



Key findings:  
Western Power Distribution  
Stakeholder Engagement Workshops  
February 2014

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# 1 Context – workshops overview

## Dates & locations

1.1 WPD hosted six stakeholder workshops as follows:

- |                                      |                              |
|--------------------------------------|------------------------------|
| • Birmingham (Botanical Gardens)     | Wednesday 5th February 2014  |
| • Leicester (National Space Centre)  | Thursday 6th February 2014   |
| • Exeter (Exeter Racecourse)         | Monday 10th February 2014    |
| • Bristol (Bristol Zoo)              | Tuesday 11th February 2014   |
| • Newport (Celtic Manor Resort)      | Wednesday 12th February 2014 |
| • Cheltenham (Cheltenham Racecourse) | Thursday 13th February 2014  |

## Attendees

1.2 The events attracted 205 stakeholders representing a broad cross-section of customer groups:

Domestic customer	4.5%	Energy / utility company	8.9%
Business customer	7.4%	Regulator / government	2.5%
Local authority / council officer	19.8%	Emergency resilience officer	0.5%
Parish councillor	23.3%	Academic / education institute	5.0%
Developer / connections representative	10.9%	Other	11.4%
Environmental representative	5.9%		

## Format of the workshops

1.3 Each event included three separate sessions:

- **Workshop 1: WPD's Business Plan**
  - Overview of WPD's final submitted Business Plan, Ofgem's initial assessment and WPD's plans for delivery
- **Workshop 2: Severe weather resilience**
  - Overview of recent weather events, WPD's performance and lessons learnt
- **Workshop 3: Choice of 3 'surgeries'**
  1. Connections
  2. Innovation plan
  3. Social obligations

1.4 Each session began with a presentation from a WPD senior manager. Stakeholders then participated in facilitated, qualitative round-table discussions followed by quantitative electronic voting (for their preferred option).

## Key objectives

1.5 The workshops were designed to achieve 4 key objectives:

- To explain the key aspects of WPD's final RIIO-ED1 Business Plan
- Identify which outputs, if any, stakeholders would like WPD to deliver early
- Seek views on WPD's performance during severe weather and our proposed improvement actions
- Seek feedback on WPD's connections work plan, innovation plan and social obligations programme

## 2 Summary of actions

- 2.1 In total there are 32 suggested actions that WPD should take as a result of the feedback received at the recent stakeholder engagement workshops.
- 2.2 WPD plan to deliver 31 of these actions as requested by stakeholders and summarised below.
- 2.3 There is one action that WPD are unable to commit to at present - stakeholders requested that WPD bring forward the delivery of flooding protection at 75 substations.
- 2.3.1 This is due to the fact that at present WPD have thorough data regarding the risk of fluvial flooding (rivers overflowing/tidal) at 37 substations, which have therefore been prioritised for completion in the first three years of RIIO-ED1 (by 2018). To significantly accelerate protection at the remaining 38 sites is dependent on obtaining reliable surface water (pluvial) flood data, which at present does not exist. It is for this reason that it is currently programmed for delivery by 2023 to allow time for this data to become available.
- 2.3.2 As a next step, WPD will make best efforts to identify the substations at greatest risk from pluvial flooding and expedite the availability of key data. Once this data is in place we will look at the feasibility of accelerating delivery of this commitment.

### Business Plan commitments – early delivery

- 2.4 Stakeholders were asked to review the outputs in WPD's Business Plan that are part of work programmes set to be completed by 2023.
- 2.5 Stakeholders would like to see a **significant acceleration** (ideally to be delivered by 2019 or earlier) to the following Business Plan outputs.

Therefore WPD will:

Action			% stakeholders who would like it delivered earlier than 2023
Network reliability	1	Make best endeavours to deliver 13% fewer power cuts and 20% quicker restoration by 2019 (4 years earlier than originally planned)	81%
	2	Reduce the number of worst served customers by 20% (those experiencing 12 or more power cuts in a 3 year period) by 2019 (4 years earlier than originally planned)	73%
Social obligations	3	Achieve the commitment to proactively contacting vulnerable customers once every two years to check their details by 2019 (4 years earlier than originally planned)	83%

- 2.6 Stakeholders were also asked to review the outputs in WPD's Business Plan that require a one-off development.
- 2.7 Over a quarter<sup>1</sup> of stakeholders would like to see the outputs below **delivered early** (ideally ahead of 2015). (*Ticks indicate where WPD have already taken action to start delivery early*)

<sup>1</sup> Stakeholders were asked to vote for their top priorities to be delivered early, out of a list of every output under each heading (e.g. "environment"). Therefore the percentage reaching a consensus on the early delivery of each output is lower than the previous questions about bringing work programmes forward, where stakeholder only reviewed a shorter list of outputs where an acceleration was possible. WPD have therefore taken 25% as a significant voting percentage.

