over the past twelve months and sets out how we will continue to do so and meet the requirements of our stakeholders looking forward over the next twelve months.

Robert Symons, WPD Chief Executive



The connections Relevant Market Segments

WPDs ICE Workplans and engagement activities cover WPD's four DSAs in each of the 9 Relevant Market Segments (descriptions of the RMS can be found below). For the purposes of this report we have combined the segments into three groups and our ICE Workplans identify which of these their actions relate to ▼

Relevant Market Segments									
	Demand Connections				Distributed Generation		Unmetered Connections		
	LV work	HV work	HV & EHV work	EHV work & above	LV work	HV & EHV work	LA work	PFI work	Other work
WPD	Connections to metered premises for demand customers at all connection voltages e.g.:				Connections to metered premises for generation at all voltages e.g.:		Connections to unmetered premises for demand connections for local authorities or private sector e.g.:		
	<ul style="list-style-type: none"> Domestic houses Commercial units Factories IDNO networks 				<ul style="list-style-type: none"> Rooftop solar installations Largescale windfarms 		<ul style="list-style-type: none"> Street lights Bus shelters Telecoms kiosks 		

Stakeholder Engagement Strategy

Engagement approach

Core strategy

WPD has a well established and comprehensive engagement strategy, which has been in place since 2007. It is updated and reviewed by our Chief Executive and Directors every year.

Our connections engagement under ICE is integrated into this core strategy together with the approach and commitment taken by WPD to this engagement.

In summary, our strategy of continuing engagement, action and delivery (right) is to be fully inclusive, tailored (using the methods best suited to the knowledge and interest of our stakeholders) and meaningful, always leading to measurable actions and outputs. To ensure this strategy is effective and robust it undergoes comprehensive external review each year as part of annual accreditation audits for the Customer Service Excellence Standard (see right) and British Standard for Inclusive Services (achieving full compliance for the third year).

Our approach

It is important that we engage with our full range of connections stakeholders, using methods that are appropriate to their level of interest and knowledge about connection activities. Not all stakeholders will have the same desire to get involved in the detail of connections issues, as such we tailor our engagement methods to best suit the needs of the various stakeholders. This approach ensures our engagement has the correct breadth and thoroughness in order for us to gather the input we need to develop and endorse our ICE Workplan to improve our connections performance and to keep stakeholders informed of what we are doing for them.

Key to the delivery of our strategy in our ongoing commitment to be:

- ▶ **Inclusive** - of all stakeholders
- ▶ **Tailored** - using methods to best suit each group
- ▶ **Focussed on action** - engagement leading to measurable outputs

To deliver this approach we ensure that:

Engagement is part of everyone's job at WPD – Our programme is centrally coordinated, but locally delivered. This means engagement is 'expert-led' (workshops facilitated by staff directly responsible for the areas being discussed) and 'deliverer-led' (sessions also facilitated by staff responsible for delivering changes taken as a result of feedback, e.g. Distribution Managers).

We use a range of appropriate engagement methods – recognising different interest, willingness and availability to engage with WPD (see below).

We focus on face-to-face engagement wherever possible – enabling detailed discussion of the issues, collaboration when identifying effective solutions and helps establish long-term relationships.

How our engagement methods match the knowledge and interest level of our connection stakeholders, is set out below:



Independent assessment

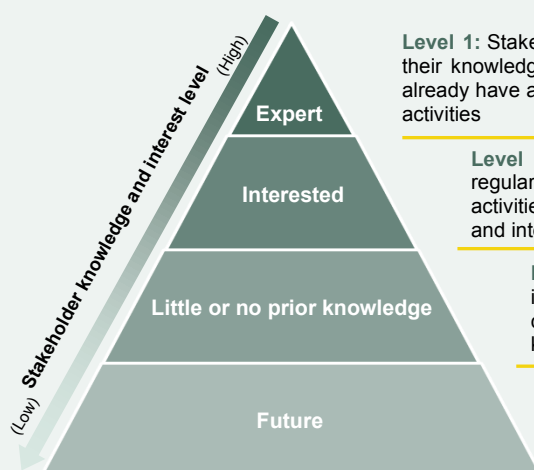
Customer Service Excellence Standard

The Customer Service Excellence Standard benchmarks WPD across multiple industries and focuses heavily on the quality and range of WPD's engagement methods and the effectiveness of our customer service. Each year 19 of the 57 elements are assessed, this year they included:

- Reviewing customer engagement
- Customer satisfaction
- Stakeholder consultation
- Benchmarking performance and using best practice

In this year's assessment, WPD achieved ten further 'compliance plus' (the highest) ratings and nine 'compliance' ratings, meaning WPD became the highest scoring organisation (out of 237 UK organisations accredited by G4S against the standard.) WPD now has 36 out of 57 'compliance plus' ratings in total.

“Highest compliance of any UK company”
- assessed by G4S



Level 1: Stakeholders we work closely with to build their knowledge to an 'expert' level, or those who already have an in-depth knowledge of connections activities

Level 2: Stakeholders who interact regularly with WPD for connections activities and have a sizeable knowledge and interest in this area

Level 3: Stakeholders who may only interact once or occasionally for connections activities and have little knowledge of WPD or this area

Level 4: Stakeholders who may want connections in the future and may have no knowledge of WPD or this area

Engagement methods:

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • CCSG • Stakeholder workshops • Consultations • Bilateral meetings | <ul style="list-style-type: none"> • Industry working groups • External industry events |
| <ul style="list-style-type: none"> • Stakeholder workshops • Consultations • Bilateral meetings • DG survey | <ul style="list-style-type: none"> • Connections surgeries • Community energy events |
| <ul style="list-style-type: none"> • DG & customer surveys • Connections surgeries • Annual stakeholder & ICE reports | <ul style="list-style-type: none"> • Website • Media awareness campaign • Social media |
| <ul style="list-style-type: none"> • Connections Surgeries • Annual stakeholder & ICE reports • Community energy events & guide | <ul style="list-style-type: none"> • Media awareness campaign • Social media • Website |

Connection Strategy

Our Connections Strategy

Our connection strategy underpins the delivery of the outputs which we have committed to, in order to drive improvements in our connections services under our RIIO-ED1 Business Plan. Our connections engagement is an integral part of our wider engagement strategy. We use it to identify these outputs and it is used to ensure we are determining the correct actions to deliver these outputs for our customers through our ICE Workplan.

WPD's strategy in respect of connections and connections customer engagement is focused on listening to what our customers tell us in terms of their requirements and translating that into a set of connections outputs designed to fulfil those needs. The fundamental objective of WPD's connections outputs is to provide excellent service for customers connecting to the network whilst facilitating competition in the connections market.

The primary areas of WPD's connections outputs are:

- ▶ To provide a faster and more efficient connections service
- ▶ To improve communication with customers
- ▶ To enhance engagement with major customers
- ▶ To achieve guaranteed standards of performance
- ▶ To enable facilitation of the competitive market

The WPD ICE Workplan then takes these high level objectives and defines more specific initiatives such that the ICE Workplan can be tailored to focus on formulating actions that deliver the required changes to meet those objectives. An explanation of the primary connections outputs is provided below:

To provide a faster and more efficient connections service - The key output is to improve the overall time to connect by 20%, whilst still maintaining excellent customer service such that WPD continues to be the top ranked Distribution Network Operator group by customer satisfaction surveys.

To improve communication with customers - This objective centres on delivering outputs that improve how our stakeholders can communicate with us and the information that we can provide them. There is a focus on developing and enhancing online connections processing including improved progress tracking.

To enhance engagement with major customers - Outputs for this objective centre on ensuring we communicate effectively to gain feedback to better understand the requirements of major customers.

To achieve guaranteed standards of performance - The target to achieve zero failures of connections Guaranteed Standards of Performance (GSoP ensures that we maintain our focus on the core connection activities required at each stage of the connection process.

To enable facilitation of the competitive market - WPD has a key role in the facilitation of competition in connections and it is important that we continue to work with customers and connection providers to ensure that we further develop competition in connections to ensure a level playing field in the connections market.

Section 2: WPD ICE looking back report

Introduction

Looking back on 2015/16

This looking back section of our report covers the engagement activities and improvement actions we have undertaken in the 2015/16 period in line with the looking forward report we submitted in May 2015. The performance against our outputs and measures is also set out in this section.

The last 12 months has proved challenging in terms of ensuring that we are delivering for our stakeholders on connections activities identified in our 2015 looking forward plan.

Continuing high volumes of DG connection requests and offer acceptances, including the growth in battery storage, have led to much of our network having some level of constraint to further generation being connected. This has also created issues at the boundary points between our network and National Grid Electricity Transmission's (NGET) network requiring us to make Statements of Work (SoW) requests to NGET at many of these interfaces. In many cases generation is now facing operational restrictions and sometimes triggering both interface and wider transmission works. The unprecedented levels of this activity has provided challenges in how we engage with our customers, with NGET and also wider stakeholders to communicate these constraints. Our engagement activity grew in this area to tackle these issues and communicate to stakeholders through workshops, forums and bilateral meetings with those directly effected. We undertook specific engagement with the Department of Energy and Climate Change (DECC), Ofgem and the Welsh Assembly Government to discuss these issues and communicate the solutions we were developing. As a result of this activity our ICE Workplan also had to evolve to capture further initiatives and actions to address the issues we were encountering and the feedback we were receiving from stakeholders.

In 2015 we also delivered the changes necessary to meet the requirements of the Competition in Connections Code Of Practice (CIC CoP). This saw the introduction of new policies, process and system changes required to deliver the new services to independents. These changes required new training for staff and engagement with stakeholders through the issue of new policies and user guides, along with involvement at national working groups and bilateral meetings with independents wanting to commence working to the new processes.

Our ICE Workplan evolved to meet these challenges and new actions were added over the course of the twelve month period. We delivered 39 actions and engaged with over 3000 stakeholders at more than 30 events.



WPD ICE looking back report

Engagement activity



Engagement overview

Our connection engagement activity is driven by the well established and comprehensive engagement strategy of WPD, in place since 2007. This is reviewed by our Chief Executive and Directors and externally assessed on an annual basis. WPD's ICE engagement is integrated into this and the approach this drives ensures we use methods appropriate to the stakeholder, tailored to suit their knowledge and interest, leading to meaningful interaction resulting in action.

