Ofgem Incentive on Connections Engagement 2017

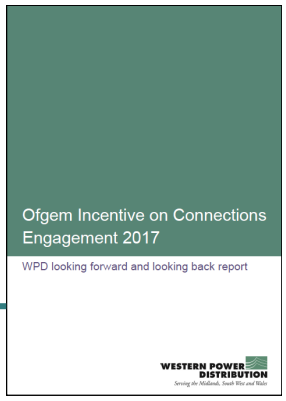
WPD looking forward and looking back report

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

Ofgem Incentive on Connections Engagement 2017

WPD looking forward and looking back report



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Overview



This report is Western Power Distribution's submission to Ofgem's Incentive on Connections Engagement (ICE) for 2017

The report includes both a looking back section for regulatory year 2016/17 and a looking forward section for regulatory year 2017/18, explaining Western Power Distribution's (WPD) customer engagement strategy and connection activity improvement plans, in line with the requirements of 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 below); 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

We have structured the document in three sections together with a set of appendices:

Introduction - including an introduction from our Chief Executive, WPD's connections stakeholder engagement strategy 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 2016/17.

Looking forward report - covering our planned engagement activities, the development of our ICE Workplan and the outputs and measures for 2017/18.

Appendices - including detailed ICE Workplans and the 2016/17 KPI pack.

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.: ► Domestic houses ► Commercial units ► Factories ► IDNO networks				Connections to metered premises for generation at all voltages e.g.: ► Rooftop solar installations ► Largescale windfarms ► Battery storage		Connections to unmetered premises for demand connections for local authorities or private sector e.g.: ► Street lights ► Bus shelters ► Telecoms kiosks		

Introduction

WPD Incentive on Connections Engagement 2017
looking forward and looking back report



Each year over 70,000 new or augmented connections are carried out across WPD, either directly to our network or onto those of independent network operators. These connections rely on the performance of WPD's network services teams. It is therefore hugely important for our connection stakeholders that we continually improve these services and adapt to new requirements. Our ICE activity ensures that we do not stand still and that our improvements are underpinned by stakeholder engagement.

During 2016/17 we have delivered a number of key initiatives against the priorities we set ourselves from our stakeholders' feedback. The 72 actions we have completed have delivered improvements to our connections services which were requested by our stakeholders. We have carried out an extensive programme of engagement with over 7,000 stakeholders to inform the ongoing implementation of these initiatives and to identify how we are performing.

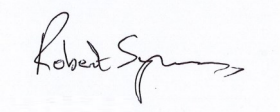
We continue to expand our connection engagement activities. For example, we established a new Distributed Generation Owner Operator (DGOO) forum to further improve service and communication about outages and constraints. This forum provides an opportunity to build additional long-term relationships with an important group of stakeholders, providing insight and input to ensure we make developments that will have a positive impact on our customers.

It is important that our engagement leads directly to action and from our DGOO forum we have already implemented actions such as a single point of contact for discussing outages and an outage email facility, giving stakeholders a clear line of sight from engagement to outcome.

Our engagement is not only for the short term, or just when an ICE milestone approaches, it is embedded in how we operate our business, and how we continuously improve and develop our long-term strategy. Our industry faces a period of rapid and significant change as we transition from traditional passive networks to smart networks that require the flexibility to adapt to new technologies and customer behaviours. The transition from a Distribution Network Operator (DNO) to a Distribution System Operator (DSO) that this will drive, poses many new challenges, requiring us to develop a host of new capabilities and skills. It is vital that our connection stakeholders have a say in WPD's long-term strategy and the activities we undertake as make this transition.

In 2016/17 we included a focus on future networks and the transition to DSO in a range of connection engagements, including events with community energy groups, our Customer Connections Steering Group and with Government at a range of events including a parliamentary reception. In 2017/18 we will continue to ramp-up this DSO engagement activity. To ensure our work in this priority area is visible to our connection stakeholders, we have included a specific area of focus in our 2017/18 ICE Workplan with a range of initiatives that will benefit connections stakeholders as we transition to DSO.

We have made excellent progress in the 2016/17 year, making the improvements required by our stakeholders. However our engagement tells us that there is always more to do. Our 2017/18 plan ensures that we are well placed to make the immediate improvements our stakeholders have asked for, as well as meeting the long term challenges we face.



Robert Symons, WPD Chief Executive

In the words of our stakeholders

"WPD's programme of connections engagement events – along with questionnaires and other means of attracting wish-lists, preferences and feedback – is thorough, diverse, robust and very effective.

The achievements over the last year, in terms of addressing stakeholders' prevalent requests, have been outstanding (the new network capacity map being a good example).

The 2017/18 ICE Workplan is so pertinent and challenging as to be almost exciting – with further commitments on information provision, the application process (Study & Offer), senior manager points of contact (which really work), owner/operator forums, outage data provision, ANM and an interactive costing tool.

In terms of engagement at all levels of the business and its commitments to information/data provision and senior manager points of contact – WPD is leading the field in terms of equipping its DG stakeholders for a future which includes A&D fees. Ofgem and other DNOs should take note."

Hugh Taylor – CEO
Roadnight Taylor Ltd

Stakeholder Engagement Strategy

Core Strategy

Engagement is fundamental to the direction we take in making improvements to our connections services.

WPD's comprehensive engagement strategy has been in place since 2007 and is embedded into how we do business.

The continual cycle of engagement (see right) which is driven by this strategy, is key to ensuring that stakeholders' views inform all that we do and that our engagement is not just undertaken when a submission is due.

Our engagement strategy is reviewed by our Chief Executive and Directors annually and updated as necessary. Although the strategy is well established, our engagement delivery is continually updated to reflect stakeholders' changing requirements and the most appropriate means to engage, whether that be via traditional face-to-face workshops or online webinars and social media.