Therefore, ahead of 2015 WPD will start to:

Environment	4	Provide additional network capacity via traditional methods or smart interventions	
	5	Identify Low Carbon Technology (LCT) hotspots using available data and use this to inform decision making	
	6	Use larger sized cables when installing new network in LCT hotspots	
Customer satisfaction	7	Provide a restoration time for every outage	✓
	8	Develop 'self-service' options for customers to find information online	
	9	Provide on demand messaging via text and social media during power cuts	✓
Connections	10	Contact customers within two days of receiving a non-fault enquiry	✓
	11	Work with major customers to identify process improvements and quickly implement changes	✓
	12	Improve customer awareness of third party connection providers and carry out regular checks with customers that they understand the options available to them	✓
Social obligations	13	Build a database of regional agencies we can refer customers to for (fuel poverty) assistance	
	14	Work with experts to improve our understanding of vulnerable customers' needs	✓
	15	Train staff to recognise the signs of vulnerability	✓
	16	Develop mechanisms for sharing vulnerable customer information with local resilience forums	
	17	Carry out data analysis to identify locations of high concentration of vulnerable households	✓
	18	Co-ordinate meetings with suppliers to agree criteria for vulnerability	✓

2.8 In relation to the payment of guaranteed standards, stakeholders strongly endorsed the following action. Therefore WPD will:

	Action	% stakeholders in support
19	Begin making Guaranteed Standard payments immediately for anyone off supply over 12 hours during normal weather (1 year ahead of the rest of the industry)	56%

## Severe weather resilience

2.9 In relation to improvements to WPD's customer communications during severe weather, WPD will:

20	Introduce a single emergency telephone number for all of WPD (only a small minority were in support of a single national number)	45%
21	Continue to make guaranteed standard payments at twice the financial level specified by Ofgem, but should not increase these further for Christmas periods	57% (+22% who felt WPD should only pay the statutory Ofgem amount)
22	Offer an opt-in or 'sign-up' service for wider stakeholders to register for severe weather event notifications	43%

## Other recommended actions (qualitative feedback)

2.10 In response to frequently given qualitative feedback, WPD will also:

Customer satisfaction	23	Provide a meter sticker (or fridge magnet) to every customer displaying WPD's single emergency number.
	24	Engage specifically with Parish and District councils to assist with Emergency Resilience planning (and also to identify relevant local information e.g. regarding flood risk areas)
	25	Display WPD's emergency contact telephone number on our vehicles
Connections	26	Add 'community energy' as a customer connections segment and invite a representative to join WPD's Connections Customer Steering Group
	27	Add customer connections surgeries to the connections improvement work-plan
	28	Consult on WPD's improvement proposals relating to 'Connection Interactivity', 'Acceptance Validity' and 'Reservation of Capacity' (managing the Distributed Generation queue)
	29	Provide clarification on various aspects of connection policy <sup>2</sup> and clearer connections offer letters
Social obligations	30	Expand the current Contact Centre pilot project (10 staff members) to contact PSR customers to update their records
	31	Expand the current Citizens Advice Bureau fuel poverty partnership to cover additional areas (currently only Coventry) as soon as possible

<sup>2</sup> Policy on single vs dual supplies to a single site  
Policy on commercial credit for transformer replacements

# 3 Business Plan outputs – key findings

## 3.1 Network reliability

3.1.1 Stakeholders were asked to review the **eight** network reliability outputs in WPD’s Business Plan, all of which are part of work programmes set to be completed by 2023.

3.1.2 Stakeholders were asked if they were happy for the outputs to be delivered by 2023 as planned, or if they would like delivery to be accelerated and if so, by how much.

