



# RIIO-ED1 Business Plan Commitments Summary Report 2015/16

# Contents

Welcome from our CEO	3
Who we are and what we do	5
Introducing business plan commitment reporting	5

---

## Our performance - a summary of 2015/16

Overview of all outputs	6
Safety	7
Reliability	10
Environment	13
Connections	17
Customer Satisfaction	19
Social obligations	22

---

Expenditure	25
Find out more	26
How to contact us	26

# Welcome from our CEO



Welcome to the summary report of our performance in the first year of RIIO-ED1, the eight year regulatory price control period which runs from April 2015 to the end of March 2023.

WPD's role is simple. We ensure that the power network of poles and pylons, cables, wires and substations deliver electricity to homes and businesses around-the-clock.

During 2015/16 we have delivered improved network reliability whilst maintaining our excellent customer service. We have seen increasing levels of activity for new connections to the network and continued to innovate to find alternative ways to provide access to the network.

We are proud to have maintained our number one position for customer service and stakeholder engagement and we will strive to continue this over the course of RIIO-ED1.

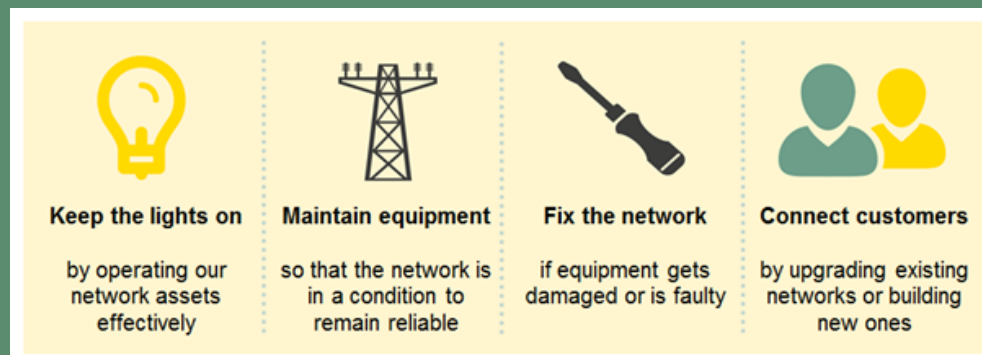
**Robert Symons, WPD Chief Executive**

## Who we are and what we do

WPD is one of six Distribution Network Operators (DNOs) who deliver electricity to homes and businesses across England, Wales and Scotland. Our network is the largest in the UK, operating from the Lincolnshire coast, across the Midlands, South Wales and the South West to the Isles of Scilly.

We are not a supplier. We do not buy and sell electricity, or directly bill customers. Our costs account for around 16% of an average annual domestic electricity bill which customers pay to their supplier.

Our role is to:



WPD is a regional monopoly - our customers are such because of where they live and work. We are therefore regulated by Ofgem to make sure we provide a high level of service for the money we are allowed to charge. Ofgem issues licences to DNOs that set out our responsibilities and the revenues we can earn each year.

## Business Plan Commitment Reporting

In June 2013, WPD published a detailed Business Plan for the eight year regulatory period from April 2015 to the end of March 2023. This period is known as RIIO-ED1, the first for electricity distribution using the Revenue=Incentives, Innovation and Outputs framework.

The Business Plan detailed our plans for network investment, as well as the projected costs and the benefits to customers and stakeholders. In the plan we specified 76 commitments in six categories:





	Safety - minimising the risks to our staff and the general public
	Reliability - improving the performance of our network so that customers have fewer and shorter power cuts
	Environment - ensuring that our network accommodates growth in low carbon technologies and reducing our own environmental impact
	Connections - providing efficiency for customers connecting to the network and facilitating a competitive connections market
	Customer satisfaction - maintaining excellent customer service
	Social Obligations - supporting vulnerable customers







We are required to report on our progress against these commitments. In this summary report we provide a brief explanation of our performance for each commitment and an overview of two themes within each output category. These themes have been identified as areas of interest by our stakeholders.

# Output performance

A further explanation of each numbered output can be found within this summary document or our detailed report . The detailed report can be found at:

[www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2015-16](http://www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2015-16)

Key	
	Achieved an annual output
	Output on track, some elements requiring further input
	Output under review
	Not met an annual output

 SAFETY			 ENVIRONMENT			 CONNECTIONS			 CUSTOMER			 SOCIAL OBLIGATIONS		
1.	HSE intervention	✓	19.	LCT response time	—	34.	Time to connect	✓	44.	BMCS	✓	60.	Understanding of vulnerable customers	✓
2.	ESQCR clearances	✓	20.	Identifying LCT hotspots	✓	35.	Customer service	✓	45.	CSE certification	✓	61.	Training staff to recognise vulnerability	✓
3.	Inspection and maintenance	✓	21.	Uprating assets - LCT hotspots	✓	36.	Customer surveys - distributed generation	✓	46.	Telephone response times	✓	62.	Contacting PSR customers	✓
4.	Accident frequency	✓	22.	Developing smart solutions	✓	37.	Online project tracking	✓	47.	Abandoned calls	✓	63.	Improving PSR data	✓
5.	Powering Improvement	✓	23.	Using smart solutions	✓	38.	Online information	✓	48.	Call taker availability	✓	64.	Working with suppliers on PSR issues	✓
6.	Working with trade unions	✓	24.	Oversizing transformers for losses	✓	39.	Connection surgeries	✓	49.	Providing restoration times	✓	65.	Publicising the PSR	✓
7.	Investigating accidents	✓	25.	Uprating cables for losses	✓	40.	Improving processes	✓	50.	Customer call backs - faults	✓	66.	Providing crisis packs	✓
8.	Substation security	✓	26.	Lowering vehicle emissions	✓	41.	Guaranteed standards	✓	51.	Customer call backs - non faults	✓	67.	Contacting medically dependent customers during faults	✓
9.	Educational sessions	✓	27.	Energy efficiency - buildings	✓	42.	Raising awareness of competition	✓	52.	On demand services	✓	68.	Practical support during power cuts	✓
10.	Safety literature	✓	28.	Reducing waste to landfill	✓	43.	Extending scope of contestable work	✓	53.	Self service options	✓	69.	Feedback from customers	✓
 RELIABILITY			29.	Reducing BCF	✗	54.	Customer panel	✓	54.	Customer panel	✓	70.	Working with local resilience forums	✓
11.	Network performance	✓	30.	Reducing oil leaks from cables	✓	55.	Stakeholder workshops	✓	55.	Stakeholder workshops	✓	71.	Database of referral agencies	✓
12.	Speed of restoration	✓	31.	Reducing SF6 leaks	✗	56.	Stakeholder report	✓	56.	Stakeholder report	✓	72.	Fuel poverty website links	✓
13.	12 hour outages	✓	32.	Installing bunds	✓	57.	One day complaint resolution	✓	57.	One day complaint resolution	✓	73.	Awareness campaigns of fuel poverty assistance	✓
14.	Guaranteed standards	✓	33.	Undergrounding lines in AONBs	✓	58.	Ombudsman complaints	✓	58.	Ombudsman complaints	✓	74.	Fuel poverty training for staff	✓
15.	Worst served customers	✓				59.	Power for Life	✓	59.	Power for Life	✓	75.	Identification of vulnerable households	✓
16.	Flood defences	✓										76.	Outreach services	✓
17.	Tree clearance (resilience)	✓												
18.	Black start resilience	✓												