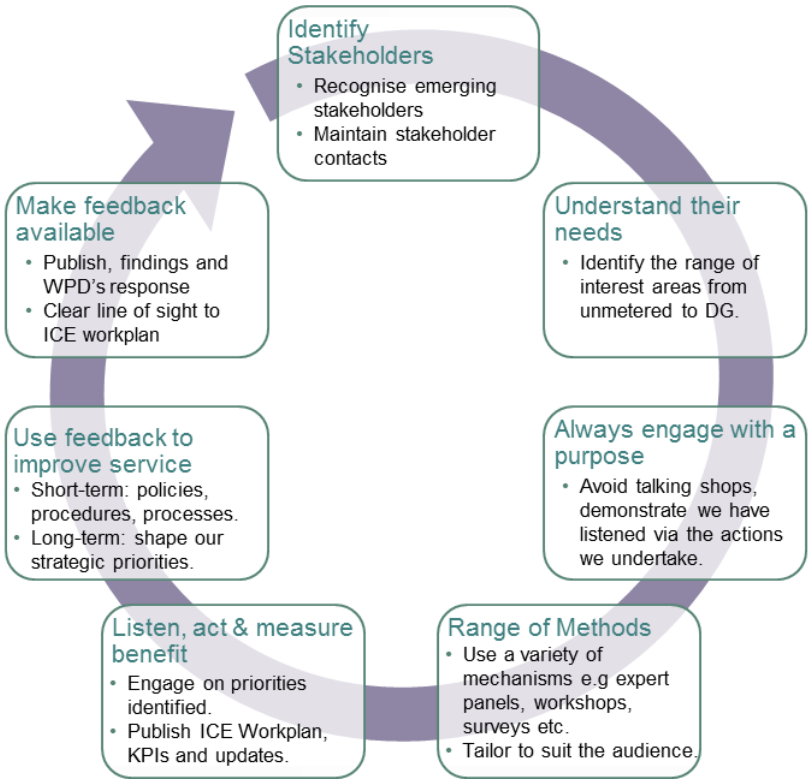
Underpinning our engagement strategy are four principles which ensure our engagement is robust, meaningful and effective in shaping our decisions and direction:

1 Inclusive and tailored - we are clear about why we engage, we identify all relevant stakeholders and tailor our approach to suit the topic and stakeholders' needs.

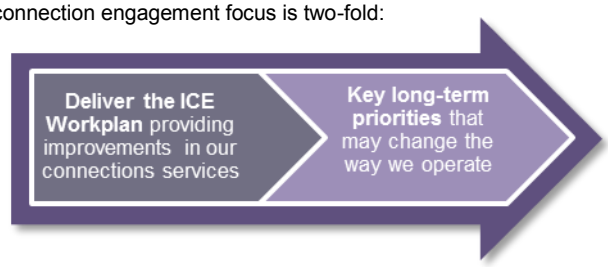
2 Embedded - engagement is core to our business decisions and is part of everyone's role at WPD

3 Long-term - engagement is enduring and iterative, not just "ICE workplan and forget"

4 Outputs - our engagement leads to action



It is important that we expand our focus to seek early input to develop plans for the long-term, rather than just consult on what we have determined ourselves. In order to provide the immediate improvements together with long-term strategy our high-level connection engagement focus is two-fold:



Update for 2017

Networks are moving into a period of significant change as we progress to smart networks, facilitating new low carbon technologies connecting to the network, capacity challenges and increased flexibility in the network. We need to take our connection stakeholders with us as we seek their input into our long-term plans, providing the necessary direction for this era of rapid change.

In our 2017 stakeholder workshops (which cover all WPD's activities including connections), our stakeholders told us that our two primary priorities should be "keeping the lights on" and "smart networks" (moving towards becoming a DSO). For Connections the long-term strategic focus can be seen in our ICE priorities, initiatives and engagement activities in our looking forward report as we focus on the transition to DSO and what that means for connections. We have already been engaging with stakeholders on the transition to DSO (see looking back report stakeholder engagement section) in 2016/17 and will be ramping up on this in 2017/18.

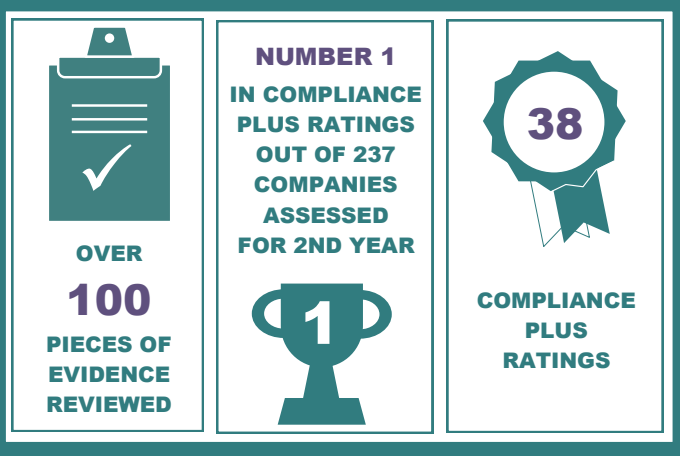
Independent assessment

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. There are 57 elements in total, with 19 assessed each year. This year's assessed elements included.

This year WPD achieved two new 'compliance plus' ratings (the highest possible rating) and we continue to have no 'partial compliances'. This means WPD continue to be the highest scoring organisation – we now have 38 out of 57 'Compliance Plus' ratings in total.

> "You have an in-depth understanding of the characteristics of your current customer groups...The Stakeholder Engagement Strategy continues to provide a robust framework for managing an impressive programme of consultation and engagement with customers."
>
> - CSE Assessor March 2017



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Stakeholder Engagement Strategy



Engagement approach and delivery

Our approach

Stakeholder engagement underpins all of our decisions, It is the way we do business not a standalone activity.

WPD's aim when developing our ICE workplan is to create a plan which delivers effective initiatives which meet our customer's immediate requirements as well as addressing long-term objectives. In order for us to achieve this, it is vital that our engagement is inclusive of the full range of stakeholders and delivers the inputs necessary to target the right priorities.
We do this by delivering engagement which is led by managers throughout the business, is tailored to the stakeholder groups' requirements and most importantly is done with a purpose - leading to actions as a result of the feedback we receive.