### Stakeholder feedback - summary

3.1.3 **Quality of supply** – stakeholders would like to see a **significant acceleration** in the delivery of the output to achieve 13% fewer power cuts and 20% quicker restoration.

- 81% of stakeholders would like to see this delivered earlier than 2023 (60% would like this to be achieved by 2019 or even earlier.)

3.1.4 **Worst served customers** – stakeholders would like to see a **significant acceleration** in the delivery of the output to reduce the number of worst served customers (those experiencing 12 or more power cuts in a 3 year period) by 20%.

- 73% of stakeholders would like to see this delivered earlier than 2023 (55% would like this to be achieved by 2019 or even earlier.)

3.1.5 **Flood resilience** – stakeholders would like to see a **significant acceleration** in the delivery of the output to apply flood defences to 75 substations.

- 76% of stakeholders would like to see this delivered earlier than 2023 (68% would like this to be achieved by 2019 or even earlier.)

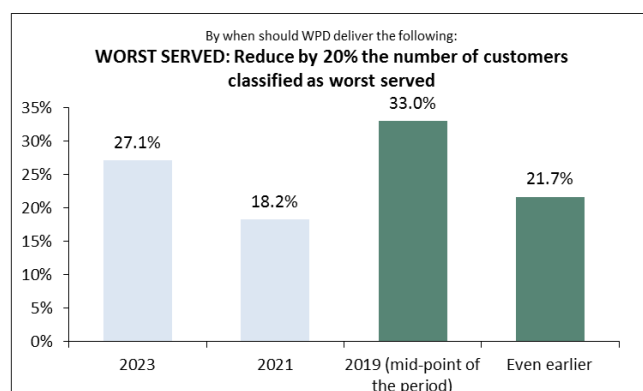
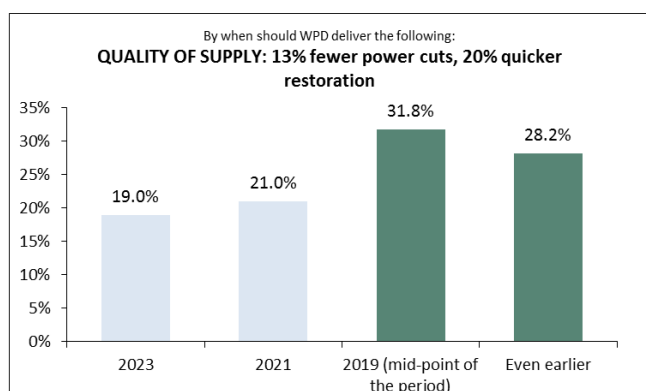
### WPD’s response

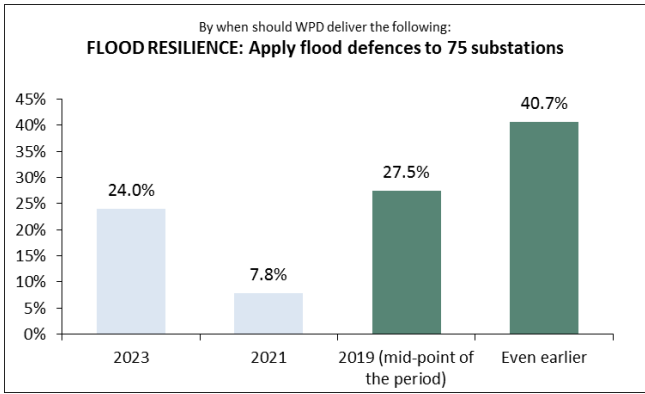
3.1.6 We will accelerate and deliver by 2019 our quality of supply commitment to achieve 13% fewer power cuts and 20% quicker restoration.

3.1.7 We will accelerate and deliver by 2019 our commitment to reduce the number of worst served customers by 20%.

3.1.8 We cannot currently commit to accelerating the delivery of flooding protection at 75 substations. We will therefore continue as planned to deliver this commitment by 2023. This output is dependent on obtaining reliable surface water (pluvial) flood data, which at present does not exist. As a next step, WPD will make best efforts to identify the substations at greatest risk from pluvial flooding and expedite the availability of key data. Once this data is in place we will look at the feasibility of accelerating delivery of this commitment.