Throughout the 2015/16 period our effective and robust engagement approach has helped us to understand and address the priorities and issues identified by connections stakeholders. This also gives us opportunity to communicate the work we are doing and explain any issues we encounter.

WPD are willing to undertake challenging engagement and not just when we have positive information to communicate or expect positive feedback, but where we may not be communicating good news or where we expect feedback which may not be positive. This ICE period has required WPD to undertake engagement around challenging issues such as the constraints on our networks preventing the connection of DG and the related issues around the SoW process with NGET.

Over the 2015/16 ICE period we have increased our engagement activity compared to previous years, engaging with over 3000 stakeholders through events and over 2300 through WPD-commissioned satisfaction surveys. Much of this increase in engagement has been to work with stakeholders over the challenges facing DG in our regions.

Engagement such as our CCSG workshops and our DG Workshop have been used to refine our priorities and identify further actions for both the 2015/16 ICE Workplan and the Looking forward ICE Workplan in this report. For example at our DG Workshop event in 2015, WPD committed to a range of actions in the ICE Workplans for 2015/16 and 2016/17 in response to the 24 suggested initiatives captured in the stakeholders' feedback at the event (click [here](#) for the WPD response document from the event).

In this section of the report we provide details of the engagement we have undertaken and highlight some of the specific examples in more depth.

Engagement Activity

On top of the large number of bilateral meetings WPD staff and senior managers hold with customers to discuss connections issues, WPD undertook a wide range of connection stakeholder engagement from April 2015 to March 2016. The key activities and events are summarised in the table which can be found on the next page together with the number of stakeholders engaged and which market sector they broadly represented; unmetered supplies (UMS), demand connections (DMD) or distributed generation (DG). A full list of events can be found in the KPI pack in (appendix 2). The interactions provided by these engagement opportunities provides the outputs which inform the development of our ICE Workplan in the year and the priorities and actions for the following year. ►

WPD ICE looking back report

Engagement activity

Engagement activity summary

Activity	Description	Attendance	UMS	DMD	DG
Major Customer Survey	A WPD commissioned monthly customer satisfaction survey of connections customers covering the market segments under the ICE scope was conducted as planned.	1991	●	●	●
CCSG Workshops	3 workshops were conducted throughout the year, bringing together a panel of experts across the connections market to inform, influence and feedback on WPD connections plans and activities. Outputs from this group have informed our commitments in the ICE work plan.	41	●	●	●
WPD Stakeholder Workshops	6 workshops were held across locations from Plymouth to Lincoln. These workshops covered a wide range of topics including connections, with separate connection sessions in the afternoons and featured roundtable discussions facilitated by WPD managers and electronic voting on issues for prioritising objectives.	259	●	●	●
S. West DG Connection Event	WPD hosted event addressing the effect of large numbers of DG connection scheme requests resulting in much of the available capacity being utilised within the South West region.	55			●
Community Energy Workshops	13 Community energy events were held at a number of locations across all 4 WPD licenced areas.	593			●
Connection Surgeries	Connection surgeries are held to allow customers face-to-face discussions with one of our engineers about their connection requirements. In addition to the take-up of these, a further 57 requests for surgeries were satisfied via a telephone call or visit rather than attending a surgery.	43	●	●	●
UMS User Groups	3 unmetered supply user group meetings were held for Local Authorities in the Midlands, S. West and S. Wales, providing opportunity for the LA's to discuss connection issues and feedback on performance.	44	●		
WPD DG Connection Workshop	WPD held a DG workshop attended by stakeholders from a wide range of sectors including customers, industry consultancies, membership organisations, technology/innovation companies, universities and utilities companies. The feedback from these events help to inform future decisions on areas for improving communication and consistency of the services we provide.	66			●
ENA DG Forum	ENA organised forum providing opportunity to network with others from the industry and to discuss issues and potential improvements with DNOs. Presentation by WPD Director in Cardiff discussing WPD's performance and improvement and plans for DG Connections.	100			●
DG Survey	An annual survey of WPD DG connections customers was conducted for those receiving quotations or connections in the 2014/15 regulatory year. Survey results and comments provide input for our ICE Workplan and prioritisation of issues for WPD to address.	402			●
LCNI 2015	Several WPD representatives gave presentations at the Low Carbon Networks & Innovation Conference, covering a number of future networks and innovative solutions topics. This is an industry event to share information and feedback on innovation projects including innovative connection related projects.	1200			●
REX: Renewable Energy Exchange Events	The REX events are expert led sessions to help inform those interested in investing in renewable or energy-efficient technology, making use of the governments Feed in Tariff and Green Deal schemes. Initially several events were anticipated, however this was reduced to a single event due to reduced tariffs impacting on stakeholder interest in this activity. A WPD stall was available, inviting attendees to find out more regarding the connections processes and issues of network constraints.	100			●
Large Scale Solar Event	WPD presented at the Large Scale Solar Event in Bristol, discussing the ongoing development of innovative solutions to familiar issues regarding the connection of large scale solar DG.	450			●
Low Carbon Hub Event	58 of the 60 invited stakeholders attended this event in which WPD disseminated the learning from the six techniques of the Low Carbon Hub, along with the curtailment tool and discussion on the commercial arrangements for alternative connections.	58			●
Future Network Scenarios	Engagement workshops to kick-off and update on the work we are undertaking to model future DG connection volume scenarios and understand the strategic network investment requirements.	30			●

WPD ICE looking back report

Connection engagement highlights



Community energy events

Stakeholder focus: Customers, developers, landowners, community groups and government

In 2014/15 we initially held a series of community energy scheme workshop events facilitated by Regen SW across the South West, South Wales and Midlands regions. This was in response to stakeholder requests at our wider stakeholder engagement workshops for WPD to provide assistance to a broad range of stakeholders interested in community energy schemes.

The feedback received in these workshops was that delegates wanted future events to provide them with, amongst other topics, a better understanding of network constraints, export limiting technology and alternative connection arrangements. This feedback led to the addition of actions in our 2015/16 ICE Workplan to expand these workshops into other areas and cover broader topics.

In 2015/16 we have expanded the programme of workshops, holding 8 workshops with 275 stakeholders attending and have also engaged with a further 318 stakeholders at related events such as presenting at the Renewable Energy Marketplace event in April '15 and Smart Energy Marketplace in March '16.

The WPD community energy workshops held in 2015/16 and facilitated by Regen SW expanded on previous workshops and covered guides to getting connected, constraints on the WPD network, Statements of Work with National Grid and innovative solutions to grid constraints. The feedback at these events was very positive once again, with 100% rating the sessions as 'good' or 'very good' with the shift to a broader agenda being welcomed.

The events have once again provided outputs which have informed the issues and priorities for our looking forward plans and actions in our 2016/17 ICE Workplan.

593

Number of stakeholders engaged at workshops and related events

100%

Thought the WPD workshop was 'good' or 'very good'. From stakeholders who provided written feedback:

Connection Surgeries

Stakeholder focus: Customers, developers, ICPs, landowners, community groups, consultants

WPD launched the connection surgeries in 2014 after a successful trial in 2013. As set out in our 2015 looking forward report, we expanded the scope of the surgeries for 2015 by including CiC issues. This enabled ICPs to book appointments to discuss specific schemes or broader process topics.

Aware that our customers and ICPs often want to have a discussion about a connection scheme or the processes prior to application, or want to understand more about a scheme in progress, the connection surgeries provides this opportunity. The surgeries enable customers to speak face-to-face with a WPD engineer who can assist them.

Surgeries are available across WPD's office locations as close to participants as possible for a 45 minute appointment with a WPD engineer, where they can answer questions on topics such as timescales, legal permissions and consents, technical matters and possible network constraints affecting connections in a particular area.

We held surgeries at local offices across four dates with a total of 43 attendees. Whilst the attendance was not as high as the previous year, a further 57 customers who contacted us to enquire about attending a surgery, were satisfied with a call back or visit from the local team.

Our connection surgeries are an important method of engagement with customers who prefer a face to face discussion about their scheme or the connections process in more general terms. Feedback has been positive once again and we are expanding the scope further in 2016 to facilitate individual appointments to be made where customers cannot attend a surgery date.

43

Number of stakeholders attending surgeries in 2015/16

57

Number of stakeholders' requests for surgeries fulfilled by a phone call or visit

“ I think doing a connections surgery really made a difference to my relationship with WPD. That level of contact was extremely valuable ”
- 2015 DG workshop attendee

Electricity Network Connection Surgeries

FOR WPD CUSTOMERS AND INDEPENDENT CONNECTION PROVIDERS

Western Power Distribution (WPD) is the electricity distribution network operator (DNO) for South Wales, South West England and the Midlands.

We operate the regional electricity network and provide New Connections to homes, businesses and generation sites at voltages from 230 volts to 132,000 volts.

Ahead of applying to us for a new connection and particularly for Generation Connections, our customers and Independent Connection Providers (ICPs) often have questions and want to understand more about the process, timescales, technical matters, consent/legal requirements and possible constraints of making a connection to the network in a particular area.

With this in mind we are running a series of Connection Surgeries where our engineers will be able to assist you.

The surgeries will run on the dates listed below and enable interested parties (i.e. landowners, ICPs, developers and community groups) to make a 45 minute appointment with an engineer to discuss their requirements and the connection process, ahead of making an actual application for a connection to the network.

Connection surgery dates

Our connection surgeries will be held at various WPD offices and will be as close as possible to where most participants live.

26th March 2015 10th September 2015

► WPD Connection Surgeries Advertisement

WESTERN POWER DISTRIBUTION
Serving the Midlands, South West and Wales

Midlands:
0800 121 4909

South West & Wales:
0800 028 6229

wpdconnectsurgeries@westernpower.co.uk

WPD ICE looking back report

Connection engagement highlights

Distributed generation workshop

Stakeholder focus: Customers, developers, ICPs, landowners, community groups, consultants, academics, law firms, utilities and government

Following a successful initial event in 2015, WPD held our second DG workshop on 3rd November 2015 at Villa Park in Birmingham. The event was aimed at a broad range of DG stakeholders, giving an opportunity to share their experiences and issues they have encountered over the last 12 months in connecting DG and to feedback on the areas they wanted WPD to be focussing on both in the short and medium term which we can address through our ICE Workplans.