Our delivery

Engagement is part of everyone's job at WPD - our programme is centrally coordinated, but locally delivered. This mean engagement is 'expert-led' (e.g. workshops facilitated by staff responsible for the areas being discussed) and 'deliverer-led' where sessions are also facilitated by staff responsible for delivering the initiatives undertaken as a result of the feedback (for example our Control Centre Manager chairing our DG owner operator forum).

Engagement leads to action - we always engage with a purpose and demonstrate that we take stakeholders' feedback seriously by delivering actions as a result. We build trust and enduring relationships with this commitment which benefits the quality of our ongoing engagement. As an example, our CCSG is entering its fourth year, with the majority of members being there from the start, the level of experience and expertise in the panel delivers valuable input and guidance to our connections initiatives, direct to our Chief Executive and WPD senior managers.

We use the most appropriate mechanisms - we recognise that our connections stakeholders have varying levels of interest, knowledge, willingness and availability to engage with WPD. We tailor our engagement to our stakeholders to maximise our reach and range. We also look to innovate in the ways we engage, such as making use of webinars in our strategic network studies initiatives to facilitate 'time poor' or 'long distance' stakeholders involvement. We use of social media to increase awareness of the WPD ICE Workplan itself and of initiatives such as our promotion of the community energy fortnight in September 2016, where we promoted our events and signposted our available guidance.

The table below shows how we tailor the methods of engagement delivery to the stakeholder and topic:

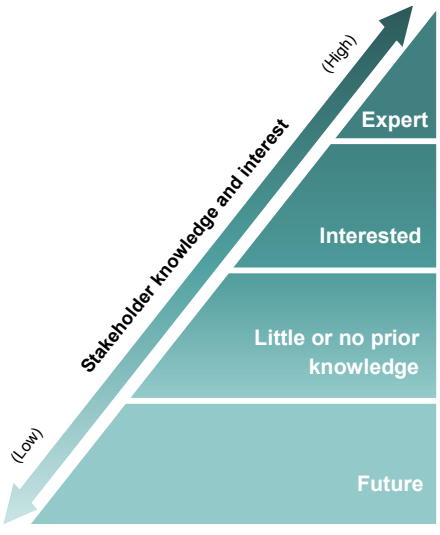
Update for 2017

We continually develop and improve our engagement delivery, seeking improvements in the methods we use and listening to stakeholders' feedback on what works well.

In 2016/17 our DG owner operator forum was very well received by stakeholders and its collaborative approach to delivery of new initiatives is something we will build on.

For our 2017/18 ICE Workplan, we have an increased focus on collaborative working to deliver connections service improvements via the plan's initiatives. We are increasing the engagement undertaken during the development and implementation of initiatives, checking back with stakeholders to make sure we are on the right track and to communicate progress and changes. This will help to further ensure that what is delivered meets stakeholders' requirements and helps us to better identify the impact of the outcomes of the initiatives.

We will also continue to scale up our online and social media engagement, using these channels to increase the reach and feedback from our engagement and to keep stakeholders informed of progress against our ICE initiatives.



	Tailored engagement methods:	
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	• CCSG • Stakeholder workshops • Consultations • Bilateral meetings • DG owner / operator forum	• Industry working groups • Industry events • Senior manager point of contact
Level 2: Stakeholders who interact regularly with WPD for connections activities and have a sizeable knowledge and interest in this area	• Stakeholder workshops • Consultations • Bilateral meetings • Senior manager point of contact	• Connections surgeries • Community energy events • Webinars
Level 3: Stakeholders who may only interact once or occasionally for connections activities and have little knowledge of WPD or this area	• DG & customer surveys • Connections surgeries • Annual stakeholder & ICE reports	• Website • Media awareness campaign • Social media
Level 4: Stakeholders who may want connections in the future and may have no knowledge of WPD or this area	• Connections Surgeries • Annual stakeholder & ICE reports • Community energy events & guide	• Media awareness campaign • Social media • Website

Connection Strategy



Our Connections Strategy

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 DNO 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 information and interaction for connection customers.

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. Enhancing our engagement leads to improved focus on these customer requirements and drives the development of our ICE Workplan actions.

To achieve guaranteed standards of performance - The target to achieve zero failures of connections GSOPs 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 2016/17

This looking back section of the report describes the improvement initiatives, outputs and stakeholder engagement activity WPD has undertaken in the 2016/17 year, delivering on the plans we set out in our ICE looking forward report in May 2016.