### Stakeholder feedback – in detail







# 3 Business Plan outputs – key findings

## 3.2 Environment

- 3.2.1 Stakeholders were asked to review the **fifteen** environmental outputs in WPD's Business Plan, eight of which are part of work programmes set to be completed by 2023 and seven are single, one-off developments.
- 3.2.2 Stakeholders were asked if they were happy for the outputs to be delivered by 2023 as planned, or if they would like delivery to be accelerated and if so, by how much.
- 3.2.3 For those outputs requiring a single development, rather than an on-going work programme, stakeholders were asked to identify which, if any, they would like to see delivered early (perhaps even ahead of 2015).

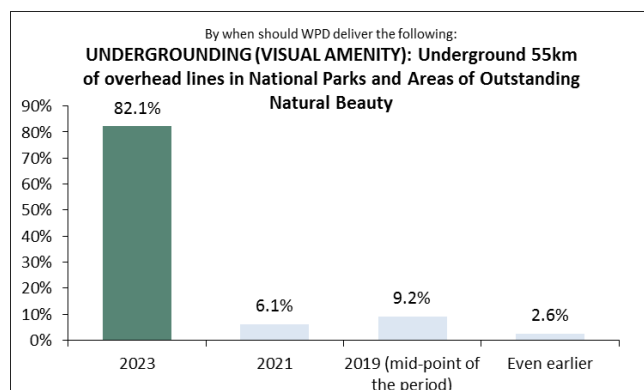
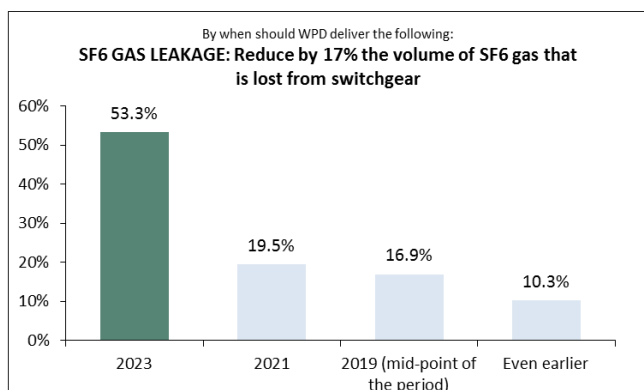
### Stakeholder feedback - summary

- 3.2.4 **SF<sub>6</sub> gas leakage** – stakeholders would **not like to see any acceleration** in the delivery of the output to reduce by 17% the volume of SF<sub>6</sub> gas that is lost from switchgear.
- 53% of stakeholders are happy for this to be achieved by 2023 as planned.
- 3.2.5 **Undergrounding to improve visual amenity** – stakeholders would **not like to see any acceleration** in the delivery of the output to underground 55km of overhead lines in National Parks and Areas of Outstanding Natural Beauty.
- 82% of stakeholders are happy for this to be achieved by 2023 as planned.
- 3.2.6 In contrast, more than 25% of stakeholders would like to see the following outputs delivered early:
- Provide additional network capacity via traditional methods or smart interventions.
  - Identify Low Carbon Technology (LCT) hotspots using available data and use this to inform decision making.
  - Use larger sized cables when installing new network in LCT hotspots.

### WPD's response

- 3.2.7 We will maintain our plans to achieve a 17% reduction in the volume of SF<sub>6</sub> gas that is lost from switchgear by 2023.
- 3.2.8 We will maintain our plans to underground 55km of overhead lines in National Parks and Areas of Outstanding Natural Beauty by 2023.
- 3.2.9 We will begin to deliver the following outputs with immediate effect:
- Provide additional network capacity via traditional methods or smart interventions.
  - Identify Low Carbon Technology (LCT) hotspots using available data and use this to inform decision making.
  - Use larger sized cables when installing new network in LCT hotspots.
- 3.2.10 We will report back to stakeholders on progress and significant actions taken, via WPD's 2014 Stakeholder Report and at WPD stakeholder workshops in 2015.