# Safety...is fundamental to everything we do

## Performance summary 2015/16

### Compliance with health and safety law

(1) Target zero improvement notices, prohibition notices and prosecutions from the Health and Safety Executive.**	Zero Improvement notices. Zero Prohibition notices. One instance where legal proceedings for a historical incident were concluded.
(2) Complete work programmes to achieve compliance with ESQCR statutory clearance to structures or the ground.	Proximity to structure programme complete for West Midlands, East Midlands and South Wales. 56% of South West programme complete with completion timeframe of March 2018.  Ground clearance defects - 100% completion of defects requiring rectification during the year.
(3) Complete inspection and maintenance programmes every year.**	All tasks are required to be completed during the year. A small volume of arrears arose due to access issues and mitigation plans were developed for these.

### Reducing accidents

(4) Reduce our overall accident frequency rate by 10%.*	Accident rate in 2015/16 is better than the 10% improvement target set for RIIO-ED1 as a whole.
(5) Maintain our active participation in the ENA SHE 'Powering Improvement' initiatives that lead to improved safety performance.	Events designed around ENA themes of "Working with contractors" and "Managing occupational ill health risks" conducted within 2015/16.
(6) Work with our trade unions to enhance safety performance including the provision for additional 'Behavioural Safety' initiatives.	5,500 staff attended behavioural safety sessions.
(7) Investigate all accidents involving members of the public, contractors or our own staff to ensure that learning points are quickly understood and communicated.**	Investigated all 149 incidents occurring in year (80 staff accidents, 55 contractor accidents and 14 significant incidents involving the public).

### Substation Security

(8) Enhance security measures at 50 substation sites to reduce the number of repeat break-ins.*	Six substation sites which were the subject of repeat break-ins during 2015/16 had enhanced security measures installed.
---	--

### Educating the public

(9) Organise and run over 1,000 educational sessions to provide safety information to over 400,000 school children.*	1,114 sessions undertaken with 69,734 children participating.
(10) Continue to publish literature on maintaining safety around electrical apparatus and send more than 500,000 copies of this literature to targeted landowners, businesses or leisure operators.*	367,298 "Think Safe. Stay Safe." leaflets issued or made available via social media to targeted groups.

\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

# Safety

## Public safety education

Children and other members of the public may not always be aware of the potential dangers from the electricity distribution network. We've committed to providing over 1,000 educational sessions to over 400,000 school children over the course of RIIO-ED1.

We visit both Primary and Secondary schools, sometimes joining forces with the emergency services, to teach young people about electricity and safety.

We've made good progress - during 2015/16 we delivered over one thousand education sessions benefiting in excess of 69,000 children.



## Public safety leaflets

We recognise that those engaged in work or recreational activities near our network assets may be unaware of the potential hazards around them. We've committed to distributing 500,000 safety leaflets over the course of RIIO-ED1.

So far we've distributed over 360,000 safety leaflets. We use social media and advertising to make sure that the information we provide is accessible to a diverse range of individuals.

# Safety

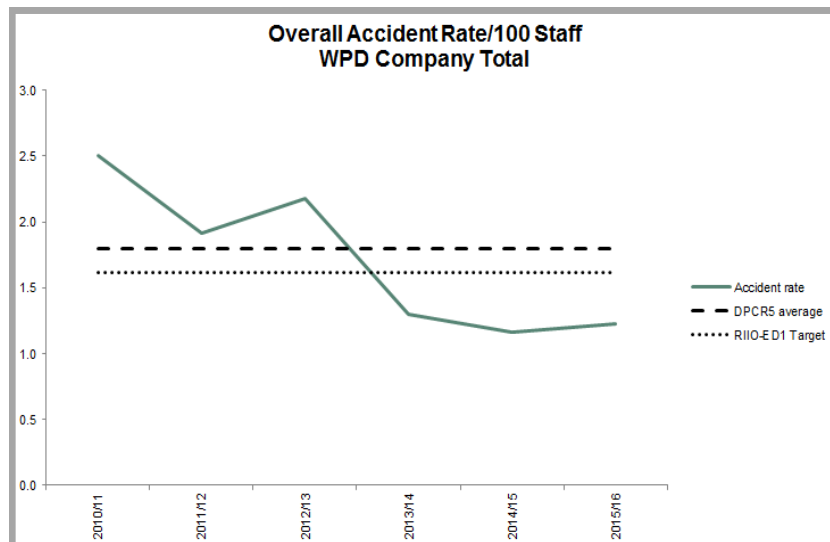
## Accident frequency rates

The safety of our 6,500 staff is paramount.

We monitor accident frequency rates and have committed to achieving a 10% reduction in our accident rate over the course of RIIO-ED1 (when compared to our average performance between April 2010 and March 2015).

The number of accidents taking place each year remains at a low level and we have achieved our target in year one. This better than targeted performance was however overshadowed by the fatality of a colleague.

We cannot be complacent and recognise that further improvements can be made. Every year we produce a new safety action plan - informed by factors such as accident reports, near misses, industry incidents and any legal, regulatory or industry wide initiatives.



During 2015/16 we have focussed on behavioural safety - encouraging staff to take responsibility for their own safety and the safety of others by acting on training, following instructions and challenging others when they see rules about to be broken.



### Case Study - using behavioural safety to improve our performance:

During 2015/16, 5,500 members of staff attended a behavioural safety session, combining live theatre with interactive discussions.

The learning has subsequently been used by teams to generate action plans at local depots.

These plans are shared so that ideas and good practice can be applied across the business.

# Reliability... We work hard to keep the lights on all year round

## Performance summary 2015/16

### Network performance

(11) Improve network performance by the end of RIIO-ED1 so that on average customers will have 16% fewer power cuts and have their electricity supplies restored 23% quicker.*	Customer Interruptions have reduced by 27% and Customer Minutes Lost have reduced by 49% from the underlying performance benchmark calculated for 2011/12.
(12) Ensure that a minimum of 85% of customers have their power restored within an hour of an HV fault occurring.**	89.16% of customers were restored within one hour of an HV fault.