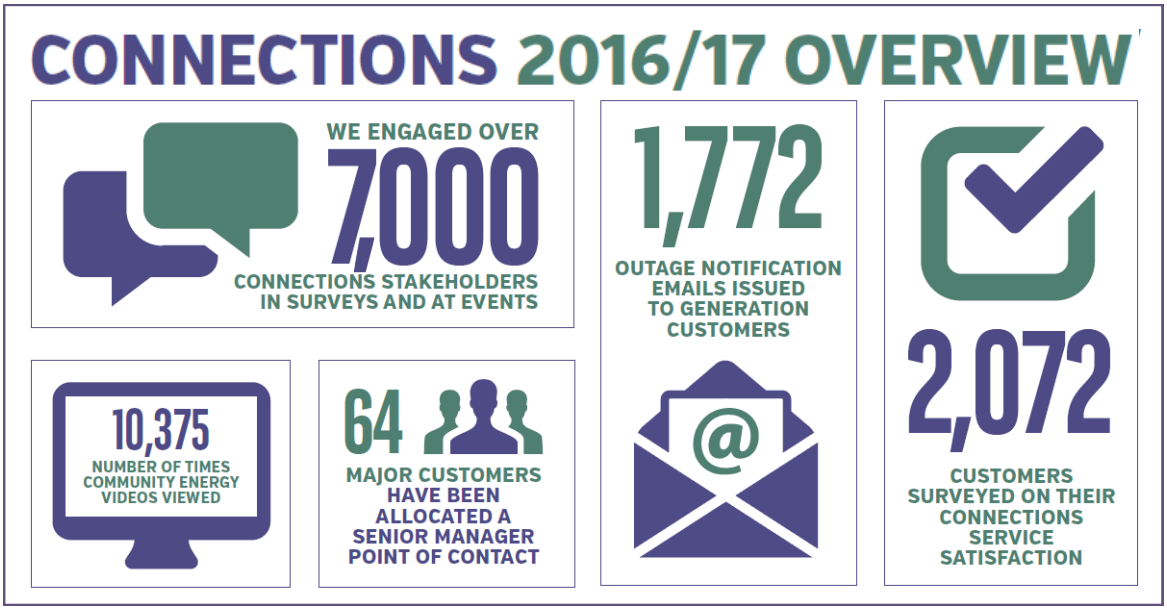


We undertook an extensive programme of engagement activities encompassing all customer groups with a wide range methods tailored to the audience. Developing the themes of the previous year, this year the scope of our engagement has widened in response to stakeholder feedback. We incorporated further focus on longer-term objectives such as the move to smart networks and transition to Distribution System Operator. We have developed new stakeholder relationships in the creation of our Distributed Generation Owner Operator Forum and with the introduction of the senior manager contact for major customers. We further enhanced existing relationships such as with the Connection Customer Steering Group where we have improved the workshop format to give more detail on specific areas and with community energy groups where we have expanded the engagement into alternative connections and smart networks.

In 2016/17 we delivered 72 actions under 29 initiatives addressing the priority areas identified by our stakeholders. We have made substantial improvements to the information we provide customers on, network capacity, constraints and Statements of Works via our network capacity map and have made further refinements to the processes around connection queue management. Both of these were areas where stakeholders were very keen on further improvements.

Once again we have expanded the workplan during the year to cater for additional initiatives identified by stakeholders – such as the review of our HV self-connection processes for ICPs which led to the development of a new trial process working in collaboration with an ICP and IDNO.

The ongoing engagement and achievements which are set out in this looking back section demonstrate how we are listening to our stakeholders and delivering the positive outputs they are asking for.



WPD ICE looking back report

Engagement activity



Engagement overview

In 2016/17 we engaged over 4700 stakeholders through events and over 2000 through our satisfaction surveys. This comprehensive engagement has driven both the implementation of our ICE initiatives this year and the development of the initiatives for 2017/18.

As set out in section 1 of this report, our engagement strategy at WPD is well established and is embedded in how we do business. The ICE incentive provides a focal point to the activities we do to listen to our stakeholders and act on their feedback. Our engagement does not only occur at certain milestones, it is an enduring cycle of feedback, action and review.

The expansion of our engagement activity this year has included new activities such as our senior manager point of contact and distributed generator owner operator forum. It has also included the continuation of regular events and activities, where we continue to build on the relationships with returning stakeholders and improve the quality of engagement as the knowledge of these groups and of WPD increases in the areas covered. An example of this would be our annual DG workshop, where in 2016 the focus expanded to encompass the long-term challenges facing the industry, starting the conversation on the transition to DSO.

This year we set out to expand our social media and online engagement and we have done this successfully expanding the reach of our engagement. For example our video guides on innovative connection arrangements had over 10,000 views in the first month online. We have also engaged with stakeholders via webinars to communicate the outcomes of our strategic investment studies enabling us to reach stakeholders who would perhaps otherwise not be able to attend a traditional workshop.

Our engagement is vital to ensuring that our ICE Workplans are addressing the right areas and delivering the positive outcomes for our stakeholders. Our engagement this year has once again helped us to shape an ICE Workplan which reflects the priorities our stakeholders want WPD to tackle.

In this engagement activity section we detail the activities we have undertaken and go into more depth on some specific examples. Many of our ICE initiatives also have a large focus on engagement. We explain more about these in the ICE Workplan outcomes section.



► examples of social media extending our engagement reach

WPD ICE looking back report

Engagement activity



Engagement activity summary

In the table below and on the next page we have summarised the stakeholder engagement activities undertaken in 2016/17. The table gives a brief description of the activity, the number of stakeholders engaged with this activity through the year (reach) and the market sector the stakeholders broadly represented: unmetered supplies (UMS), demand connections (DMD) or distributed generation (DG).

Activity	Description	Reach	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 Broader Measure.	2,072	●	●	
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.	43	●	●	●
WPD Stakeholder Workshops	6 workshops covering a wide range of topics including connections, held at various locations across all 4 WPD licenced areas.	270	●	●	●
Senior Manager Point Of Contact	A dedicated senior manager point of contact, for escalation purposes to quickly resolve issues, to discuss the scope of activity they are looking to undertake with WPD and discuss other wider issues.	64	●	●	●
Community Energy Events	9 community energy events were held at various locations across the UK, including WPD representation at the Cornwall Energy Summit looking at issues of network constraints around the South West region, Community Grid Innovation events and the Renewable Futures and Green Energy Awards.	603			●
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 6 requests for surgeries were satisfied via a telephone call or visit rather than attending a surgery.	22	●	●	●
UMS User Groups	5 unmetered supply user group meetings were held for Local Authorities in the Midlands, South. West and South. Wales, providing opportunity for the LA's to discuss connection issues and feedback on performance.	54	●		
WPD DG Connection Workshop	WPD held a Distributed Generation 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.	58			●
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.	35			●
DG Survey	An annual survey of WPD DG connections customers was conducted for those receiving quotations or connections in the 2015/16 regulatory year. Survey results and comments provide input for our ICE Workplan and prioritisation of issues for WPD to address.	400			●
LCNI 2016	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.	1,300			●