## Stakeholder feedback – in detail



Business Plan output	% of total workshop attendees voting for early delivery
Provide additional network capacity via traditional methods or smart interventions	30.2%
Identify Low Carbon Technology (LCT) hotspots using available data and use this to inform decision making	29.3%
Use larger sized cables when installing new network in LCT hotspots	28.3%
Install oversize transformers when replacing assets at highly loaded locations	24.4%
All new/refurbished buildings meet the 'excellent' BREEAM standard	23.4%
All replacement vehicles have lower CO2 emissions than those they replace	22.0%
Selectively carry out asset replacement using larger sized assets	20.0%

# 3 Business Plan outputs – key findings

## 3.3 Connections

- 3.3.1 Stakeholders were asked to review the **ten** connections outputs in WPD's Business Plan, two of which are part of work programmes set to be completed by 2023, five are single, one-off developments and three are continuations of existing performance.
- 3.3.2 Stakeholders were asked if they were happy for the outputs to be delivered by 2023 as planned, or if they would like delivery to be accelerated and if so, by how much.
- 3.3.3 For those outputs requiring a single development, rather than an on-going work programme, stakeholders were asked to identify which, if any, they would like to see delivered early (perhaps even ahead of 2015).

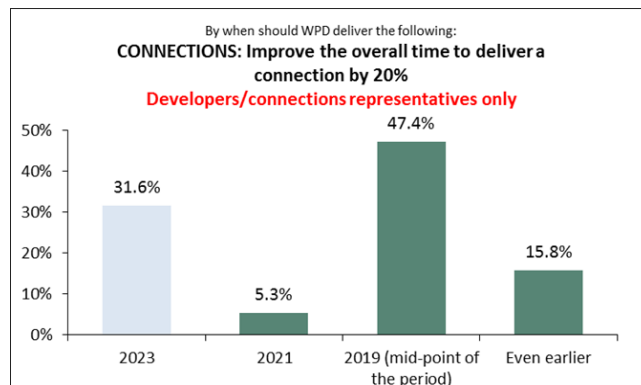
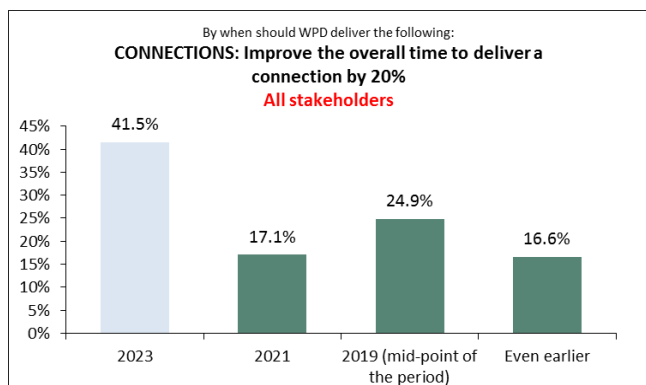
### Stakeholder feedback - summary

- 3.3.4 **Speed of connections** – stakeholders would like to see an **acceleration** in the delivery of the output to improve the time it takes to provide a new connection by 20%.
- 59% of stakeholders would like this be achieved earlier than 2023, however there was little consensus on the rate of acceleration.
  - The breakdown results reveal that 68% of developers & connections representatives in attendance would like this be achieved earlier than 2023. The preferred option was to achieve this output by 2019 (47%).
- 3.3.5 Of the remaining outputs, amongst stakeholders in general, there was very little interest in delivering any of these improvements ahead of 2023.
- 3.3.6 However over 25% of developers & connections representatives in attendance would like to see the following outputs delivered early:
- Work with major customers to identify process improvements and quickly implement changes
  - Improve customer awareness of third party connection providers and carry out regular checks with customers that they understand the options available to them

### WPD's response

- 3.3.7 We will accelerate and deliver by 2019 our commitment to improve the time it takes to provide a new connection by 20%.
- 3.3.8 We will work specifically with connections customers (via WPD's Customer Connections Steering group) to identify improvements to WPD's connections service. This will include steps to improve customer awareness of third party connection providers.
- 3.3.9 To better understand connections customer views, we will launch a consultation on WPD's improvement proposals relating to 'Connection Interactivity', 'Acceptance Validity' and 'Reservation of Capacity'.