The workshop also gave us an opportunity to share our experiences, the challenges we have encountered through the year and the developments we had made. We were able to review and discuss our ICE Workplan to check that we are still tackling the issues which are important to our stakeholders.

A total of 66 DG stakeholders attended from a wide range of sectors making sure that a full range of views and experiences were represented. WPD appointed a specialist stakeholder engagement consultancy, Westbourne Communications, to facilitate the event and the roundtable discussions. The workshop consisted of a series of presentations by WPD senior managers followed by the roundtable discussions where feedback and comments were recorded but not attributed to individuals to allow openness. In the afternoon there were four surgery sessions held on specific topics relating to the connection process providing stakeholders opportunity to learn more about WPD's developments in these area and to give their feedback.

The DG workshop once again proved to be very important in providing WPD with the views of our stakeholders on current issues around DG connections and also on the emerging issues facing us and the wider industry. The written feedback from the majority of stakeholders received at the event also indicated that this event proved useful for them and we covered the right topics for them on the day. It was clear that whilst most of the attendees held up WPD as one of if not the best DNO to deal with in terms of applying for a connection, it was also clear that there is still a lot of room for us to improve our service in this area as a whole and the feedback we received ensures that we are targeting the right improvement actions to address the priority issues.

Following the event WPD published a report produced by Westbourne Communications detailing the stakeholder feedback including verbatim comments and this was followed by a WPD response document from WPD setting out the actions we would take as part of our ICE Workplan.

100%

Told us they found the workshop to be either 'very interesting' or 'interesting'

100%

'strongly agreed' or 'agreed' that we covered the right topics on the day

“

Excellent management of sessions and opportunity to raise issues

”

- 2015 DG workshop attendee



Outputs: Key themes in feedback from stakeholders

The following areas were indicated by attendees of being the most important areas for WPD to address:-

- ▶ Network constraints & forecasting.
- ▶ Queue management and release of capacity.
- ▶ Innovative connection solutions.
- ▶ Statement of Works processes.
- ▶ Communication and consistency.
- ▶ Engagement with government.
- ▶ Post-acceptance services.

Outputs: actions identified for our 2015/16 ICE Workplan

Along with the areas of focus for 2016/17, we identified a range of actions in response to the feedback that we could undertake and add to the 2015/16 Workplan:-

- ▶ Develop guidance on applying for connections for battery storage schemes including defining the minimum information required in an application, along with accompanying policy as required.
- ▶ Review the rules on changes to applications and accepted schemes to tighten up on areas of uncertainty. Re-published and re-communicate to ensure consistency.
- ▶ Further to WPD's initial DG forecasting, complete the strategic network study for the South West in the first half of 2016. Hold further stakeholder events on the scenarios being used and on the outcomes of the study.

WPD ICE looking back report

Connection engagement highlights

Connection Customer Steering Group

Stakeholder focus: Major customers, developers, ICPs, IDNOs, community groups, consultants, utilities

The WPD CCSG continues to be a very important source of feedback and input into our ICE priorities and improvement plans. Formed at the end of 2013, the CCSG membership has grown and comprises of a panel of experts who help to shape our plans and inform our decisions on the actions we take to improve our connection services. Each panel member is a representative for the sector in which they operate and their views represent their own experience working in WPD and other DNOs regions, providing a wide spread of experience in the range of connection market segments.

The CCSG meets three times per year at workshops hosted by our Chief Executive, Robert Symons who presents at each workshop and is on hand to discuss any questions the panel may have.

The cycle of workshops allow us to present and discuss the areas we have identified through wider stakeholder engagement as priority issues to address in our ICE Workplan, provide updates on progress against our ICE Workplan and look at areas to address in future plans. The panel are a sounding board for these priorities, actions and proposed solutions, helping to inform the direction we take.

Since the panel is made of members who are continually operating in the new connections process, they are also an important source of feedback drawing attention to new issues they have encountered or best practice they have identified in other areas. As a result our ICE Workplans feature a number of actions taken directly from or reinforced by CCSG feedback.

In 2015/16 workshops we included sessions with WPD staff delivering specific initiatives in the ICE Workplan, for example there were two sessions on the legals and consents process improvements which provided feedback from the panel to help shape the new information which was published online as part of the ICE action. We also held a breakout session in the February '16 workshop to discuss network constraints and Statements of Works in the South West for panel members who were affected by this. Feedback from the panel was that these sessions on specific issues were very helpful and we will develop this further in the structure of the workshops in 2016/17.

Outputs: actions identified for our 2015/16 ICE Workplan

Together with providing support and informing our ICE developments, through the CCSG we identified a range of actions, supported by the feedback from wider engagements, that we could undertake and add to the 2015/16 ICE Workplan:-

- ▶ 18 actions in 2015/16 ICE Workplan added from feedback at CCSG (includes actions added through the year)

“ Great format & well structured feedback - keep it up! ”
- CCSG member feedback

“ As ever, the event was a useful and informative session. ...able to update my knowledge on a number of developments ”
- CCSG member feedback

Government engagement

Stakeholder focus: MPs, Ministers and government departments

Our stakeholders have asked us to carry out more engagement with government to inform and discuss priorities, issues and how legislation impacts on the connections sectors. In 2015/16 we started to expand our wider stakeholder engagement activity to develop relationships with local MPs and this has included engagement on connections activities. In June 2015 we wrote to every MP in our region to introduce WPD, our wider Business Plan and local network investment schemes in their constituencies. 27 unique newsletters were sent from the WPD Distribution Manager for their region inviting MPs to meet with them to discuss local issues and wider energy policy. Following these contacts a number of face-to-face meetings have taken place, where connections have been part of the agenda, particularly where we have been able to discuss and inform MPs about network constraints relating to connection of DG and how we are addressing these. We have also been able to discuss the impact of wider policies including rules relating to investment ahead of need and energy storage, the impact of energy subsidies and the forecasting work we are doing requiring a joined up approach with NGET and DECC.

As part of the engagement regarding network constraints we have also had a number of meetings with the Welsh Assembly Government (WAG), Ofgem, DECC and government ministers to talk through the impacts that the high volumes of DG we have experienced have impacted on the network and NGET's transmission system. We have kept these stakeholders informed of the issues, how we are addressing them and the solutions that we have been able to implement to reduce the impact on customers looking to connect DG. Ofgem cited WPD's approaches to speeding up renewable connections by making the best use of the existing network, when launching their consultation on getting a connection when the network is constrained, which was identified through the engagement WPD had undertaken with them on these issues.

Outputs: expansion of engagement with government

- ▶ 45 in-depth contacts and meetings with MPs to discuss network developments
- ▶ 8 meetings to discuss network constraints and how we are addressing them with: WAG, Clare Moody (MEP for S.West), DECC and Ofgem.

WPD ICE looking back report

ICE Workplan

ICE Workplan outcomes

Continual development

The 2015/16 ICE Workplan was built up with a set of challenging initiatives with stretching actions aimed at delivering the improvements in the areas identified by our stakeholders as the priorities for WPD to address. We developed the plan with input from our stakeholders including the CCSG panel and the key action areas were identified as a result of our engagement activities leading up to the Workplan publication.

The initial ICE Workplan published in April 2015 included a number of actions covering a wide range of connections activities and related market segments. We explained in our May 2015 submission that the ICE Workplan is intended to evolve through its twelve month span as the initial actions drive out further specific actions and new priorities are identified requiring new actions in the Workplan. As was seen in our October 2015 ICE update ([here](#)), our ICE Workplan did evolve through the year with a range of new actions added, expanding the Workplan to ensure we addressed the issues our stakeholders were telling us were important. 8 further actions and sub-actions were added to the initial ICE Workplan, some intended to be completed in the plan period and some intended to be expanded into the 2016/17 ICE Workplan.

Improvements delivered

Our aim with the WPD 2015/16 ICE Workplan was for it to drive the engagement and improvements our stakeholders were telling us were their priorities. Through the ICE Workplan we have delivered a range of actions that have improved the connections service we offer to our stakeholders, addressing areas of communication, information, performance, policy and process.

The introduction of the CiC Code of Practice in 2015 brought the need for additional engagement, working with other DNOs and CiC stakeholders and required us to include actions in the initial 2015/16 ICE Workplan to provide for the requirements of the CiC CoP which developed as the CoP requirements were refined. We have delivered key actions to ensure that the requirements CiC CoP were implemented ahead of the deadline and communicated out both internally and externally.

The challenges presented by the major issues of network constraints have been tackled with a range of actions aimed at improving communication of information with stakeholders and improving processes along with new policy and guidance to try to ensure that we are able to facilitate the efficient connection of as much DG as possible. We took on actions to address issues being encountered by us and our customers relating to the NGET SoW process which had created challenges in constraining connection of DG. We also tackled issues around capacity on connection schemes which were not progressing by implementing new terms in offers and connection agreements and issuing refined guidance on allowable changes to schemes and extension of offer acceptance validity.

A full version of our 2015/16 ICE Workplan is included in this report (see appendix 1) detailing the status of each action. Whilst there are some actions we will be carrying over to the 2016/17 period to deliver their full requirements, the actions we have completed in 2015/16 demonstrate a significant level of commitment by WPD to deliver the key improvements identified through our ICE programme. The table below highlights some of the key outcomes delivered by the ICE Workplan ▼

Key Actions Delivered

A selection of the key actions delivered with the 2015/16 ICE Workplan are set out below:

Initiative/Action	Output	Benefit
Work with NGET to clarify Statement of Works process for both individual and bulk applications. Publish updated guidance on our website.	WPD engaged with NGET and DG stakeholders at both the national working group and also on the immediate challenges facing WPD's regions. Information and guidance published to help customers and improve transparency of the process. Trial process developed along with new policy and guidance.	<ul style="list-style-type: none"> • WPD engaged on national working group • Customers have improved visibility of process and outcomes • New process is quicker and provides earlier sight of SoW / Transmission network constraint issues to customers
Actions to extend contestable activities and implement requirements of CiC CoP	WPD implemented a range of new processes, policies, guidance and agreements to facilitate the requirements of the CiC CoP. Staff have been trained and new processes rolled out to ICPs and IDNOs	<ul style="list-style-type: none"> • Independent providers able to undertake further connection activities • Staff training on new policies ensuring consistent approach • Development of system facilitating more online services for independent providers
Actions to facilitate quicker and more efficient connections	WPD developed new processes and policy with the input of stakeholders to better facilitate management of the network and reservation of capacity in a fair and consistent manner	<ul style="list-style-type: none"> • New DG infrastructure scheme offer developed • New terms to restrict reservation of unused capacity on new DG schemes • Refined rules published on issues regarding the management of queues of connection applications

Further detail on this actions can be found on the following pages of this report ►

WPD ICE looking back report

ICE Workplan outcomes

Statement of Works process

Background

During 2015/16 the process regarding the application to NGET to understand the impact on their transmission network of DG connecting to WPD's distribution system, known as the Statement of Works (SoW) process, became a high priority issue for WPD and our stakeholders.