### Guaranteed Standards of Performance (GSOPs)

(13) Reduce by 20% the number of customers experiencing a power cut lasting 12 hours or more*.	Only 57 customers were off supply for more than 12 hours – a 99% improvement on our 2012/13 benchmark figures.
(14) Target zero failures on all other GSOPs.**	12 failures, we aim to learn from each failure.

### Worst Served Customers

(15) Reduce by 20% the number of customers classified as worst served.*	Projects in 2015/16 targeted improvements for 4,797 customers. Over the course of RIIO-ED1 we are targeting improvements for 6,812 customers.
---	---

### Enhancing network resilience

(16) Apply flood defences to 75 substations, reducing the risk of both damage to equipment and power cuts due to flooding.*	Four substations have had flood defences installed. Data analysis and site surveys carried out to identify requirements at other sites.
(17) Accelerate the programme of tree clearance for resilience by 40% with the objective to deliver the programme five years earlier than suggested by Government guidelines, clearing 700km of overhead lines per annum.*	Increased volumes completed for year in line with accelerated targets.
(18) Enhance substation battery life to be resilient for 72 hours in the event of major power losses.*	Protection batteries – 7% of eight year programme complete.  SCADA batteries – 1% of eight year programme complete.  Telecommunications sites – 51% of eight year programme complete.

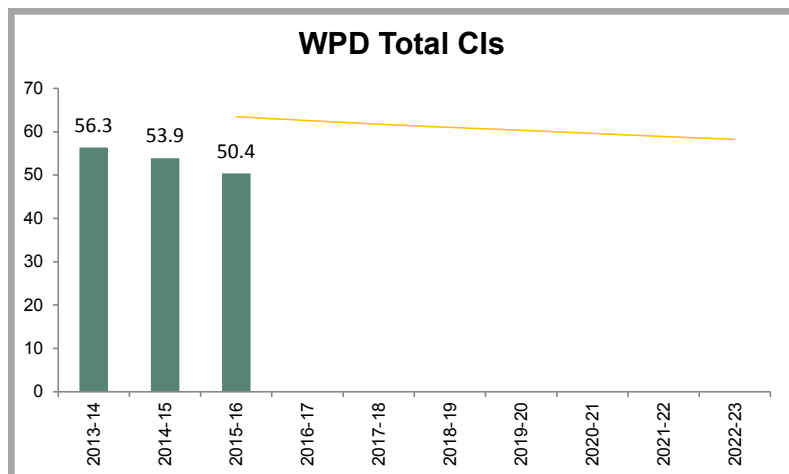
\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

# Reliability

**Network reliability** is a high priority for WPD. Over the eight year RIIO-ED1 period we have committed to reducing the number of power cuts that customers experience by 16%, we have also committed to restoring supplies 23% quicker when power cuts occur.

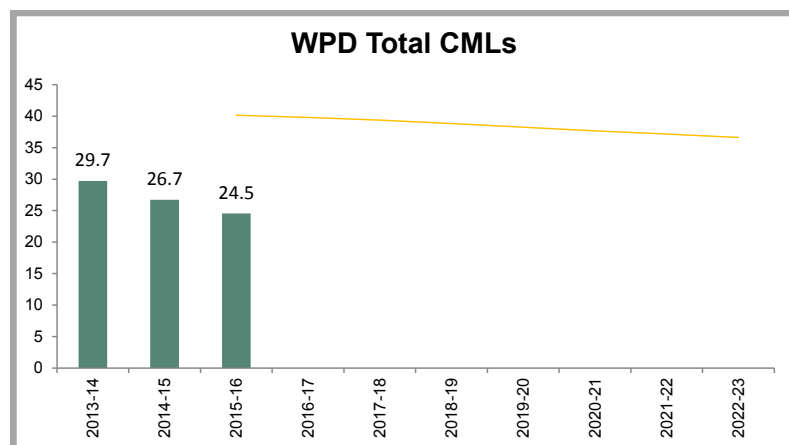
We are already beating these targets.



## Customer Interruptions (CIs)

We measure the average number of power cuts per 100 customers.

We are beating the end of period target and have delivered a 27% improvement to date.



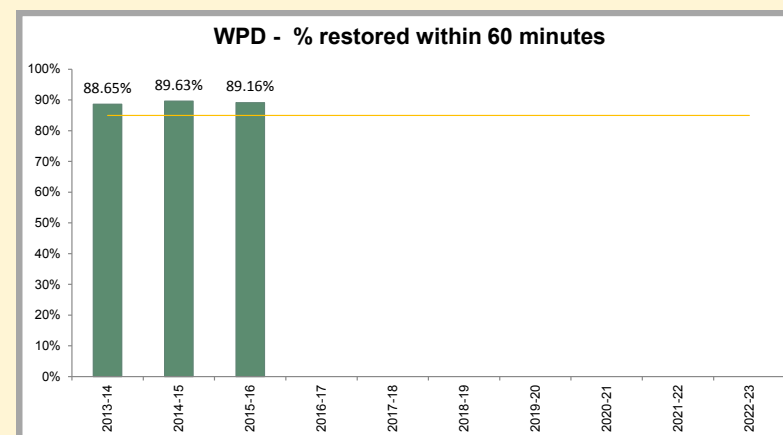
## Customer Minutes Lost (CMLs)

We measure the average length of time that each customer is without power.

We have exceeded our targets by reducing the duration of power cuts by 49%.

## Speed of restoration

WPD has an internal initiative called 'Target 60' where we have committed to ensuring that over 85% of customers are restored within one hour when an HV fault occurs. We continue to achieve this target.



# Reliability

## “Target 60” minutes to get customers back on supply

High voltage (HV) faults can affect several thousand customers. Our priority is to get teams to the source of the problem and restore customers quickly and safely.