WPD ICE looking back report

Engagement activity

Engagement activity summary continued

Activity	Description	Reach	UMS	DMD	DG
Future Network Scenarios	Engagement workshops and follow up webinars to update stakeholders on the work we are undertaking to model future DG connection volume scenarios and understand the strategic network investment requirements in each of the WPD DSAs.	170		●	●
Parliamentary Reception	Providing information to MPs on the work WPD are undertaking including the provision of flexible offers, implementation of ANM zones and strategic network investment.	70	●	●	●
Maximising The Value Of Solar Assets	WPD will be presented 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			●
DG Owner/ operator forum	Following an initial forum to provide information to generators and gain feedback, a regular forum has been implemented. To date, 3 events have been held.	60			●
Cardiff Energy Conference	WPD presented at the Cardiff Energy Conference on network constraint issues and the options available to WPD for resolving the issues.	50			●
Customer Panel	At the WPD Customer Panel, dedicated sessions were held across 3 events to provide updates on our connections services, including an update on our ICE Workplan.	39	●	●	●
Storage Events	Presentations on WPDs learning so far from trials of storage connections and the practical issues with connecting storage to the network at the Storage Forum Event in Bristol and the Energy Storage Summit in London.	390			●
Future Networks—A Balancing Act	A WPD event held in London to share information with stakeholders, including presentations on storage technology, electric vehicle charging installations and the transition to DSO. Stakeholder views were sought on the DSO transition through electronic voting.	140	●	●	●
MCCG Seminar	WPD presented at an Metered Connections Consumer Group hosted event on areas we have improved on since the implementation of the Code of Practice	30	●	●	●
Devon & Cornwall Business Council	Events and meetings held were with the Devon & Cornwall Business Council to discus network constraint issues within the South West DSA.	161			●
ICP Seminar On Self Determination	Seminar offered to Independent Connection Providers (ICP) and Independent Distribution Network Operators (IDNO) to provide guidance and awareness on the ICP self-determination of a point of connection process, detailing WPD specifications and procedures. This event also provided an opportunity to discuss legal and consents as well as other areas of the CiC Code of Practice (CoP) and for feedback from ICPs/IDNOs on WPD's processes.	23	●	●	●
Cornwall Insight Conference	WPD presented at the Cornwall insight conference on the issues and challenges on delivering a smart, flexible network in the future.	300			●
Committee on Climate Change	At a Committee on Climate Change Event, WPD presented in a workshop on the role of flexibility within the distribution networks.	20			●
Energy Capital Launch	The Energy Capital is an initiative of the new West Midlands Combined Authority. WPD were invited to join a panel of a dozen speakers as key partners were brought together to attract investment in smart energy technologies and infrastructure.	300			●
Smart Energy Marketplace	WPD presented at the Smart Energy Marketplace 2017 on the value of flexibility to distribution networks to enable quicker responses to changing needs, lower cost solutions and management of the network during the construction of new assets.	150		●	●
Welsh Assembly Government	Discussions across 5 events, including network constraints, energy policy, building future energy scenarios and examining the impact on infrastructure.	211			●
Other	Other smaller events including bilateral meetings, account holder reviews and discussions with National Grid Electricity Transmission on connections.	179	●	●	●

WPD ICE looking back report

Connection engagement highlights

Connection Customer Steering Group

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

Example Outputs:
- Informing the development and acting as a sounding board for our ICE priorities
- Directly indentifying issues for ICE initiatives - e.g. undertake a review of our CiC design approval processes.

Our CCSG has continued to be hugely important in informing the priorities and direction of our ICE activities. Due to the breadth of knowledge of our panel members and direct experience of connections activities across a full range of market sectors, our CCSG is able to provide key insight into how our connection services can be improved and inform our longer term strategic priorities. We hold three CCSG workshops per year, Chaired by our Chief Executive, Robert Symons who presents at the workshops and discusses WPD specific and wider industry issues. Now in its fourth year, having been formed at the end of 2013, we asked the panel members in 2016 how we can improve the workshops and ensure they remained valuable to them. They asked for an increase in sessions on specific topics and issues led by the WPD expert responsible for that area. We therefore invited senior WPD managers to present on a range of topics in more depth, over the 3 workshops (see below right), these were well received and we will continue this approach in 2017/18.

The CCSG has once again been a direct source of initiatives and actions in our 2017/18 ICE workplan as well as confirming that our priorities for improving are connections performance have been correctly captured by our wider engagement.

> **"Extremely well facilitated session with the right people round the table and senior representation from WPD"**
>
> - CCSG member feedback June 2016



CCSG in-depth topics

List of topics where WPD expert has presented on our direction and progress, enabling debate with CCSG members and their direct feedback to inform the direction of further development:

- ► Queue and Capacity Management
- ► Legals and consents
- ► Future of Networks – role of the DSO
- ► Statement of Works
- ► DG Owner Operator Forum
- ► WPD senior point of contact
- ► Strategic investment options for future networks scenarios
- ► Connection milestones

Community energy events

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

Example Outputs:
- Introduction of web videos on smart networks and solutions
- First national CE event on innovation
- Updated CE guide with alternative connections
- Published guide on storage for CE schemes

Community energy (CE) schemes were identified as an ongoing priority area for engagement for 2016/17 and an area where we should be doing more to assist with their connections. Our stakeholders told us that this is an area where they want WPD to continue the work we have done over previous years to engage with CE groups, providing information and advice to assist with the development of their schemes.

In 2016/17 we have developed our CE engagement plan to further expand the engagement into more detailed areas of alternative connections and smart network solutions, driven by growth in the knowledge and interest of these stakeholders. Having a good understanding and information on the connections process, our stakeholders wanted our workshops this year focused on providing discussion, information and guidance on energy storage, demand side management and the range of alternative connections arrangements WPD are able to offer to CE generators. We also covered how these topics contribute to the longer-term focus of transitioning to a DSO.

WPD hosted a total of 9 CE events over the year, which included WPD workshops and events in collaboration with Regen SW along with wider ENA events at locations across the UK. The events have once again been well attended and well received by stakeholders. The discussions and feedback have been extremely useful, having a direct input into our priorities for 2017/18 and led to further CE actions in our 2017/18 ICE Workplan. For instance we will be producing 4 CE podcasts along with a dedicated website area for CE as a result of the development of the engagement best practice in the ENA CE events.