Due to the high level of DG connection activity across WPD in recent years, much of the distribution system was becoming constrained so that no further generation could be connected until reinforcement works can take place. Further to this were further knock-on effects onto the NGET system meaning that the limits of the interface points between our networks, known as Grid Supply Points (GSPs), were being reached so that in order to connect further DG, major works were being triggered on the NGET system. There has been an unprecedented requirement to initiate SoW on a large majority of GSPs in WPD's regions, putting what had been a relatively infrequently used process into the forefront of DG connections activity in many of WPD's geographic areas with exceptional volumes.

Our DG customers were critical of both WPD and NGET around the length of time the SoW process and subsequent Modification Application and Modification Offer (application and offer for works on NGET's system) was taking, the major impact this and the outcomes of the process were having on their schemes and the lack of communication and transparency around the process. Our 2015/16 ICE Workplan included an action to work with NGET to clarify the SoW processes and publish guidance for customers.

Action taken

Alert to the issues this process was creating and the impact on our customers and our connections service, WPD worked closely with NGET on finding joined-up solutions to facilitate further generation at the GSPs where there were constraints. A number of approaches were taken and are still in progress to facilitate further connections, such as providing alternative connection solutions involving constraining generator output under certain conditions. In order to increase the efficiency and consistency with which we handled the SoW processes, WPD has set up a central SoW team and recruited additional staff who will assist with WPD teams with the process.

We also worked with NGET to develop a new SoW process to provide a quicker, more transparent and efficient process for DG connections. This process aligns with the developments being looked at on NGET's national working group looking at improving the SoW process, which WPD is also engaged with to develop further improvements to our process as required and to provide consistency for DG customers working across multiple DNOs. The new process ensures that WPD liaises closely with NGET in order to identify any constraints and then communicate these restrictions to the customer in a clear and timely manner as well as progressing with NGET to understand the potential solutions for connecting the customer generation.

Communication

Being mindful of stakeholder feedback that the SoW process was not well communicated and the impacts on individual schemes were not being swiftly communicated, WPD undertook actions to address this. Using the learning that had been gathered through the numerous SoW progressed up to that point, a new policy was developed describing the process for liaising with customers and with NGET with regard to the potential impact on the NGET system, of customers connecting to WPD's distribution system. This policy ensures that staff engage with customers both timely and effectively.

To assist with understanding of the process and how this can impact DG connection schemes, Information and guidance has been published for customers on the WPD website ([here](#)) including flowcharts explaining the process and the NGET SoW responses for each of the WPD GSPs where a SoW application has been made.

Wider engagement

The impacts of the SoW and resultant constraints on connecting DG did not only involve those customers already in the process. WPD undertook engagement to communicate the issues and solutions being developed to the wider stakeholders.

WPD undertook engagement with a range of stakeholders to communicate the issues being encountered with SoW and constraints in connecting DG. We hosted workshops and presented at industry events to explain the constraints, particularly those facing the connection of in the South West, and the solutions we were working on.

Further engagement was undertaken with the Welsh Assembly Government, Local MPs, DECC and Ofgem to inform them of the issues and the solutions we were investigating alongside NGET. A number of follow up meeting provided further updates to these stakeholders.

WPD have also held a large number of bilateral meetings with developers to discuss their individual schemes being impacted by the SoW and network constraints, to discuss the specifics in greater detail.

In our community energy workshops we also included sessions on the constraints recognising this can be where the level of knowledge and experience may not be as high as other commercial DG developers.

South West SoW update

This is an example of the communication WPD is undertaking to inform customers of the situation on the network and how these constraint may impact their ability to connect generation to the distribution system

Following the Modification Offers received from NGET for GSPs in the South West, which indicated the works required and conditions which needed to be met prior to the connection of generation, WPD worked closely with NGET to identify the specific requirements for each individual DG customer.

We then published an update on our website and communicated to customers explaining the situation including the impacts and requirements at the various GSPs affected. This was followed up with communications to customers on a site by site basis detailing the impacts on their connection scheme, and also held bilateral meetings with a number of customers to discuss their situations in further detail.

WPD ICE looking back report

ICE Workplan outcomes

Improving the process of obtaining legal permissions and consents

Background

The processes of obtaining the legal permissions and consents required for a new connection is an area identified as a priority through our engagement with stakeholders. At our CCSG workshops and DG workshop in particular, stakeholders asked us to focus on improving the information available around this area and improving the processes to reduce delays and improve consistency in approach. Stakeholders told us that they wanted more transparency of the processes especially around which parties are responsible for which areas when an independent provider is engaged in the process

New information published

In response to the requests for more information to be available on the legal and consents processes for connection, WPD developed a suite of information in a new section created on the WPD technical information website (see right). These publications provided a step-change in the amount of guidance available and were well received by stakeholders when presented and discussed at events such as our CCSG workshops, DG workshop and bilateral meetings: a CCSG member commented "[we are] very grateful for your work to make information available...WPD's availability and presentation of land rights information is now best practice across all GB DNOs".

Service improvements

A significant amount of work was undertaken to make improvements to WPD's legal and consents procedures. Improvements were made to streamline our legal instruction process for better quality information on instruction. The provision of the right information from the outset ensures reduced clarification referrals, therefore overall saving time and cost whilst improving service delivery.

We also improved our process interfaces with our external solicitors to increase efficiencies, for example, all transfers of funds for land transactions are now made electronically and the limit for our external solicitor's self-authorised cost undertakings were doubled to significantly reduce the volume of referrals back to WPD for instructions.

These changes have enabled our solicitors to commit to a performance improvement target of 20% more transactions being completed within 50 days.

New performance standards

Our stakeholders asked us to develop internal monitors on the legal and consents process to improve speed and efficiency by enabling targets to be set and to identify areas for further improvement. With the help of engagement with our CCSG panel and also individual stakeholders, WPD has developed and introduced a new set of performance standards for its internal staff in connection with the legal process. We have implemented a new policy document to ensure consistency and compliance against the new standards supported by a new case tracking database with a suite of management information reports.

In addition to these internal monitors, we have also implemented new, tighter performance targets with WPD's external legal providers in relation to the processing of legal transactions with the aim of improving timescales for the elements of the transactions which sit with WPD / our legal provider

Legal process and consents information

In response to feedback a new area was added to the WPD technical information website to provide information for ICP, IDNO and other customers relating to the acquisition of land and rights over land, together with planning permission and statutory consents. The site includes information on:

- ▶ **Sites and rights purchase processes** - including process flow charts for overhead and underground connections and substation site purchase.
- ▶ **Who does what** - including tables showing who undertakes the steps involved with land rights and site purchases, planning permission and statutory consents.
- ▶ **Policy documents** - detailing WPD's policy and procedures for a wide range of topics in this area.
- ▶ **Template documents** - legal document templates for deeds of grant, leases, wayleave agreements.
- ▶ **Other useful information** - guidance documents and information leaflets.

“ WPD's availability and presentation of land rights information is now best practice across all GB DNOs ”
- CCSG Member



8

New performance monitoring targets in place over 15 activities in the legal process

WPD ICE looking back report

ICE Workplan outcomes

Facilitating quicker and more efficient connections

Background

As a consequence of stakeholder feedback from customers who were concerned about the rising cost and associated delays for obtaining a connection, Ofgem challenged DNOs at the beginning of last year to examine areas for improving the efficiency and delivery of connections. This became the Quicker and More Efficient Connections (QMEC) initiative, the principle purpose of which was to address the requirement to reduce the need for network reinforcement, cutting delays and costs of connecting to the network. An industry working group, facilitated by the ENA has brought DNOs and interested stakeholders together to address the issues and find solutions, primarily by implementing flexible connections and by managing connections offers with associated capacity 'queues'. WPD had already identified this as a priority for our stakeholders and included actions in our ICE Workplan whilst continuing to work with the working group to find ways to better manage the network and recover reserved capacity that is not being utilised. Our ICE Workplan included actions to develop new processes that facilitate quicker and more efficient connections and ensure that we act in a clear and consistent manner. These actions have been completed and are summarised below ▼

ICE Workplan outputs

Infrastructure schemes

Action 5.3 - Develop and implement policy on DG infrastructure schemes and introduce an associated offer letter

We have developed a set of criteria for facilitating DG infrastructure schemes that will enable a customer to apply to WPD for a connection offer for the infrastructure required to provide the export capacity for a number of pre-defined premises in a development area. The customer or a separately nominated party may then apply, with reference to the infrastructure offer agreement, to connect to the infrastructure. An offer letter agreement has been developed for these schemes and has been successfully trialled and implemented on a scheme in the W.Midlands, connecting 5 DG schemes to the associated infrastructure totalling 24MVA of export capacity. We have published the availability of this option on our website ([here](#)).

Restricting reservation of excess capacity

Action 5.4 - Implement changes to DG offers and agreements to restrict capacity in excess of the installed capacity from being reserved

We have introduced a procedure to prevent export capacity from being reserved that is in excess of the installed capacity. This was implemented by a change to the terms of both the connection offer issued at the time of application and the new terms for the subsequent connection agreement. In recognition of a developer's requirement to stagger the installation of equipment we will agree to reserve the capacity for up to 18 months following initial energisation. If the reserved capacity is not utilised within the 18 month period it must be relinquished. The capacity is released back onto the system to provide for the benefit of others which will ultimately mean that we manage the network more efficiently and mitigate the potential for reinforcing the network unnecessarily.