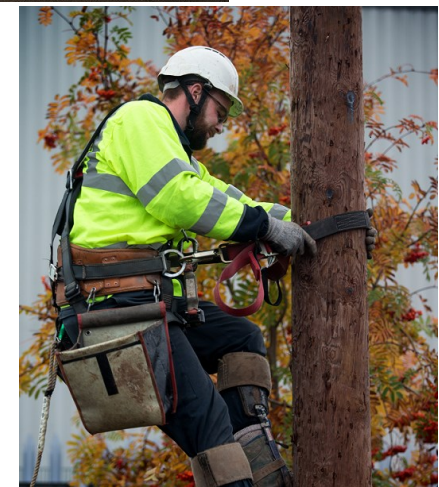
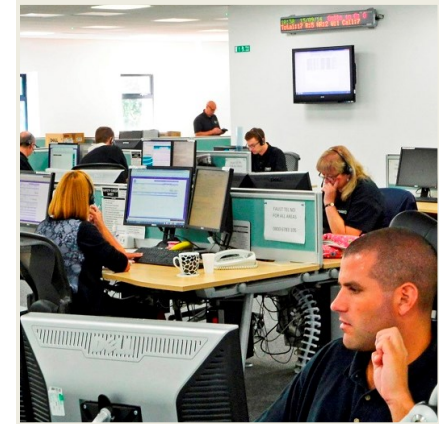
When a fault occurs on the HV network, engineers in our Control Centres are automatically notified and supplies start to be restored immediately by using remotely controlled switches to redirect the route of electricity. In many instances computer controlled sequence switching operates straight away to restore large blocks of customers. Further restoration requires field teams to attend.

During the day, the local depot is alerted via a dedicated faults phone, which has a distinctive loud ring tone and flashing light. Office staff at the depot identify operational staff who can be dispatched to assist with restoring customers.

Out of hours, we have staff on stand-by, ready to respond. We use knowledge of home locations to dispatch staff closest to the fault, reducing the amount of travel time.

Managers are kept informed of progress by regular text alerts. Every failure to meet the 85% restoration target is investigated.

We don't stop at one hour... we keep restoring customers, using mobile generators (if necessary) before we start working on repairs.



# Environment... We seek to limit our impact on the environment

## Performance summary 2015/16

### Facilitate increased volumes of low carbon technologies (LCTs)

(19) Improve the time to provide a response to customers wanting to use LCTs by 20%.*	Developing processes to monitor response times for LCT notifications/applications.
(20) Identify LCT hotspots using data from smart meters, expert organisations and local authorities and use this to inform decision making.	Data on LCT hotspots updated into WPD systems for use by planners.
(21) Selectively carry out asset replacement using larger sized assets.	Four asset replacement projects using larger sized assets carried out - specifically as a result using LCT hotspot data.
(22) Reduce costs for future customers by developing smart solutions to provide alternative and innovative techniques for network management.	18 innovation projects in progress during the year.
(23) Provide additional network capacity through utilising traditional methods or smart intervention.	Three types of innovation solutions implemented as business as usual. Increase in issue of alternative connection quotations from 212 to 232 during 2015/16.

### Reduce technical network losses

(24) Install oversize transformers when replacing assets at highly loaded locations.	Process in place to prompt installation of oversized transformers at highly loaded locations.
(25) Use larger sized cables when installing new network in LCT hotspots.	Process in place to prompt installation of larger sized cables when installing new network in LCT hotspots.

\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

### Reduce the carbon footprint of the business

(26) Ensure all replacement vehicles have lower CO <sub>2</sub> emissions than those they are replacing.	New procurement processes implemented to ensure commitment is met. Two projects in place trialling alternative fuels for operational vehicles.
(27) Ensure all new or substantially refurbished buildings meet, as a minimum, the 'excellent' standard under the Building Research Establishment Environmental Assessment Method (BREEAM).**	The BREEAM standard allows only a maximum rating of 'very good' for refurbishments – during 2015/16 we completed one refurbishment which was rated 'very good'. In addition two new build projects were rated 'Excellent'.
(28) Reduce the amount of waste sent to landfill by 20% over the first two years of RIIO-ED1 and 5% per annum thereafter.	In our benchmark year of 2012/13, 83% of waste went to landfill; in 2015/16, this decreased to 71%.
(29) Reduce the carbon footprint of the business by 5%.*	The business carbon footprint has increased from the benchmark year of 2012/13. However there has been a 3% reduction since 2014/15.

### Reduce the environmental risk of leaks from equipment

(30) Reduce by 75% the volumes of oil lost through leaks from oil filled cables.*	61% reduction of volumes of oil lost from oil filled cables.
(31) Reduce by 17% the volume of SF <sub>6</sub> gas that is lost from switchgear.*	The volume of SF <sub>6</sub> gas emitted as a percentage of the bank of SF <sub>6</sub> has increased.
(32) Install effective oil containment 'bunds' around plant containing high volumes of oil.*	13% of our eight year programme of 104 bunds is complete.

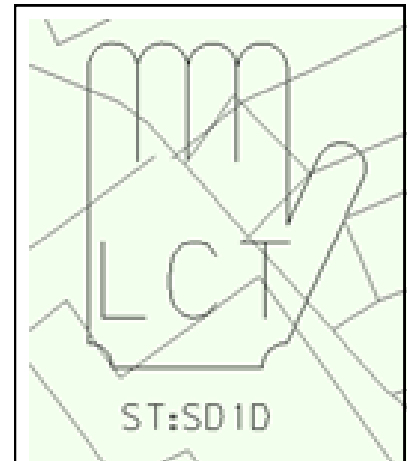
### Improve visual amenity in National Parks and Areas of Outstanding Natural Beauty (AONBs)

(33) Underground 55km of overhead lines in National Parks and AONBs.*	8.8km of overhead lines undergrounded, 16% of our eight year programme.
---	---

# Environment

## Low carbon technologies

Levels of demand for connecting low carbon technologies (LCTs), such as solar panels and heat pumps are steadily growing. We monitor areas where high volumes of LCTs are forecast and consider the installation of higher capacity assets (larger cables and transformers) to ensure that the network can accommodate future demand. This data has started to influence our asset replacement project planning and the oversizing of assets will steadily increase over the period of RIIO-ED1.



Potential LCT hotspots are flagged within WPD's asset register database and the mapping system has an 'LCT hand symbol' adjacent to LCT hotspot substations. These flags and symbols make local planning teams aware of LCT Hotspots.

## Case Study - installing oversized assets

During 2015/16 we upgraded equipment at Bar Meadow substation. A range of stakeholders, including the Exmoor National Park Authority, Exmoor Moorland Landscape Partnership and Natural England, were engaged in plans for the delivery of a new electricity supply to the Valley of Rocks within the Exmoor National Park. Bar Meadow also serves part of Lynton, a small North Devon town which is densely populated and has been flagged as a potential LCT "hotspot". As a result when upgrading works were undertaken to deliver the new supply the transformer was oversized from 500 to 800kVA and the Low Voltage feeder cables increased to 300mm<sup>2</sup>.

## Innovation

We look to improve how we can manage and operate the network. One of our challenges is to reduce the cost of providing additional network capacity, so we are developing “smart” solutions that can utilise existing capacity more effectively.

In 2015/16 we had 18 active innovation projects.