## Stakeholder feedback – in detail



Business Plan output	Developers & connections representatives only	All stakeholders
	% voting for early delivery	
Work with major customers to identify process improvements and quickly implement changes	26.3%	11.2%
Improve customer awareness of third party connection providers and carry out regular checks with customers that they understand the options available to them	26.3%	12.2%
Host quarterly 'surgeries' for connection customers to better understand processes	10.5%	8.3%
Develop/enhance online connections processing & progress tracking	5.3%	14.6%
Conduct satisfaction surveys with distributed generation customers to gauge their satisfaction and identify improvements	0.0%	10.2%

# 3 Business Plan outputs – key findings

## 3.4 Customer satisfaction

- 3.4.1 Stakeholders were asked to review the **sixteen** customer satisfaction outputs in WPD's Business Plan, two of which are part of work programmes set to be completed by 2023, four are single, one-off developments and ten are continuations of existing performance.
- 3.4.2 Stakeholders were asked if they were happy for the outputs to be delivered by 2023 as planned, or if they would like delivery to be accelerated and if so, by how much.
- 3.4.3 For those outputs requiring a single development, rather than an on-going work programme, stakeholders were asked to identify which, if any, they would like to see delivered early (perhaps even ahead of 2015).

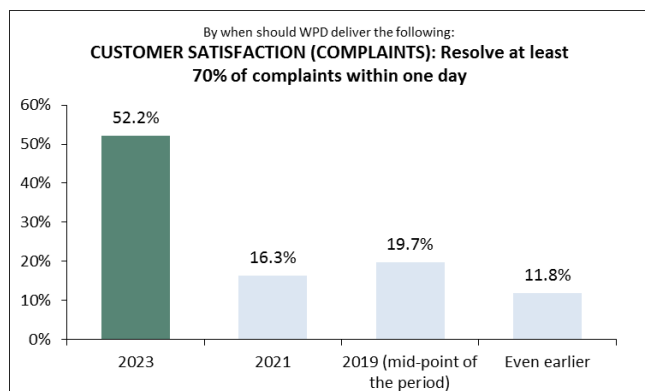
### Stakeholder feedback - summary

- 3.4.4 **Complaints** – stakeholders would **not like to see any acceleration** in the delivery of the output to resolve at least 70% of complaints within one day.
- 52% of stakeholders are happy for this to be achieved by 2023 as planned.
- 3.4.5 More than 25% of stakeholders would like to see the following outputs delivered early:
- Provide a restoration time for every outage
  - Develop 'self-service' options for customers to find information online
  - Provide on demand messaging via text and social media during power cuts
  - Contact customers within two days of receiving a non-fault enquiry

### WPD's response

- 3.4.6 We will maintain our plans to resolve 70% of complaints within one day by 2023.
- 3.4.7 We will begin to deliver the following outputs with immediate effect:
- Provide a restoration time for every outage
  - Develop 'self-service' options for customers to find information online
  - Provide on demand messaging via text and social media during power cuts
  - Contact customers within two days of receiving a non-fault enquiry
- 3.4.8 We will report back to stakeholders on progress and significant actions taken, via WPD's 2014 Stakeholder Report and at WPD stakeholder workshops in 2015.

## Stakeholder feedback – in detail



Business Plan output	% of total workshop attendees voting for early delivery
<b>Provide a restoration time for every outage</b>	<b>38.5%</b>
<b>Develop 'self-service' options for customers to find information online</b>	<b>36.6%</b>
<b>Provide on demand messaging via text and social media during power cuts</b>	<b>36.1%</b>
<b>Contact customers within two days of receiving a non-fault enquiry</b>	<b>27.8%</b>

# 3 Business Plan outputs – key findings

## 3.5 Social obligations

- 3.5.1 Stakeholders were asked to review the **seventeen** social obligations outputs in WPD's Business Plan, five of which are part of work programmes set to be completed by 2023, eight are single, one-off developments and four are continuations of existing performance.
- 3.5.2 Stakeholders were asked if they were happy for the outputs to be delivered by 2023 as planned, or if they would like delivery to be accelerated and if so, by how much.
- 3.5.3 For those outputs requiring a single development, rather than an on-going work programme, stakeholders were asked to identify which, if any, they would like to see delivered early (perhaps even ahead of 2015).