Managing queues of connection offers and accepted schemes

Action 5.8 - Review rules on changes to applications and accepted schemes to tighten up on areas of uncertainty. Re-publish these rules on the WPD website and re-communicate to WPD staff to ensure consistency.

Our guidance on 'Allowable Changes' has been expanded and updated to ensure we communicate effectively to customers the principles upon which an applicant may be allowed to change the parameters set out in their original application without needing to re-apply and restart the process. The guidance includes a table that describes various scenarios and whether we deem them to be allowable at either pre-acceptance or post-acceptance stage of the connection offer. We will review this guidance and amend if necessary following the outcome of the consultation undertaken by the Working Group on 'Material Changes'. The guidance has been published on our website ([here](#)) and communicated to WPD staff ensuring a clear and consistent approach. The result of this guidance is to ensure applications and network capacity is managed in a fair and consistent way, particularly where changes to applications could affect other applicants' schemes.

Additional activity - New policy for identifying slow moving connection schemes

In response to additional stakeholder feedback asking us to address schemes which were not progressing and holding on to capacity, we developed a consistent approach to enforcing the milestones in our connection offers. To ensure we recover as far as possible any committed capacity that is reserved under a connection offer we have implemented a policy for identifying slow moving schemes that have missed measured milestones and, where appropriate, sought evidence from developers that the scheme is still viable. Where this cannot be demonstrated we will then terminate the connection offer. The policy ensures we implement a standard approach and act in a non-discriminatory manner. The result is that schemes which have stalled or are no longer going to progress, can be identified and make way for other schemes to connect, utilising the capacity released.

Alternative connections

WPD offer a range of alternative connection solutions to facilitate DG connections with constraints to avoid or connect ahead of network reinforcement.

To ensure applicants are aware of the alternatives to reinforcement costs and delays we have included a signpost in our DG connection offers to point them to our website. Our website provides a comprehensive details of 'Alternative' connections, including a page to register for notification of activation of sites ([here](#)). It is now also signposted from the recently developed ENA webpage that contains a summary of information on alternative connections from all DNOs.

Export limiting

In addition to the range of alternative connections already available we have added the use of export limitation devices. These devices can reduce a generator's impact on the network and are suitable for connections of all capacities and voltage levels. A DG customer may choose this option and restrict the net export of their connection rather than wait for or contribute to costly network reinforcement works. Information on this has been published on our website ([here](#)).

WPD ICE looking back report

ICE Workplan outcomes

Competition in connection code of practice

Background

Following their review of the electricity connections market in 2014, Ofgem found areas where competition in connections (CiC) was not developing as quickly as others and factors which were combining to limit the development of competition. In order to remedy this, Ofgem introduced a new Distribution Licence obligation for DNOs to develop and have in place a Code of Practice (CoP) for input service in CiC activities, taking legal effect in October 2015.

The CoP requires all DNOs to meet a minimum set of requirements in relation to the CiC services they provide, to report on these annually and to develop further improvements through a change governance process.

WPD development and implementation

WPD implemented new policies and processes to facilitate the requirements of the CoP in September 2015. Expanding on the actions already included in our ICE Workplan to deliver further processes to extend the elements of connections activity which can be contested by an independent connection provider (ICP), which had been identified through our engagement, we used these to ensure we met the CoP requirements.

Communication and engagement

As well as working with the national working groups developing the initial CoP and the subsequent change development groups, WPD communicated the developments to stakeholders to ensure they were aware of the new WPD processes made available to them. Information and guidance has been published on our WPD website ([here](#)) and more detailed policy information has been made available to ICPs on the WPD technical information website. Stakeholders are made aware of these changes and the addition of new information through the email updates sent to registered users on the two websites.

We have engaged with ICP/IDNOs in bilateral meetings where they are looking at working to the new processes and are seeking further discussion before commencing. These meetings are useful as the ICP/IDNO can receive the latest information on the processes and we can share any learning points we have obtained so far, closer to the time that the ICP/IDNO will begin using the new processes.

We will continue to communicate updates and changes as these processes develop and will offer meetings with ICP/IDNOs who require them.

To ensure that WPD staff were aware of the CoP and the new policies and processes being implemented, the policies and guidance were disseminated to staff and internal briefings were held to communicate the changes and ensure consistency of approach.

CoP Requirements

The CoP requires DNOs to:

- ▶ Reduce the extent to which competitors depend on them for essential services
- ▶ Where the DNO is required to provide these services, it will need to do so on the same basis to both its competitors and its own connections business
- ▶ Operate to an Ofgem approved Code of Practice setting out a common set of rules to enable competitors to access the market

Actions and outputs

WPD delivered a number of actions in 2015 to ensure that the requirement of the CoP had been met. The WPD CIRT system (online application and tracking tool) has been further developed to provide the interface between WPD and ICPs for the new services.

- ▶ **Accreditation & authorisation** - changes have been made to policies and agreements to facilitate all options in the CoP.
- ▶ **Determining the point of connection** - both standard design matrix (up to 200kVA at LV) and technical design analysis options are available with published guidance and parameters.
- ▶ **Competition awareness** - In addition to existing leaflets and information already available on our website, we have updated the website with info regarding the CoP along with a new flow-chart for the connection process.
- ▶ **Design approval** - ICPs are now able to self-approve their designs, working through an audit regime.
- ▶ **Information exchanges** - Alongside the existing mapping information, policies and specifications already available, WPD made further developments to facilitate the CoP requirements: additional mapping data; substation details and demand requirements; agreed supply capacities; HV network configuration details; HV network Demands; HV network technical data.

Exceeding the CoP requirements

As a consequence of stakeholder feedback, our ICE Workplan not only included actions to meet the CoP requirements, but also included CiC services over and above the initial requirements:

- ▶ **Self-Inspections** - WPD implemented the required system changes, policy, guidance documents and agreements to facilitate ICPs undertaking self-inspection of their connection works to be adopted by WPD, rather than requiring WPD inspections.
- ▶ **Disconnections** - new policy, processes, guidance and system changes were implemented to facilitate ICPs undertaking the disconnection of metered connections on new development sites.
- ▶ **Part funded reinforcement** - WPD continued the trial to facilitate ICPs undertaking part-funded connection reinforcement works. Although there has been no take up of this we will continue to offer this trial in 2016/17 where requested.

WPD ICE looking back report

Outputs & Measures

Key Performance Indicators

In our 2015/16 ICE Workplan submission we committed to 17 Performance Indicators (KPIs) across 6 key areas to measure important aspects of our connections service. These were designed to track our performance to determine whether actions we undertook as part of our ICE Workplan were delivering improvements in these measures. Within the KPIs there were 12 improvement targets, which we purposefully set to be stretching. The remaining KPIs were being put into place as part of the first year of the ICE incentive and were therefore set to become benchmark's for future years. In some measures we have fallen just short of the stretching targets we set ourselves; in our annual survey of DG connections customers and our monthly major customer surveys, we did not quite reach the targets we set. Whilst our customers still scored us relatively high in these surveys, against a backdrop of difficult conditions in connecting DG due to increasing constraints on the network, we know that there is still work to do to deliver the service levels that our customers expect.

Overall we have performed well in delivering what we set out to achieve, driving improvements across our connections services and setting benchmarks for future performance. We will continue to review the performances recorded against our KPIs, alongside delivering the actions within our ICE Workplan, as part of our commitment to provide continually improving connection services.

A full summary of the information on our performance against all of the KPIs we committed to for 2015/16, can be found in our looking back KPI reporting pack, located in appendix 2 of this report.

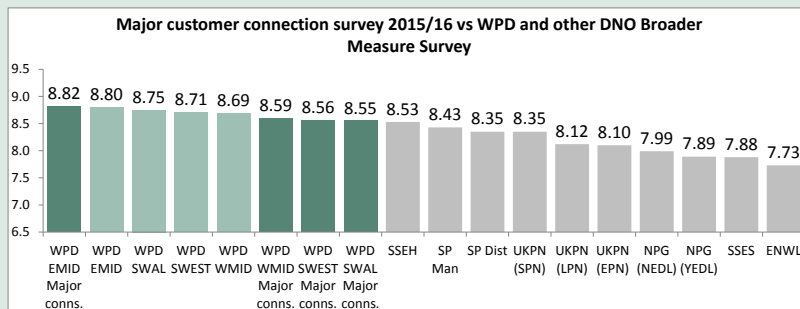


Customer surveys

Major customer connection survey

As part of our ICE commitments in 2015, WPD continued to conduct monthly customer satisfaction surveys for major connections customers, following the reduction in the scope of connections covered by Ofgem's Broad Measure of Customer Satisfaction Survey (BMCS). We wanted to maintain this measure as an important indicator of how we are performing for all of our connection customers. The outturn for the year is just below target, however satisfaction remains high in comparison to wider DNO average performance in the continuing Ofgem BMCS.

Along with the overall satisfaction score, the survey also provides us with a significant amount of detailed feedback which we are able to use to develop existing and future improvement actions. The frequency and strength of view on issues raised in the survey also inform our priorities for future ICE Workplan actions.

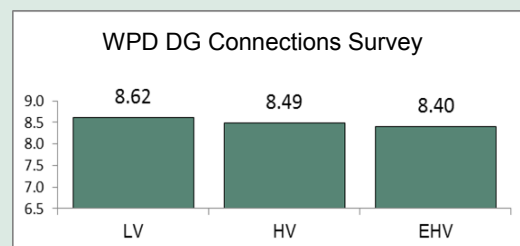


DG survey

For the fourth consecutive year, WPD commissioned surveys with DG connections customers who had quotations completed connections in the year. Modelled on the BMCS, the DG survey enables comparison with results for customer satisfaction in other market segments.

As per the feedback we received from our stakeholders, this year we split the survey into LV, HV and EHV segments to assess satisfaction with our service for those customer groups.

Despite a challenging year for DG connections, whilst we have not achieved our target 8.8 overall score, satisfaction remains high in some areas, but we are getting a clear message of the areas where we need to improve.