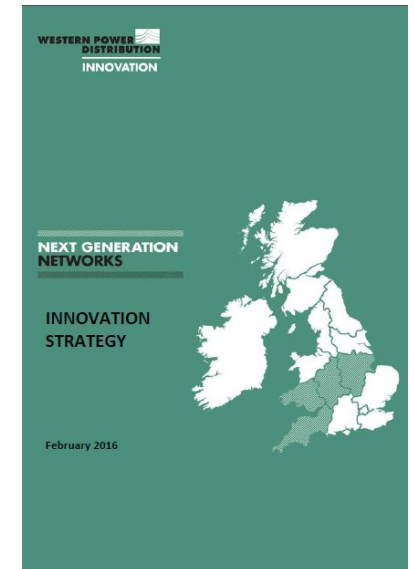
They cover a range of topics - from managing the impact of the growth of domestic solar panels, to furthering our understanding of the amount of power that can be distributed through overhead lines.

## Technical network losses

The amount of energy that enters an electricity network is more than the amount delivered to customers. The principal reason for this is that an electricity network uses energy in the process of delivering power to customers. This is known as a technical loss. Technical losses occur for a variety of reasons and we are looking at how we can reduce them.

Ofgem can award a discretionary reward to DNOs that undertake additional work to reduce losses.

In 2015/16 WPD received a total of £160,000 for its proposals.



## Case Study - Losses Investigation

The Losses Investigation innovation project focusses on further understanding losses.

This three year project involves monitoring high voltage networks in South Wales and comparing results to a separate study of low voltage networks on the Isle of Man to understand the impact of varying demand on losses.

Gathering detailed data will enable us to model and predict losses so that we can target losses reductions in a cost effective manner.

# Connections...engaging with our customers is a priority

## Performance summary 2015/16

### Provide a faster and more efficient connections service

(34) Improve the overall time to deliver a connection by 20%.*	Ofgem targets for Time to Quote and Time to Connect for LVSSA and LVSSB market segment achieved in all areas apart from South Wales for TTQ LVSSA.
(35) Provide excellent customer service so that customers continue to rank WPD as the top performing DNO group in customer satisfaction surveys.**	WPD is the top performing DNO for the Connections Customer Survey in Ofgem's Broad Measure of Customer Satisfaction, scoring an average of 8.74 out of 10 across WPD licence areas.
(36) Conduct surveys with distributed generation customers to gauge their satisfaction and identify improvements to the service provided.	Score of 8.52 out of 10 for distributed generation satisfaction surveys.

### Improve communication with customers

(37) Develop and enhance online connections processing and progress tracking.	Range of amendments made in line with stakeholder requirements and published within our ICE work plan.
(38) Ensure information provided in documentation and online is effective.	Satisfaction score of 8.6 out of 10 from customers using our online application service.

### Enhance engagement with major customers

(39) Host quarterly 'surgeries' for connection customers to better understand processes.	43 customers attended surgeries across our four licence areas, a further 57 customers made enquiries as a result of advertised sessions and were supported via call backs or ad hoc meetings.
(40) Work with major customers to identify where process can be improved and quickly implement changes.	We engaged with over 3,000 stakeholders through events and over 2,300 through WPD commissioned satisfaction surveys. Suggestions from these interactions formed the outputs in our ICE work plan.

### Guaranteed Standards of Performance

(41) Target zero failures of the connection GSOPs.**	Five failures, all investigated to prevent further failures of a similar nature.
--	--

### Facilitation of competitive market

(42) Improve customer awareness of third party connection providers and carry out regular checks with customers that they understand the options available to them.	New annual survey initiated to gauge customer awareness of alternative providers. 77% of customers who obtained a connection had an awareness of competitive connection providers.
(43) Work with third party connection providers to extend the scope of contestable work to HV and reinforcement work.	Two further trials underway for potential contestable work – self determined points of connection and self-approved designs.

\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

# Connections

## Providing a faster and more efficient connections service

The speed of overall connection is important to customers and we measure our performance against Ofgem targets for minor connection customers (single domestic connections referred to as LVSSA) and 2-4 domestic connections or a small commercial connection which doesn't require reinforcement work (LVSSB).

The targets measure the time to provide a quote and once the quote is accepted the time taken to deliver the connections.

We beat the Ofgem targets in 15 out of the 16 categories, The only exception is time to quote in the LVSSA category for South Wales.

Time to quote is affected by the volumes of enquiries and the ability of local teams to assess the requirements, design the connection and provide the quote.

Time to connect is influenced by a range of factors such as the complexity of the work required and external factors such as the legal permissions and consents required for some connections.

We are focussing on all aspects of the connections process to ensure that we improve the speed of connection, but also to ensure that we provide the service that customers require.

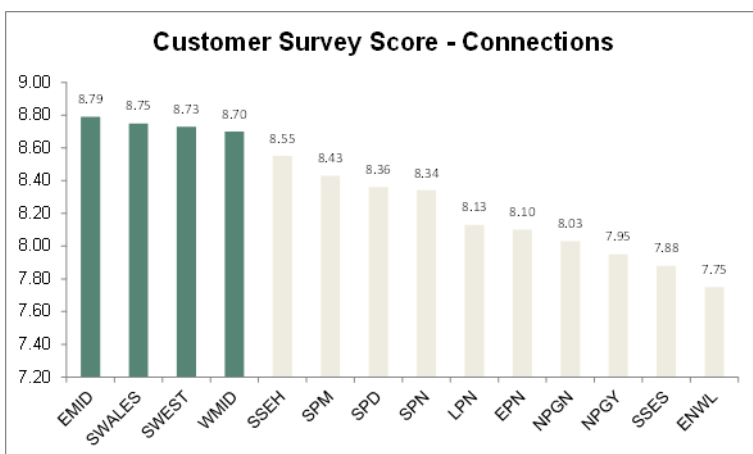
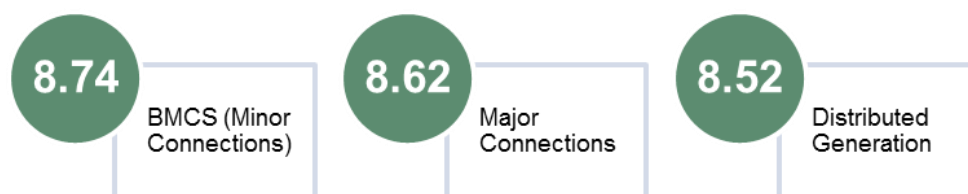


	Time to Quote (average number of days)		Time to Connect (average number of days)	
	LVSSA	LVSSB	LVSSA	LVSSB
West Midlands	4.8	6.11	34.32	44.8
East Midlands	3.48	5.20	31.89	41.25
South Wales	8.37	11.1	30.26	34.55
South West	6.64	7.87	32.01	37.68
<b>Ofgem target</b>	<b>8.21</b>	<b>11.73</b>	<b>42.08</b>	<b>52.7</b>

# Connections

## Customer Satisfaction

We assess the satisfaction of connections customers through Ofgem's Broad Measure of Customer Satisfaction (BMCS). Part of the BMCS customer satisfaction survey focusses on minor connections customers. We undertake two further surveys to test the opinions of major demand customers and distributed generation customers. We achieved over 8.5 out of 10 for all three customer areas.