95%
Thought the event was 'good' or 'excellent'.

Connections Surgeries

Our annual programme of connections surgeries is also available to CE groups and other connections stakeholders. These surgeries enable customers to book an appointment to discuss their schemes ahead of making an application.

In 2016/17 we ran a number of connections surgeries and held one-to-one meetings with 22 stakeholders and satisfied 6 stakeholder's requests with telephone discussions or visits.

WPD ICE looking back report

Connection engagement highlights

Government engagement

Stakeholder focus:
MPs, Ministers and government departments

Outputs:
- 70 MPs and key stakeholders engaged on WPD's long-term strategy and challenges.
- Contacted 204 MPs and MEPs about our innovation and DSO strategy
- 35 in-depth contacts and meetings with MPs

Building on the engagement in 2015/16, we have continued our with our objective of proactively engaging MPs and government departments to further develop these relationships, facilitating more detailed discuss and better understanding of energy policy and WPD's long-term strategic objectives.

In may 2016 our Chief Executive led a House of Commons event to seek feedback on WPD's future networks strategy and the challenges we are facing. 70 MPs and key stakeholders including Ofgem and the Department for Business, Energy & Industrial Strategy (BEIS) were able to hear about a range of connection related topics and discuss them with WPD senior managers. Topics covered included: flexible connection offers, the roll out of Active Network Management and our strategic network investment options initiative. The event gave an opportunity to inform MPs of the innovation we are undertaking to meet the challenges of network constraints affecting their regions and enabling further connection of low carbon technology and the transition to a DSO.



Expanding this engagement further, WPD also developed a programme to engage with MPs on network innovation as a result of the event above. We wrote to 204 MPs and MEPs about our innovation programme and DSO strategy leading directly to actions such as a meeting with Alex Chalk MP (Cheltenham) which has resulted in the development of an action plan to better engage local stakeholders in our innovation and network investment initiatives.

We will continue to expand this proactive approach, building these relationships further, to engage on the transition to DSO and help us with the challenges this presents for WPD and connections customers.

Improving awareness of innovation

Stakeholder focus:
Customers, developers, ICPs, IDNOs, landowners, community energy groups, consultants, DG owner operators, local authorities

Example Outputs:
- Quarterly innovation newsletter sent out to 197 stakeholders
- Innovation website email updates sent out to registered users

At stakeholder events such as our DG workshop and annual stakeholder workshops, we were told by our stakeholders that we should do more to promote awareness of the innovation WPD is undertaking. It was felt that it was important connections stakeholders knew about WPD innovation projects to facilitate increased feedback on the projects and potential uptake of trials. WPD therefore committed in our 2016/17 ICE workplan to produce a quarterly innovation newsletter which is sent out to registered stakeholders. The newsletter provides information on new innovations and the progress on existing projects, it also gives details of upcoming engagement events and details of how to contact the innovation team.
Along with the newsletter, the WPD innovation website has a registration facility to sign up for email alerts with information when new content is added or updated on the website (to date there are 197 subscribers). We have also used our social media channels to promote our innovation activities, such as posting tweets when new innovation trials are launched or live tweeting from engagement events, keeping stakeholders informed who are not able to attend.


Future Networks Newsletter
Spring 2017
WESTERN POWER DISTRIBUTION
INNOVATION

New Projects

Following the success of last year's external Network Innovation Competition (NIC) bid challenge, where two third party bids went through the full submission and one, OpenLV, was successfully awarded, we decided to run two separate bid challenges, one focussing on Networks and the other on Systems.

The Networks challenge focussed on three key technical areas on the 132kV system; Management of Real Power Network Peaks, Optimisation of Reactive Power across Networks and Voltage and Phase Angle Stability. The Systems challenge purported to find processes and tools for the future Distribution System Operator (DSO) requirements to enable short and long term flexibility services whilst enabling data exchange with other flexibility service providers.

Following a selection process whereby entries were scored and following review a number were approached to attend face to face interviews, seven for Networks and five for Systems. Following these interviews Matt MacDonald were taken forwards for the Networks challenge, with a proposal to install a 132kV Unified Power Flow Controller (UPFC), however, for the Systems challenge we decided to develop an internal Systems NIC bid that will be produced with support from one of the challenge submissions, AMT Sybex.

Networks Challenge:

The Holistic Active and Reactive Power (HARP) project will install a "Unified Power Flow Controller (UPFC)" into an existing 132kV circuit. As a result of the increase in renewable generation the direction and magnitude of power flows on the 132kV network, and the interface with the transmission network have become more difficult to predict and manage. UPFCs are part of the family of Flexible AC Transmission System (FACTS) devices and have been installed previously in the US, Korea and China.

UPFC devices provide the greatest range of control amongst FACTS devices. As such, they are able to influence and divert real power to improve load profiles at either end of a circuit and to remain within the rating of the existing line; to improve power factor and thereby release capacity; to provide reactive power; and to react dynamically to dampen voltage variations which may otherwise cause connected generation to trip. The project proposes to install the UPFC to support a 132kV overhead network and to provide reactive power to the System Operator (National Grid).

Should the project be successfully award it will be a four year project involving the design and procurement activities during 2018, construction during 2019 and early 2020, and trials during 2020-2021 to demonstrate the benefits of the technology.

Systems Challenge:

Electricity Flexibility and Forecasting System (EFFS). The transition from DNO to DSO will involve performing new functions and these new functions will in turn require new systems to support them. We are bidding for NIC funding for a project that will explore in detail the additional functionality required as a DSO, to evaluate the potential options and implement systems that provide that new functionality.

This will include;
(i) Creating weather adjusted forecasts for load and generation at different time-frames, in order to determine the nature, duration and frequency of expected constraints.
(ii) Evaluating the suitability of flexibility services to resolve those constraints.
(iii) Communicating flexibility services requirements to the market and creating commercial agreements for those services.
(iv) Executing flexibility services including arming, execution, validation of delivery and payment.
(v) Sharing information with interested parties to avoid conflicts in flexibility service use.