Relatively high satisfaction

Ease of initial contact (to get a quotation)	8.92
Understanding the customer's requirements (during quotation process)	9.06
Clarity of explanation of the connections process	8.74
Clarity of explanation of the likely charge	8.98

Areas to improve

	2014:	2015:
Time taken to provide a quotation	8.53	7.88
Amount of communication throughout the process	9.03	8.57
Promptness of contact to agree dates for work	9.08	8.00
Arrangements made before work started	9.30	8.46

Section 3: WPD ICE looking forward report

Introduction

Looking forward to 2016/17

This looking forward section of our report sets out the ICE Workplan for 2016/17 and how this has been developed. The engagement activities we will undertake through the year which will input into our development of the this year's Workplan and the priorities for next year are covered here, together with details of the outputs and measures required to track our performance. This section covers the activities across all four of WPD's Distribution Service Areas and the connection services in each of the Relevant Market Segments (where aspects are for specific RMS this is identified in the report).

In the 2016/17 ICE period WPD will maintain the momentum we have established in the past two years delivering the improvements in our connections services that are the priorities for our stakeholders. It is essential that we continue to listen to our stakeholders, engaging with them using methods tailored to them and most importantly, ensuring that this engagement leads to action.

As with our previous ICE submission, the engagement and actions extend to all connection stakeholders and market segments, not just those required by the ICE incentive and where we have previously passed a Competition Test. Our connection strategy encompasses all aspects of our connection services and the customers who rely on them.

We have listened to feedback we received to last year's submission and designed our outputs and measures for 2016/17 with more measures linking to the actions in the ICE Workplan.

Whilst our overall customer satisfaction in our connection services remains very high in the Ofgem Broad Measure of Customer Satisfaction Survey and our Major Customer and DG surveys, we know from our stakeholders' feedback that there is still work to be done.

Our stakeholders have told us that the service that we provide after the acceptance of a connection offer is an area where they would want to see further improvement in consistency and performance. However, the main focus of feedback has been in the challenges facing the connection of DG to the network, covering a range of aspects including availability of information, the Statement of Works process with National Grid Electricity Transmission, forecasting future DG volumes and a host of elements relating to providing quicker and more efficient connections.

In this section of the report we explain how our ICE Workplan has been put together with the input of over 3000 stakeholders at engagement events and the results of satisfaction surveys of over 2300 connection customers. This engagement throughout 2015/16 has led to the identification of priorities and the actions to address these areas.

Our ICE Workplan has been produced to meet the requirements of our stakeholders across the full range of connections Relevant Market Segments, through a set of stretching actions and associated performance measures.



WPD ICE looking forward report

Engagement

Connection engagement in 2016/17

Our 2016/17 stakeholder engagement will ensure that we are listening to our stakeholders and communicating how their feedback has led to real action.

For 2016/17 our connection stakeholder engagement will be focussed on the delivery of our plans and identifying further improvements to our connection services. Our stakeholders have asked us to also focus on longer term objectives such as the work we are doing on DG forecasting and strategic network studies. They have also asked us to do further engagement with NGET, Ofgem, DECC and wider government on issues and policy which will impact our connections activity and therefore our stakeholders. We will be increasing the engagement in this area through national working groups and events targeted at these stakeholders. Our engagement approach and methods are set out in our stakeholder engagement strategy in the introduction section of this report (see Section 1). We will use this strategy to continue to ensure that this successful approach provides the comprehensive engagement, tailored to the stakeholders, delivering the tangible benefits and real service improvement they require.

The Connection Customer Steering Group will continue to provide the feedback on the developments we make through our actions in the 2016/17 ICE Workplan, and also continue to inform the priorities and actions we will carry through to the next ICE Workplan.

In this section we set out the engagement activities we currently have planned, summarising the activities and numbers of stakeholders we aim to reach. We also go into further detail on some of the activities to explain the reason behind them and what we aim to achieve.

Social media

Expanding use of new engagement methods

WPD has been using social media such as Twitter and Facebook for stakeholder engagement relating to other areas of distribution services such as keeping customers informed during power cuts.

Last year we used social media to raise awareness of events such as the LCNI conference (see description on next page) by providing updates via Twitter.

In 2016/17 we plan to expand this as an approach to engage with connection stakeholders about events and connection updates and hopefully will be reaching more stakeholders as a result.

Live online Q&A

In 2016/17 we plan to host at least one live Q&A on a connection topic enabling stakeholders to ask questions via social media to WPD staff who will be able to provide answers and information, taking on board any feedback we receive to help inform our ICE developments.

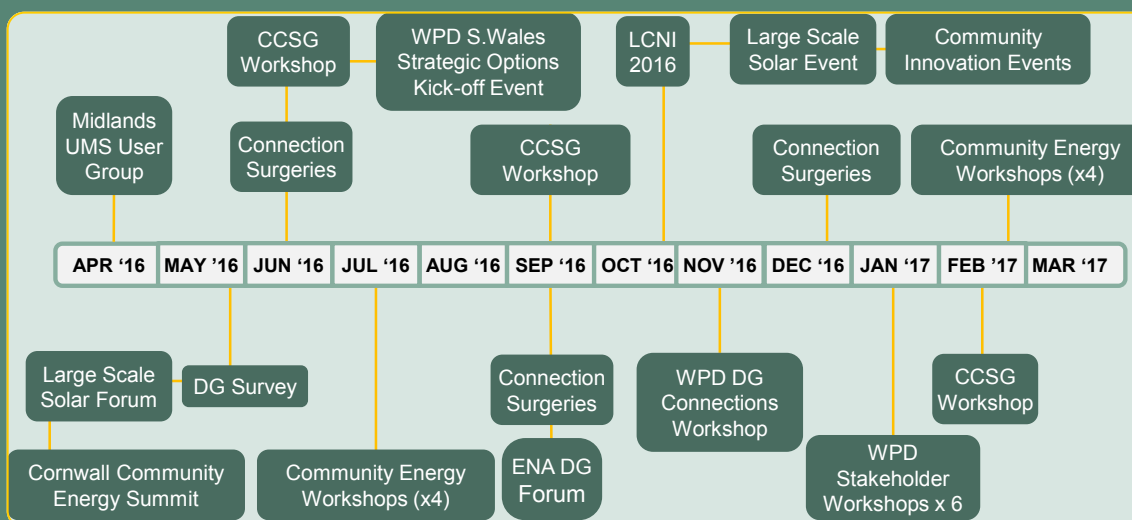
WPD @wpduk · 25 Nov 2015
WPD's Steven Gough #LCNI discusses the role of community initiatives to reduce peak demand. westernpowerinnovation.co.uk/Projects/Netwo...

WPD @wpduk · 24 Nov 2015
Our staff are on hand at #LCNI to discuss our low carbon initiative projects



Planned connection engagement

We have a wide range of events planned again this year as set out in the timetable below. These will be added to throughout the year as new events are planned, for example to consult on or communicate the outcomes of ICE Workplan actions. Further details are provided on the next page.



WPD ICE looking forward report

Engagement

Planned engagement activity

From April 2016 to March 2017 we have a range of engagement activities planned where we will engage with a wide range of stakeholders covering all connection market sectors. More detail is provided in this section about a selection of these key engagement activities that we have planned for this year. A summary of these is provided below together with the number of stakeholders we plan to reach and which market sector they broadly represent; unmetered supplies (UMS), demand connections (DMD) or distributed generation (DG). The interactions provided by these engagement opportunities provides the outputs which inform the development of our ICE Workplan in the year and the priorities and actions for the following year.

Engagement activity summary					
Activity	Description	Attendance	UMS	DMD	DG
Major Customer Survey	A WPD commissioned monthly customer satisfaction survey of connections customers covering the market segments under the ICE scope was conducted as planned. The style of the survey remains in line with that conducted under the Ofgem Broad Measure.	2000	●	●	●
CCSG Workshops	Panel of experts across the connections market to inform, influence and feedback on WPD connections plans and activities. The outputs from this group also feed into our overarching customer panel.	45	●	●	●
WPD Stakeholder Workshops	Workshops covering a wide range of topics including connections, held at various locations across all 4 WPD licenced areas.	230	●	●	●
Appointed management point of contact	Senior WPD Distribution Managers will be engaging with major connections customers to make arrangements for providing a dedicated management point of contact (see 1.1 in ICE Workplan)	50	●	●	●
Community Energy Workshops	8 WPD community energy workshops are planned throughout 2016/17 at a number of locations across all 4 WPD licenced areas. 2 ENA community energy workshops.	300			●
Connection Surgeries	Connection surgeries are held to facilitate customers and ICPs having face-to-face discussions with one of our engineers about their connection requirements.	40	●	●	●
UMS User Groups	Unmetered Supply user group meetings held for Local Authorities in the Midlands, South West and South Wales, allowing the LA's to discuss connection issues and feedback on performance.	50	●		
WPD DG Connection Workshop	An annual workshop allowing DG connection stakeholders to understand and feedback on our connection services and improvement plans.	60			●
ENA DG Forum	ENA organised forum with presentation from a WPD Director on connections topics. Opportunity to network with others from the industry and to discuss issues and potential improvements with DNO's.	100			●
DG Survey	An annual customer satisfaction survey of Distributed Generation connections customers.	402			●
LCNI 2016	Low Carbon Networks & Innovation Conference. Industry event to be held in October 2016 to share information and feedback on innovation projects including innovative connection related projects, with presentation and breakout sessions by WPD staff.	1200			●
Large Scale Solar Event	An industry event to be held in October to discuss ongoing development of innovative solutions to familiar issues regarding the connection of large scale solar DG. This year the event will be combined with Green Energy UK to look at other potential impact areas, such as Electric Vehicles and Battery Storage connections.	400		●	●
Future network scenarios	Further engagement workshops to update on the work we are undertaking to model future DG connection volume scenarios and understand the strategic network investment requirements in the South West. Kick-off and update workshops for the South Wales scenarios and study.	60			●
Cornwall Community Energy Summit	WPD will be presenting at the Cornwall Community Energy Summit, looking at issues of network constraints around the south west region	25			●
Maximising the value of solar assets	WPD will be presenting at an event on maximising the value of solar assets. This includes addressing how outages will be communicated and ways in which site owners can minimise the impact on their income, applications for storage to the network, moving towards a DSO role and how this might change how network constraints are addressed.	25			●

WPD ICE looking forward report

Engagement Activities

Senior contact for major customers

Stakeholder focus: major customers, DG developers, ICPs, IDNOs

Feedback we have received at events such as our annual DG Workshop and WPD Stakeholder workshops, has highlighted that it would be useful for customers which deal with a large number of schemes, to have a single point of contact with WPD for discussing their connection schemes or related issues. In response to this we have included actions in our ICE Workplan to ensure that customers are informed of their points of contact for individual schemes.