The results of the BMCS customer survey for connections allow us to assess our performance against other DNOs. For 2015/16 the four WPD licence areas achieved the top four positions.

## Case Study - engaging with connections customers to improve online tracking

WPD provides connection customers with the ability to submit applications online and track the progress of their application. We have two systems designed for the varying needs of customers.

We have the Connections Portal for customers applying for smaller, one off, schemes. Customers using this system have given us a customer satisfaction rating of 8.6 out of 10 for our online application process.

The CIRT system, designed for ICPs and IDNOs, was developed in 2014/15 and has been improved in response to user feedback during 2015/16. Improvements include the functionality to download offer letters rather than relying on email or postage and the ability to register multiple contact addresses per enquiry.

We will continue to use feedback to ensure that our services meet customer need.

# Customer Satisfaction...Excellent service - first time, every time

## Performance summary 2015/16

### Customer service

(44) Continue to be the number one performing DNO group across all elements of the Broad Measure of Customer Satisfaction.**	WPD achieved the top four scores for overall customer satisfaction – a weighted amalgamation of results of the three surveys for supply interruptions, connections and general enquiries.
(45) Maintain certification to the Customer Service Excellence standard.**	Awarded 'Compliance Plus' status, the highest scoring organisation out of the 237 organisations accredited.

### Telephone response

(46) Respond to telephone calls quickly; answering them within 2 seconds.**	Average response time for customer calls - 1.51 seconds.
(47) Ensure abandoned calls are less than 1%.**	Only 0.14% of calls were abandoned.
(48) Always provide customers with the option to talk to a WPD call taker.	Customers are always provided with the option to talk to a call taker.

### Communication with customers

(49) Provide a restoration time for every outage.**	99.8% of outages had a restoration time provided.
(50) Call back all customers who have been in contact about a fault.**	97.8% of customers who contacted us about a fault received a call back.
(51) Contact customers within two days of receiving a non-fault enquiry.**	99.7% of customers who contacted us about a non-fault enquiry were contacted within two days.
(52) Provide on demand messaging via text and social media for customers who want to be kept informed by means other than the telephone.	On demand messaging is provided via text and social media. Our Twitter followers increased to 13,666, we launched a range of new campaigns via Facebook and sent 705,687 proactive text messages during HV outages.
(53) Develop 'self-service' options for customers to find information online.	We hosted 23,897 webchat conversations, launched a new power cut app on the website and saw usage of our power cut map increase from 323,837 hits to 666,323.

### Stakeholder engagement

(54) Continue to host a Customer Panel where the CEO will meet with WPD's expert stakeholders four times a year.	The CEO met with the Customer Panel on four occasions during the year.
(55) Continue to host an annual round of at least 6 stakeholder workshops.	We hosted six sessions attended by 259 stakeholders across the WPD licence areas.
(56) Continue to produce a stakeholder report every year providing an update of actions taken as a result of stakeholder engagement.	The stakeholder report is replaced by the Business Plan Commitments Report and this summary document.

### Complaints

(57) Resolve at least 70% of complaints within one day.**	82% of complaints were resolved within one day.
(58) Continue to have a target of zero complaints where the Ombudsman has to get involved.**	Zero complaints required ombudsman investigation.

### Guaranteed Standards of Performance awareness

(59) Continue to send the 'Power for Life' publication to all 7.8 million customers which will include promotion of the GSOPs.**	'Power for Life' was issued to all 7.8 million customers in February 2015 and included information on GSOPs.
--	--

\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

# Customer satisfaction

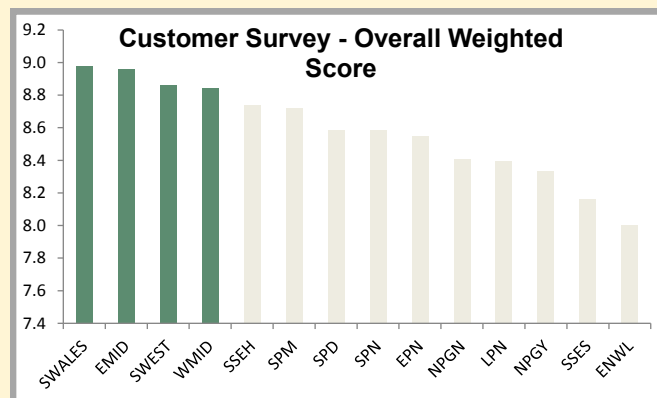
## Customer Satisfaction

Every year a random selection of WPD customers are surveyed through Ofgem's BMCS to measure satisfaction with the service we provide.

Customers are surveyed for three different types of interaction - supply interruptions, connections and general enquiries. Each area is linked to an incentive mechanism, with the values being greatest for connections.

The scores from these categories can be combined by using weighting (which is related to the financial incentive) to produce an overall satisfaction score.

WPD was rated as number one for customer satisfaction compared with the other DNOs.



## External validation

We gain an independent view of customer service by being assessed against the government's Customer Service Excellence Standard. For 2015/16 we became the highest scoring organisation out of the 237 that were accredited.



## Stakeholder engagement

The impact of our actions and decisions is significant. That's why we engage with stakeholders; to make sure that they influence our decision-making, drive us to continually improve and hold us to account for our performance.

Over the course of 2015/16 we held four Customer Panels (seeking the opinions of expert stakeholders), engaged with 259 interested stakeholders via annual workshops, held topic specific events focussed on connections, community energy and consumer vulnerability and carried out surveys that captured the views of 20,290 customers.

Our comprehensive engagement programme contributed to the fact that for 2015/16 we were rated as number one out of all the DNOs for Ofgem's Stakeholder Engagement and Customer Vulnerability Incentive, earning a £6.4m reward.