The project will consider the optimum degree of integration with existing systems and whether simplified alternatives to full optimised powerflow analysis can provide sufficiently reliable information. Having determined the optimal configuration the final stage will be to implement and test these systems.

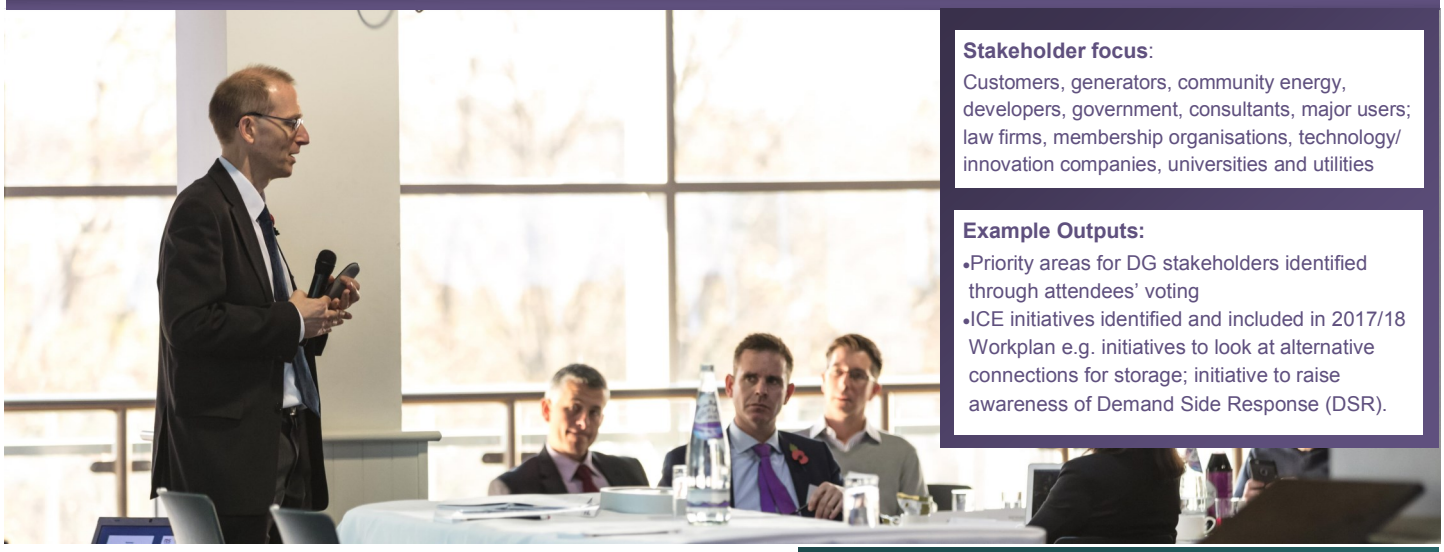
We are partnering with AMT Sybex for this bid who already have experience in this area and existing software that can be further developed. In order to test the functions we'll also be looking to include other parties such as National Grid, aggregators and suppliers within the project.

The project, if awarded by Ofgem, will start in February 2018 and finish in July 2020.



WPD ICE looking back report

Connection engagement highlights



Stakeholder focus:
Customers, generators, community energy, developers, government, consultants, major users; law firms, membership organisations, technology/ innovation companies, universities and utilities

Example Outputs:

- Priority areas for DG stakeholders identified through attendees' voting
- ICE initiatives identified and included in 2017/18 Workplan e.g. initiatives to look at alternative connections for storage; initiative to raise awareness of Demand Side Response (DSR).

DG Workshop

WPD held our third annual DG workshop in Birmingham on 11th November 2016, aimed at DG stakeholders. The workshop is an opportunity for WPD to share our progress, performance and new initiatives undertaken in the past year via presentations from senior WPD managers. More importantly it provides our DG stakeholders the ability to feedback directly to WPD, in detail, their views on WPD and on what issues and priorities we should address next and in the long-term in roundtable discussions and in Q&As.

We appoint engagement specialist, Westbourne Communications to facilitate, with a coordinator and scribe on each table to accurately capture the detailed discussions and views of the stakeholders, which are recorded verbatim but not attributed to individuals to encourage openness. A WPD expert is also on hand to support the discussions and assist with any technical questions. This approach ensures that we capture the feedback vital to understanding the impact our actions have had and informing our future plans.

This year we invited two external speakers to present, giving an external viewpoint on the challenges facing the industry. Phil Sheppard of National Grid set out the challenges in system operation and the work required in moving to future networks. Dr Graham Pannell (RES and Vice-Chair Electricity Networks Association DG DNO steering group) discussed the challenges faced by DNOs meeting Ofgem's Quicker More Efficient Connections (QMEC) initiative and the assistance DNOs will need from Ofgem and government in meeting these challenges.

The workshop was once again well attended by 58 stakeholders from a full range of interests in DG, giving us broad, quality feedback on our current performance in providing DG connections and the longer term priority of the transition to becoming a DSO. A report summarising the feedback from the day and including the verbatim comments was produced by Westbourne and it was published on our website (here) as well as being sent to the attendees. We have used the issues and priorities identified by these stakeholders to inform the development of our ICE priorities and the initiatives in our 2017/18 ICE Workplan.