We have also committed to implementing a senior manager contact role and will make this service available to major customers. Day-to-day operational interaction will still be left with the local teams responsible for the connection schemes, the role of these appointed senior manager contacts will be to:

- ▶ Liaise with the customer to understand the range and scope of works that they propose to undertake with WPD
- ▶ Act as a senior escalation point of contact to either resolve issues or get the most appropriate person in WPD to contact that customer in order to resolve the issue

This new role will provide an additional opportunity to engage with these connection stakeholders on wider issues relating to connections, expanding the amount of face-to-face engagement that we undertake. It will facilitate discussion of what areas are priorities for these customers, from their specific experience of working with WPD and any improvements they would like to see to our connection services. This engagement will inform the development of this year's ICE Workplan as well as longer term ICE priorities and actions.

Strategic investment options for further growth of DG

Stakeholder focus: Customers, developers, ICPs, landowners, community groups, consultants, academics, law firms, utilities, NGET, DECC, Ofgem and government

In 2015 WPD commenced a new piece of work to study and forecast the potential for growth of DG and demand on the network, looking out to 2030. This work is to be utilised to identify the network constraints that result from this forecast and to assess the potential options for reinforcement investment. This includes the cost and timescale, together with the economic assessment of demand side response and/or generation constraint methods.

The driver for these studies has been the unprecedented and unpredicted growth in DG in recent years and the impact this has had on the network, with resultant constraints preventing further DG connections in many areas until major network reinforcement works can take place. The proposed methodology for making these assessments commenced in the South West region where the impact of this DG has been most significant. We plan undertake a rolling programme of these studies for each WPD region, with an anticipated two regions per year.

It is important to WPD that we involve stakeholders in this process, both to communicate what we are doing to tackle the issues of network constraints and to get input into the forecasting scenarios. We received feedback supporting this in our DG workshop in November 2015, that WPD should seek to engage stakeholders on our approach to future forecasting. In September 2015 we held a kick-off workshop to get stakeholder input to our approach and scenarios to be considered, followed by an event in February 2016 to share initial outcomes and provide updates on the studies.

For 2016/17 our ICE Workplan includes an action to continue with this work and the engagement with stakeholders. We will be holding dissemination events on the outputs of the South West study and holding kick-off events for the South Wales study in 2016 with accompanying update events. In 2017 we will commence work on the Midlands regions studies, hosting another programme of engagement events.

This engagement will ensure stakeholders have a role in our long-term plans and present opportunities to discuss issues and improvement requirements for more current issues.

Aim of Studies

For each of the regions we will undertake forecast scenario assessment and studies with the following aims:

- ▶ Assessing the potential growth in DG by type, location and year against potential demand changes
- ▶ Identifying thermal, voltage and fault level constraints that result
- ▶ Assessing options for reinforcement
- ▶ Providing recommendations for 'low regret' investment, identifying cost and timescales
- ▶ Understand the economic potential for demand side response and/or generation constraint to avoid reinforcement

WPD ICE looking forward report

Engagement Activities

Providing information on outages and constraints

Stakeholder focus: DG owner/operators, DG developers, consultants

As the number of generators connected to the network increases, and with increasing numbers of alternative connections, DG customers are seeing the impacts of network outages and constraints affecting their connections. Our DG stakeholders have asked us to provide more information of planned system outages and constraints affecting their connections. This information is required for both connected generators and for planned connections to inform their decision on proceeding with a proposed connection.

To ensure that we will deliver the information that our customers are looking for us to provide and that the information we provide is useful, we will be engaging with them to ensure we meet their requirements. In our ICE Workplan we have a number of actions to deliver this which include the engagement we will be undertaking.

We will establish a forum for DG stakeholders, initially to capture their requirements for the provision of this information and to establish interest in WPD hosting regular meetings on this topic. Throughout the development of the new processes to facilitate the provision of the information, we will use these meetings to gain regular feedback and to make further developments as required.

Statement of Works improvements

Stakeholder focus: Customers, developers, ICPs, IDNOs, landowners, community groups, consultants, NGET, DECC, Ofgem

In the looking back section of this report, we detailed the background to the action in our 2015/16 ICE Workplan where we developed an improved process for coordinating the Statement of Works (SoW) process with National Grid Electricity Transmission (NGET) and our DG customers. We will take on board the feedback from our stakeholders, that we need to improve the transparency around the SoW process. therefore as part of our ICE Workplan for 2016/17, we will be engaging with our DG connection customer stakeholders to communicate the new WPD process and use their feedback to make further developments.

We will present at events such as our CCSG, the WPD DG Workshop and the ENA DG Forum to provide information on the process. These events and our ongoing bilateral meetings with DG stakeholders will also provide opportunity for stakeholders to provide feedback and have an input into how we develop the process further.

This work will go alongside the NGET working group looking at improvements to the SoW process and the feedback we obtain in the engagement above will also provide a valuable input to the national working group.

Raising awareness of innovation projects

Stakeholder focus: Customers, developers, ICPs, IDNOs, landowners, community groups, consultants, local authorities

In our engagement over 2015/16, we received feedback from our stakeholders at both our CCSG and DG Workshop that we should do more to promote WPD's innovation projects to raise awareness with connection stakeholders.

In order to addresses this we have already added a registration facility to our WPD innovation website which allows customers to sign-up for email alerts when new content is added or updated. The availability of this facility was communicated out to our stakeholders via email and there are already 165 subscribers to the update email.

In addition to this we have included an action in our 2016/17 ICE Workplan to publish a regular innovation newsletter. The first newsletter has already been published on the WPD Innovation website ([here](#)) and sent out to registered users. The newsletter aims to provide stakeholders with the insights gained from our recent innovation projects and provide information about new and upcoming projects which are being developed as well as where to find out more about them.



WPD ICE looking forward report

Engagement activities

Community energy

Engagement strategy

Community energy schemes have been identified as a priority area for engagement and an area where we should be doing more to assist with their connections. Our stakeholders have told us that this is an area where they want WPD to continue the work we have done over the last two years to engage with community energy stakeholders providing information and advice to assist with the development of their schemes.

To ensure that WPD had a comprehensive strategy to meet the requirements of the community energy sector, we included an action in the 2015/16 ICE Workplan to develop a specific community energy action plan. This year we have developed this plan to further expand the work we are doing in this area. There are five key deliverables in the engagement plan set out below ▼

1. Continue the programme of community energy workshops
2. Continue with connection surgeries offering one-to-one engagement
3. Update the community energy connection guide to include alternative connections
4. Participate in two ENA workshops on best practice engagement
5. Produce online videos on alternative connections

Community energy workshops

WPD embarked on a schedule of community energy engagement workshops in 2014/15 as a direct result of feedback from our stakeholders asking us to provide support in this area. In 2015/16 we included an action in our ICE Workplan expanding these workshops into other areas at the request of our stakeholders and as a result of the positive feedback we received. These workshops have led to specific initiatives in our ICE Workplans, such as improvements to our online capacity register in the 2015/16 ICE Workplan and the range of actions in the community energy section of our 2016/17 ICE Workplan.

For 2016/17 our ICE Workplan includes an area on community energy with specific actions to be undertaken. We will be holding 8 workshops (2 per DSA) focussing on innovative solutions for areas where reinforcement costs are prohibitive. The feedback received in the 2015/16 workshops asked us to focus less on the application process, now that we have the community energy guide in place, and focus more on innovation and how the DNO's role may change in future. Therefore our forthcoming workshops will look at providing discussion, information and guidance on energy storage, demand side management and the range of alternative connections arrangements WPD are able to offer to generators.

We expect that these workshops will once again provide useful feedback for the ongoing development of our ICE Workplans and in helping to shape the issues and priorities for us to address in our next looking forward plans.

ENA Community energy workshops

In our ICE Workplan we have committed to present at two ENA workshops on best practice engagement for community energy groups for innovative connections and the ENA will be producing a report on this to provide guidance to stakeholders. Our stakeholders are keen for us to share best practice with other DNOs, working towards common approaches wherever possible. These workshops facilitate this collaborative approach.

Online videos

WPD are commissioning a set of videos to be made available online to provide information and guidance covering alternative connections, demand side response, energy storage and local supply models. Our aim is to provide this information to as wide a range of stakeholders as possible through this medium, particularly for those who are not able to attend the stakeholder events that we hold.

WPD ICE looking forward report

ICE Workplan 2016 / 17



ICE Workplan development

The 2016/17 ICE Workplan has been shaped by our stakeholders to deliver the improvements to our connections services that they require.

The WPD ICE Workplan for 2016/17 is focussed on delivering the service improvements required by our stakeholders. Our connection stakeholder engagement strategy produces the wide range of engagement with stakeholders required for us to understand the issues which are most important for us to address. This engagement has enabled us to develop the set of priorities for this year (see below) and has informed the actions that we have developed and included in the Workplan to tackle these priority issues.

We checked back with our stakeholders that we had identified the correct issues and priorities, sharing them at our annual Stakeholder Workshops, DG Workshop and with our Connection Customer Steering Group (CCSG). The discussions with these stakeholders and the feedback from them, confirmed that we were looking at the right issues.

The initial set of actions in our ICE Workplan are designed to deliver the changes and improvements required by our stakeholders'. As was the case with last year's Workplan, this 2016/17 ICE Workplan will develop throughout the year. The ICE Workplan will evolve as actions in the plan develop and are delivered. Where we identify new priority issues, through further engagement, we will need to include further actions to address them.

Updates to the ICE Workplan will be communicated throughout the year via regular published updates, which will enable stakeholders to have sight of our progression against the Workplan and new actions which have been added or expanded.