### Stakeholder feedback - summary

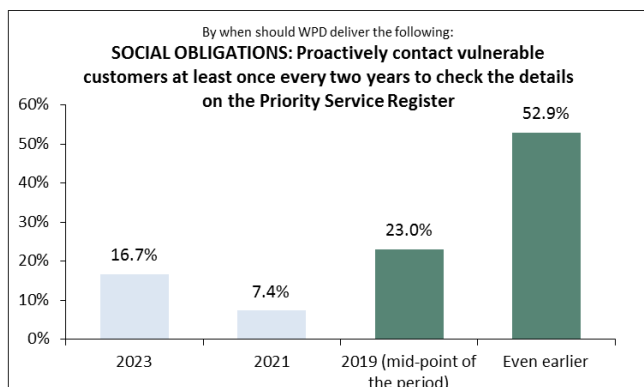
- 3.5.4 **Proactively contacting vulnerable customers** –stakeholders would like to see a **significant acceleration** in the delivery of the output to proactively contact vulnerable customers at least once every two years to check the details on the Priority Service Register.
- 83% of stakeholders would like to see this delivered earlier than 2023 (76% would like this to be achieved by 2019 or even earlier.)
- 3.5.5 More than 25% of stakeholders would like to see the following outputs delivered early:
- Build a database of regional agencies we can refer customers to for (fuel poverty) assistance
  - Work with experts to improve our understanding of vulnerable customers' needs
  - Train staff to recognise the signs of vulnerability
  - Develop mechanisms for sharing vulnerable customer information with local resilience forums
  - Data analysis to identify locations of high concentration of vulnerable households
  - Co-ordinate meetings with suppliers to agree criteria for vulnerability

### WPD's response

- 3.5.6 Given that over 800,000 customers are currently registered on WPD's Priority Service Register and the data quality is inconsistent (due to poor quality industry data flows), it is necessary for WPD to first carry out steps to improve the quality of the customer data held. WPD currently have a project underway to do this, which as a result of stakeholder feedback will now be expanded.
- 3.5.7 Once this data cleanse is completed, WPD will seek to accelerate and deliver by 2019 our commitment to contact vulnerable customers at least once every two years to check the details on the Priority Service Register.
- 3.5.8 We will begin to deliver the following outputs with immediate effect:
- Build a database of regional agencies we can refer customers to for (fuel poverty) assistance
  - Work with experts to improve our understanding of vulnerable customers' needs
  - Train staff to recognise the signs of vulnerability
  - Develop mechanisms for sharing vulnerable customer information with local resilience forums
  - Data analysis to identify locations of high concentration of vulnerable households
  - Co-ordinate meetings with suppliers to agree criteria for vulnerability

3.5.9 We will report back to stakeholders on progress and significant actions taken, via WPD's 2014 Stakeholder Report and at WPD stakeholder workshops in 2015.

### Stakeholder feedback – in detail



Business Plan output	% of total workshop attendees voting for early delivery
Build a database of regional agencies we can refer customers to for (fuel poverty) assistance	39.5%
Work with experts to improve our understanding of vulnerable customers' needs	38.5%
Train staff to recognise the signs of vulnerability	37.6%
Develop mechanisms for sharing vulnerable customer information with local resilience forums	34.6%
Data analysis to identify locations of high concentration of vulnerable households	32.7%
Co-ordinate meetings with suppliers to agree criteria for vulnerability	26.3%
Make 10,000 crisis packs available	19.5%



# 4 Severe weather resilience – key findings

## Stakeholder feedback - summary

- 4.1 WPD should introduce a single emergency telephone number for all of WPD (supported by 45%) but only a minority were in support of a single national number.
- 4.2 WPD should continue to make guaranteed standard payments at twice the financial level specified by Ofgem, but should not increase these further for Christmas periods.
- 4.3 WPD should offer an opt-in or 'sign-up' service for wider stakeholders to register for the severe weather event notifications (before, during and after major incidents) currently provided to significant stakeholders such as DECC, Ofgem, relevant emergency resilience contacts and the media.

## WPD's response

- 4.4 We will continue to participate in the national discussions about the feasibility of a single UK off supply number, as driven by the Department of Energy & Climate Change. In the meantime WPD will take steps to introduce a single emergency telephone number for all of WPD.
- 4.5 We will continue to pay guaranteed standards payments at twice the amounts set by Ofgem but will not increase this further during Christmas periods.
- 4.6 We will offer a sign-up service for wider stakeholders to register for the severe weather event notifications.

## Stakeholder feedback – in detail