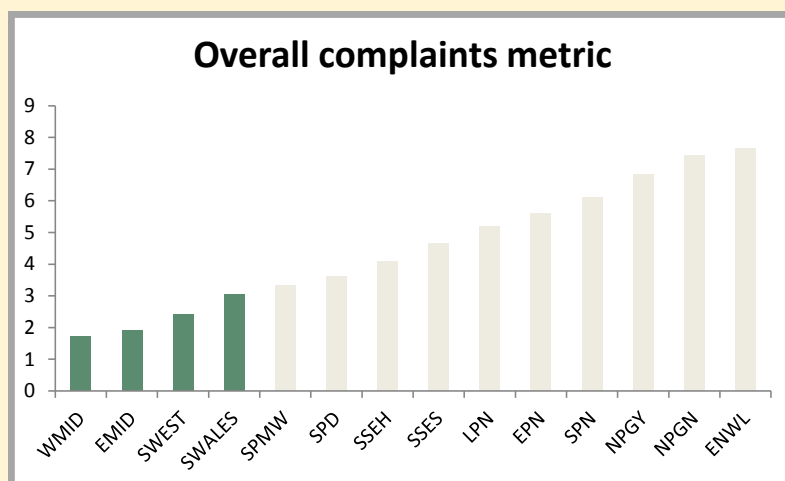
# Customer satisfaction

## Complaints

We endeavour to get things right first time but sometimes things can go wrong. When complaints are received they are treated with urgency and we aim to resolve them to the customers' satisfaction quickly. During 2015/16 we resolved 82% of complaints in one day (beating our RIIO-ED1 target of 70%).

Where customers are dissatisfied with a DNO's response they have the option to raise their complaint with the industry ombudsman. During 2015/16 we had no complaints requiring investigation by the ombudsman.

An overall complaints metric based on Ofgem's BMCS shows that WPD has the lowest complaints scores amongst all DNOs. The metric takes into account complaints resolved in day one, complaints remaining unresolved after 31 days, repeat complaints and the number of ombudsman decisions that have gone against the DNO.



## Improving communication with our customers

During RIIO-ED1 we have committed to providing network information for customers through a range of new mechanisms - including:

- on demand messaging - customers who wish to be kept informed are provided with updates via text and social media
- Self service options for customers to find information online

We use both Facebook and Twitter to raise awareness of the business and to interact with our customers. We proactively text our customers during HV outages and we introduced a new power cut app in 2015/16 which enables individuals to register a post code for automatic updates.

We have seen an increase in all of our self service options during 2015/16 and will continue to develop the services available.

OVER  
**700K**  
TEXT MESSAGES  
SENT DURING  
DURING HV OUTAGES



OVER  
**24K**  
WEBCHAT  
CUSTOMER CONVERSATIONS  
WITH **94.2%**  
SATISFACTION



**670K**  
HITS ON OUR WEB BASED  
POWER CUT MAP



# Social obligations... Supporting vulnerable customers

## Performance summary 2015/16

### Improving understanding of vulnerability

(60) Work with expert partners to improve understanding of the needs of vulnerable customers.	Engagement with a wide range of expert partners. Full compliance with the British Standards Institute's vulnerable customer standard (BS18477) for third consecutive year.
(61) Train staff to recognise the signs of vulnerability.	Members of our Priority Services Register (PSR) team attended specialist training on supporting vulnerable customers. All contact centre staff attended PSR recognition training.

### Improve the services provided for vulnerable customers

(65) Raise awareness of the Priority Service Register.	Partnerships with over 20 agencies to register vulnerable customers to be included on the PSR. 21,652 customers added to the register following a parliamentary event to promote the PSR to MPs.
(66) Make 10,000 crisis packs available.*	965 crisis packs issued in 2015/16.
(67) Contact all medically dependent customers every three hours during power cuts**	We prioritise calls to medically dependent customers during power cuts. We made 123,866 calls to PSR customers (including medically dependent customers) during power cuts.
(68) Continue to provide practical support via the RVS and British Red Cross.	British Red Cross provided support during five prolonged power cuts. New agreement launched with the Nationwide Caterers Association to provide hot food and drinks for communities.
(69) Seek feedback from vulnerable customers to improve service.	Customer satisfaction of 9.04/10 for individuals receiving a PSR data cleanse call and 8.92/10 for those referred for fuel poverty support.
(70) Develop mechanisms for sharing information with local resilience forums.	Worked with 19 forums across our four licence areas. Projects include a partnership with Fire and Rescue Services to share information on our PSR service.

\* Targets are for the full eight year RIIO-ED1 period, not for a discrete year

\*\* Target to be achieved each year of RIIO-ED1

### Improving the data held on the Priority Services Register

(62) Proactively contact vulnerable customers at least once every two years to check the details on the Priority Service Register.	543,401 PSR customers proactively contacted. Our systems ensure that we contact vulnerable customers every two years.
(63) Improve the quality of Priority Services Register data by working with other agencies and sharing information.	Established a wide range of PSR referral networks involving agencies who work with vulnerable customers such as Local Authorities and consumer bodies.
(64) Coordinate meetings with suppliers to agree criteria for vulnerability.	We play a leading role in the 'Safeguarding Customers Working Group' which meets at least six times a year.

### Address fuel poverty by supporting customers to access key information

(71) Build a database of regional agencies we can refer customers to for assistance.	Fuel poverty projects in all WPD areas, working with a network of support agencies. Assessment of third party services identified 177 agencies for potential collaboration.
(72) Work with partners to develop links to/from WPD's website.	Details on our fuel poverty projects, and links to partner organisations available on WPD's website.
(73) Develop joint information, awareness campaigns and coordinate assistance with partners.	Four 'Power Up' fuel poverty schemes developed to support fuel poor customers. We supported 5,197 customers to save £958k.
(74) Provide bespoke training to WPD front line staff.	PSR team has received training and Contact Centre teams receive regular updates. Work is underway to finish training for our 4,500 field staff in 2016/17.
(75) Use data analysis to help identify localities with high concentration of vulnerable households.	We use data developed with the Centre for Sustainable Energy to target and support areas worst affected by fuel poverty.
(76) Develop local outreach services.	"Affordable Warmth" outreach schemes developed. We supported 1,162 fuel poor customers.

# Social obligations

## Identifying vulnerable customers

WPD holds a Priority Service Register (PSR) that records details about vulnerable customers so that additional support can be provided when any of these customers contact WPD or when their supply is interrupted.

We aim to ensure that everyone who is eligible for the PSR is given the opportunity to register and we prioritise those individuals who are in greatest need of support. During 2015/16 we have:

### - Improved the quality of the data that we hold

We proactively contacted 543,401 customers on our PSR to update their details.

### - Created new partnerships to identify hard to reach customers

We have established PSR referral networks with 23 agencies to identify customers and promote the PSR. Partners gain informed consent to sign individuals up to the PSR directly. Engagement with Members of Parliament focussed on asking them to promote the PSR to vulnerable constituents, this led to an additional 21,652 customers joining the register.