“Your workplan makes very good reading and is clear and precise in what it aims to deliver, both realistic and practical solutions - well-done “

- CCSG Panel member

Priority areas to address

We have developed the priorities for the 2016/17 ICE Workplan following the feedback we have received at the CCSG, WPD stakeholder workshops, the WPD DG Workshop and other customer interactions. Many of the priorities are consistent with last year where stakeholders have told us there is still work for us to do and there are new priorities which have become important to stakeholders over the last twelve months:

- ▶ Consistency of process and communication across WPD
- ▶ Service provided post-acceptance of connection offer including transparency of work schedule and progress
- ▶ Availability of network capacity availability information
- ▶ DG Forecasting - Scope out a more detailed study and scenarios for DG volumes and potential network investment
- ▶ Quicker and More Efficient Connections – implementation of trial schemes and addressing queue and capacity management
- ▶ CiC CoP harmonisation and implementation of best practice
- ▶ Statements Of Work continue improvements in process and communication

ICE Workplan format

The format of the 2016/17 ICE Workplan has been designed to be simple, straightforward and most importantly, accessible to all of our stakeholders. It is important to us that all of our stakeholders can engage with our ICE Workplan to ensure that we are meeting their requirements and that they are clear on what improvements we are delivering for them. The format ensures that actions are clearly defined and stakeholders can see where these have come from and which market sectors they will deliver for.

The actions in the Workplan have been grouped into a series of six headline areas. The plan explains the feedback the actions are linked to, which has been used to identify their requirement and the overarching initiatives we have committed to which the specific actions will deliver.

Each of the actions are numbered for ease of reference and have a target date to track progress. The market sectors to which the action relates are identified in three columns, identified simply as unmetered services (UMS), demand connections (DMND) and distributed generation connections (DG). As updates are published new actions will be clearly identified along with additional status updates on existing actions.

WPD ICE looking forward report

Outputs & Measures

Key Performance Indicators

Developments for 2016/17

In our 2015/16 ICE Workplan submission we committed to a set of KPIs to measure important aspects of our connections service. These were designed to track our performance to determine whether actions we undertook as part of our ICE Workplan were delivering improvements in these measures.

This year, we have taken on board feedback provided by our stakeholders to have KPIs which are more closely aligned with our ICE Workplan actions. We have therefore created additional KPIs, resulting in an increase from 17 to 32 across 6 key action areas, whilst retaining a majority of the overarching KPIs we committed to in 2015/16.

An example of one of the new commitments this year resulted from engagement with our major customers. They requested a single point of contact for discussing their connection schemes or related issues. We have therefore committed to implementing a senior manager contact role and to make this service available to major customers. We will measure the number of customers who have senior manager points of contact appointed throughout the year to track how this action is developing.

The increase in KPIs has also resulted in an increase to our improvement targets, from 12 to 18 improvement measures. We have continued to set improvement targets which are stretching but will, as always, remain focussed on delivering changes that our stakeholders will benefit from.

Target dates set against the actions within our Workplan will see some measures being implemented throughout the year as the actions are delivered and the metrics can commence. To ensure our stakeholders are kept informed of the actions being delivered on target and our ongoing performance to the associated KPIs, we have committed to publishing a minimum of 4 ICE Workplan updates throughout the year. With these updates we will publish a KPI pack which will provide details of our performance against the measures we have set.

These KPIs have been developed in consultation and with the commitment of WPD senior management. The KPI's will be embedded in the way in which we will manage the performance and improvement in our connection services.

A full list of the 2016/17 KPIs can be found on the next page, where each measure has a description, target and states whether it is an overall metric or linked to a specific action within the ICE Workplan.



Measures linked to ICE Workplan actions

Specific measures relating to ICE Workplan actions have been set this year to track performance of new processes and services more closely and to understand if they are delivering for our customers.

Measuring the uptake of new services

In response to stakeholder feedback, where possible we have established measures attached to actions within the ICE Workplan. A number of actions in the ICE Workplan are set to establish new services and the provision of new information to customers. For these actions we have set measures to track the take up of these new services, which will help us determine the success of the initiative from how many customers are using it. One example is our action to provide outage notification emails to DG owner/operators, where we have set measures to track the registrations on our website for these services and track the volume of these notifications sent out.

Another example is where we are measuring the number of major customers who have been appointed a senior management contact within WPD, monitoring the take up of this offering.

Measuring the performance of new services

A number of the measures we are establishing in 2016/17 will be monitoring performance against new standards that we will put in place following the completion of an ICE Workplan action and establishment of new processes. One such example is an action to issue connection and adoption agreements at an earlier stage in the connection process; here we are establishing targets for this which we will measure our success against.

In addition to this there are measures to understand the outputs following the implementation of new processes under an ICE action. For example we will measure the capacity released back to the network as part of a trial to release underutilised capacity by agreeing reductions to customers Agreed Supply Capacities. This will help us understand how successful the trial approach has been and how effective a business as usual rollout might be.

WPD ICE looking forward report

Outputs & Measures

2016/17 Key Performance Indicators

	Metric	Description	Target	ICE Action	DMD	DG	UMS
1. Customer Service	Senior Manager Contact	Number of Customers with Senior Manager point of contact appointed	2016 / 17 is benchmark yr.	1.1	✓	✓	•
	Actions arising as a result of Stakeholder engagement	Actions identified within the ICE Workplan to be completed on time	Deliver 100% of actions on time	overall	✓	✓	✓
	Awareness of competition in connections	Measure customer awareness of competition in connections through customer survey	Increase on 2015/16 levels of awareness - 77%	overall	✓	✓	✓
	Complaint Handling	Measure number of complaints received and the time to resolve them to track our performance.	Target top quartile amongst other DNOs	overall	✓	✓	✓
	Customer Survey	Conduct monthly satisfaction survey for large connection customers, covering the market segments under the ICE scope.	WPD Score>8.8	overall	✓	✓	✓
	DG Survey	Conduct annual satisfaction survey. Monitor split between DG LV, DG HV and DG EHV segments.	WPD Score>8.8	overall	•	✓	•
	Guaranteed Standards	Maintain 100% success in achieving Connections Guaranteed Standards of Performance	100% success	overall	✓	✓	✓
2. Availability of information & online services	DG/DNO Forum	Measure number of DG stakeholders attending the initial DG / DNO forum on outages and constraints hosted by WPD	2016 / 17 is benchmark yr.	2.2	•	✓	•
	DG owner/operator meetings	Measure number of stakeholders interested in regular meetings with DG owner/operators	2016 / 17 is benchmark yr.	2.3	•	✓	•
	Outage Notification	Measure number of published email notifications	2016 / 17 is benchmark yr.	2.7	•	✓	•
	Outage / Constraint information	Measure number of website registrations	2016 / 17 is benchmark yr.	2.7	•	✓	•
	ICE Workplan updates	ICE Workplan to be updated on at least a quarterly basis	Minimum 4 published updates during 2016/17	2.9	✓	✓	✓
	Awareness of ICE Workplan	Measure the number of hits on the WPD website ICE page	2016 / 17 is benchmark yr.	2.10	✓	✓	✓
	Data Portal	Measure the number of users signed up to the data portal following roll out of Data Portal 2	Increase on 289 users signed up to Data Portal 1	2.17	✓	✓	•
	Online application survey	Conduct survey on user satisfaction for online application facility to assess performance and identify further improvements	Increase on 2015/16 score of 8.6	overall	✓	✓	✓
3. Processes & Agreements	Interactive map for SoW and Modification offers from NGET	Measure the number of hits on the interactive map website page	2016 / 17 is benchmark yr.	3.3	•	✓	•
	Connection Agreements & Adoption Agreements	Measure success against updated targets for issuing Connection Agreements and Adoption Agreements	Agreements issued on time against new targets	3.4	✓	✓	•
	Capacity release	Measure the capacity released back to the network through reduced customer ASC's under trial	No target set as this is part of a trial	3.6	✓	•	•
	DG feasibility study & offer	Measure the number of Study & Offer schemes requested	2016 / 17 is benchmark yr.	3.11 & 3.12	•	✓	•
	DG feasibility study & offer	Measure the number of Study & Offer schemes progressed from study stage to formal offer	2016 / 17 is benchmark yr.	3.11 & 3.12	•	✓	•
	Stakeholder engagement	Measure the number of stakeholders engaged at events including CCSG, DG Forum, DG workshop and bilateral meetings	Increase on 2015/16 engagement of 2,825 stakeholders	overall	✓	✓	✓
	Time to connect	Reduction in overall time to connect by 20% across all market segment of connections.	20% reduction in each market segment per Licence	overall	✓	✓	✓
	Legals & Consents internal standards performance	Publish performance monitoring information on WPD's website once developed	Targets to be determined when developed	overall	✓	✓	✓
4. Competition in Connections	Volume of PoC self-determinations	Measure the volume of POCs determined by ICPs under trial and business as usual processes. In addition express these volumes as a percentage of the total POCs provided by WPD and ICPs.	Increase on 8 self determined POC's in 2015/16	overall	✓	•	✓
	Volume of HV self-connections	Measure the volume of HV connections by ICPs under trial and business as usual processes. In addition express these volumes as a percentage of the total HV connections for ICP PoCs.	Increase on 10 HV self-connections in 2015/16	overall	✓	•	✓
	Volume of Design self-approvals	Measure the volume of self-approved ICP designs under trial and business as usual processes. In addition express these volumes as a percentage of the total design approval volumes for ICP connections.	Increase on 2 design self-approvals in 2015/16	overall	✓	•	✓
5. Community Energy	Community Energy engagement	Monitor the numbers events held and participants in our Community Energy stakeholder engagement activities.	Host 8 workshops, maintain 593 stakeholders engaged 2015/16	5.1	•	✓	•
	Innovation & Alternative Connections	Measure the number of website hits to information page(s) with connections guide, information on innovative solutions and alternative connections	2016 / 17 is benchmark yr.	5.3	•	✓	•
		Measure the number of website hits to the videos created for the website	2016 / 17 is benchmark yr.	5.4	•	✓	•
	Alternative Connection Offers	Measure the volume of offered and accepted alternative connection offers for DG. In addition, express these volumes as a percentage of the total DG connection offers.	Increase over 2015/16 volumes; 446 quotes 86 acceptances	overall	•	✓	•
6. Future Networks & Innovn.	Quicker More Efficient Connections	Measure the volume of connections facilitated by trials following QMEC consultations	2016 / 17 is benchmark yr.	6.9	✓	✓	•
	ANM scheme construction	Commence construction on 3 Grid Supply Points (10 Bulk Supply Points)	Commence construction	6.10	•	✓	•

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Incentive on Connection Engagement

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