### - Trained staff to recognise vulnerability

Members of our PSR team attended specialist training with a range of expert partners such as Dementia UK and a learning disability charity to help staff to identify warning signs of vulnerability. All contact centre staff receive regular updates. In 2015/16 this has included introducing a new capability to register customers with temporary vulnerabilities, such as those recently discharged from hospital.



PSR advice via  
**25,000**  
home fire  
safety checks



New capability to  
register customers  
with temporary  
vulnerabilities



**21,652** new  
PSR customers  
following MP  
parliamentary event

# Social obligations

## Improving services for customers during power cuts

When a power cut occurs we work to support those customers who may be particularly vulnerable without electricity. During 2015/16 we proactively contacted 123,866 vulnerable customers to offer reassurance, advice and the latest information. When a prolonged outage occurs we call customers who are medically dependent on electricity after three hours to provide updates on power restoration times and to identify if any additional support is required.

During 2015/16 we also issued 965 crisis packs to customers. The packs contain a flask, a torch with batteries, gloves and a hat, a reusable hand-warmer, a foil blanket and an information leaflet.

We partner with the British Red Cross to provide warm meals, drinks and general welfare checks and we used this support five times during 2015/16.

## Case Study - System emergencies

We train our staff to prepare them for the challenges associated with severe weather.

This was actioned in January 2016 when severe flooding in Tewkesbury left engineers unable to access a number of substations. Our Helicopter Unit flew over the circuit to pinpoint the location of the problem and then a boat and trained staff were used to get to the location to assess the damage and restore power to the majority of affected customers.

When two properties were left without power, emergency generators were delivered by boat to provide a temporary supply and larger generators and fuel tanks were later flown in by the Helicopter Unit when the floods failed to abate.

This was an extension to the standard role undertaken by the Helicopter Unit but will now be an option for the future in similar situations.



# Expenditure

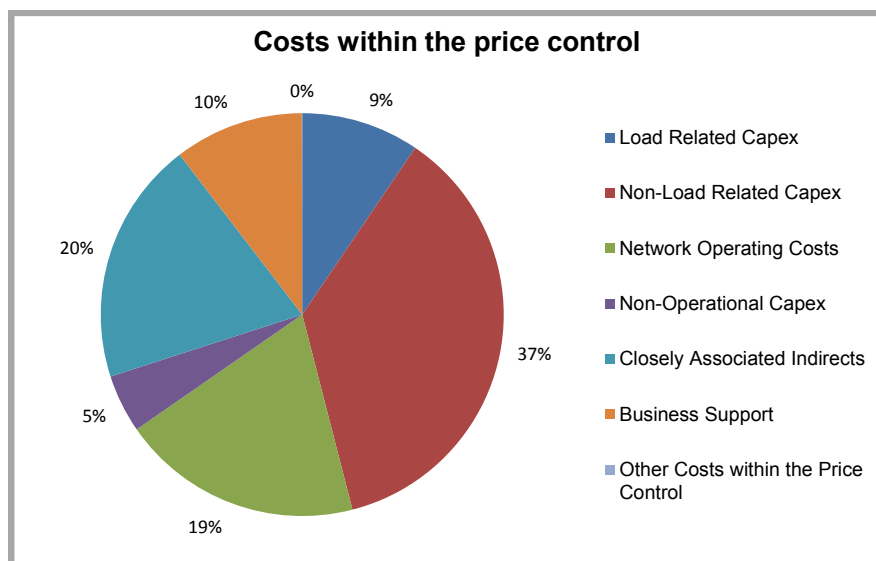
## Expenditure performance 2015/16

In the RIIO-ED1 Business Plan, WPD proposed to spend £9.2bn over the eight year period, of which £7.1bn was covered by the price control mechanism, referred to as Totex. The remaining £2.1bn covers costs such as rates, licence fees and transmission charges that are treated as outside of regulated expenditure because they are either directly remunerated by customers or form costs that DNOs do not have control over.

In 2015/16 WPD expenditure was 2% higher than Totex allowances for costs within the price control:

Total Expenditure (TOTEX)					
Licence area	West Midlands	East Midlands	South Wales	South West	WPD Total
Total Expenditure (£m)	294.1	290.4	134.2	210.4	929.1
RIIO-ED1 allowance (£m)	260.3	285.1	147.1	215.1	907.5
% of Allowed Totex	113%	102%	91%	98%	102%

The chart below shows how Totex is split across a variety of cost types:



### Cost categories explained:

- **Load Related Capex** - expenditure incurred in providing additional capacity on the network.
- **Non-Load Related Capex** - other capital investment in the network, two thirds of which is replacement and refurbishment of poor condition assets.
- **Network Operating Costs** - includes inspections, repair and maintenance, faults and tree cutting.
- **Non-Operational Capex** - includes the purchase of new IT systems, property, vehicles and small tools and equipment.
- **Closely Associated Indirects** - the costs of staff and systems that enable the work on the networks to be carried out, such as network design activities.
- **Business Support** - corporate activities such as Human Resources, Finance and Regulation.
- **Other Costs within the Price Control** - includes atypical activity costs and costs associated with innovation activity.

## Find out more

Further information on our performance against each of our 76 commitments can be found within our detailed Business Plan Commitments Report. The report can be found at:

[www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2015-16](http://www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2015-16)

We are keen to assess stakeholder views of our performance reporting for the first year of RIIO-ED1. To provide feedback please go to:

[www.westernpower.co.uk/About-us/Stakeholder-information/Performance-reporting-RIIO-ED1](http://www.westernpower.co.uk/About-us/Stakeholder-information/Performance-reporting-RIIO-ED1)

## How to contact us

### Working with us

If you have any questions about our work, or you would like to take part in future stakeholder events;

Email: [awilkes@westernpower.co.uk](mailto:awilkes@westernpower.co.uk)

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

### Making a complaint

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



Please call us free on 0800 0556 833



On our website at [www.westernpower.co.uk/Contact-us/](http://www.westernpower.co.uk/Contact-us/)



Email: [complaints@westernpower.co.uk](mailto:complaints@westernpower.co.uk)



Write to us: Tony Taylor, Information Centre Manager, Western Power Distribution, Avonbank, Feeder Road, Bristol BS2 0TB

Please tell us your address and postcode and provide a contact telephone number.

### Reporting a power cut

If you experience a power cut please call us on **105** (available on land lines and most mobile providers). You can also use 0800 6783 105.

Western Power Distribution (East Midlands) plc, No2366923

Western Power Distribution (West Midlands) plc, No3600574

Western Power Distribution (South West) plc, No2366894

Western Power Distribution (South Wales) plc No2366985

Registered in England and Wales Registered Office: Avonbank, Feeder Road, Bristol BS2 0TB



[www.westernpower.co.uk](http://www.westernpower.co.uk)



@wpduk

Version 1