Identifying priorities

Stakeholders were asked to vote for their most important priority from WPD's identified ICE priorities at that time and also suggest others. The results of the 46 people who voted are below:

Priority Areas	Most important
Queue and Capacity Management	39% (18)
Constraint Information	24% (11)
Service provided post-acceptance of a connection offer	9% (4)
Statement of Works	9% (4)
Working with NGET	9% (4)
Competition in Connection Code of Practice	4% (2)
Consistency and process and communication across WPD	2% (1)
DG Forecasting	2% (1)
Mapping Information	2% (1)

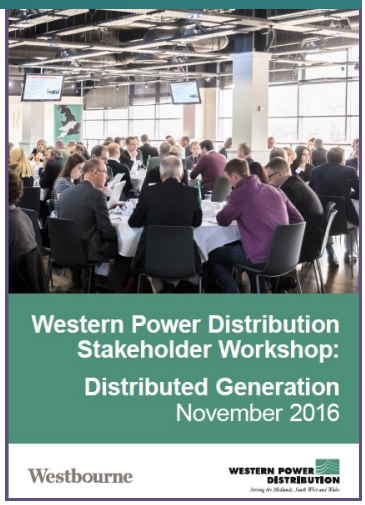
Stakeholders broadly agreed that WPD had identified the correct priorities. In addition to these areas WPD's work in developing the role of a DSO was flagged as a priority development area. This voting was important in identifying that we were on the right track with our 2016/17 ICE Workplan actions. Understanding the current view of which issues were most important and the discussion this stimulated on a range of areas within these priorities, with recommendations on what WPD should be addressing, directly informed the development of our 2016/17 ICE Workplan.

A total 44 stakeholders completed feedback forms after the workshops:

100% Agreed (24%) or strongly agreed (76%) they felt they had an opportunity to make their points and ask questions

88% Agreed (59%) or strongly agreed (29%) we had covered the right topics

88% said they would be interested in future workshops on this subject



WPD ICE looking back report

Connection engagement highlights



Stakeholder focus:
ICPs, IDNOs,

Example Outputs:

- 5 ICPs signed up to WPD's self-determination of POC supplementary agreement
- Initiatives included in 2017/18 ICE Workplan as a result of this feedback
- Further CiC workshop planned for June 2017

Competition in connections seminar

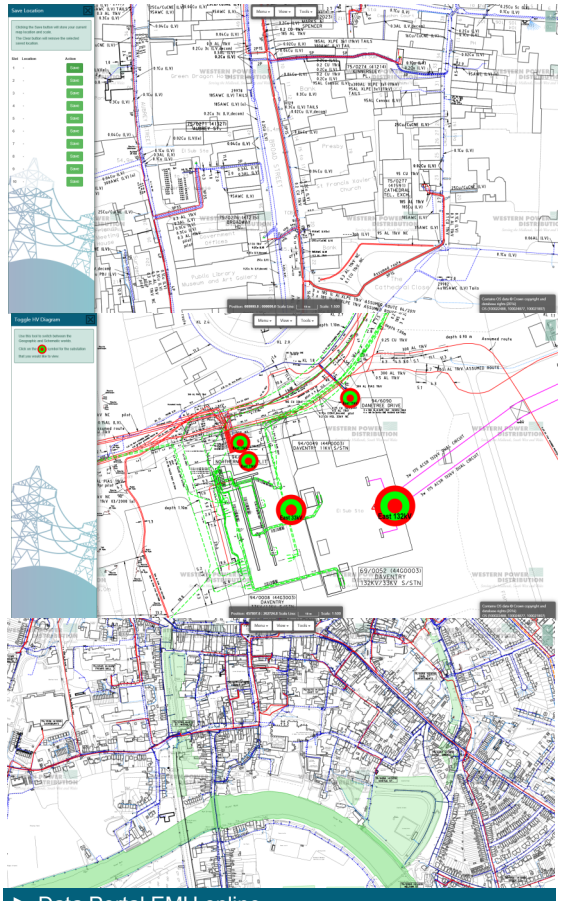
During 2016/17 we had feedback from ICP/IDNO stakeholders at events such as our CCSG and in bilateral meetings, on our CIC self-service processes that they would like WPD to provide more clarity on the processes and look at making improvements to the speed and efficiency of these processes. In October 2016 WPD held a seminar at the Hilton Garden Hotel, Bristol the purpose of which was to raise awareness of our processes for allowing ICPs to undertake self-determination of the Point of Connection (PoC) and approval of the design and to gain more detailed feedback on those processes. The event was held as part of our ICE commitment to develop processes and procedures in line with the change proposals implemented via the Competition in Connections (CiC) Code of Practice.

Twenty three ICP delegates attended the event and WPD representatives explained their procedures for enabling ICPs to determine the PoC and/or self-approve the scheme design. Delegates were shown how to differentiate between those schemes where the PoC needed to be determined using an in depth network analysis and those that did not. WPD provides a standard design matrix which enables the quick determination of the PoC with minimal network analysis under certain criteria. The process and qualifying criteria that will allow an ICP to move to a self-audit level for design approval was also explained.

WPD demonstrated its DataPortal2 online application that provides access to both its mapping systems and downloadable data sets. WPD showed how ICPs could access WPD's record maps and network diagrams and, by using a search facility, zoom in to relevant areas to query WPD assets for attribution, such as conductor type, operating voltage, feeding substation. DataPortal2 is a key tool in allowing the ICP to self-determine PoCs.

A session was also held to highlight WPD's current processes for obtaining wayleaves and consents and to communicate how we monitor performance for delivery in these areas, with a number of target which have been set.

The ICPs provided useful feedback, outlining areas where they felt WPD could provide further clarity and enhance and develop specific processes. WPD committed to explore these areas and consider where improvements could be made to help meet the objectives of the CiC COP and minimise input services. We have included a number of initiatives in our 2017/18 ICE Workplan to identify and implement improvements to these processes



▶ Data Portal EMU online

WPD ICE looking back report

ICE Workplan



ICE Workplan outcomes

In 2016/17 we have delivered a range of initiatives which provide benefits to the full range of our connection stakeholder groups across the different market sectors. We completed 72 (95%) of the 76 actions we committed to against the initiatives in the workplan period, with those actions which were not complete due to their ongoing development, being carried forward into our next workplan.

Our 2016/17 ICE Workplan was developed in line with the priorities our stakeholders had identified as the areas we should focus our improvement efforts on. The work we have undertaken this year has delivered improvements for each of these priorities; examples of this are set out in the table below.

Importantly our initiatives this year have improved and expanded our connections stakeholder engagement, for example our DG Owner Operator forum, a first for DNOs, has established a new group of expert stakeholder who have been able to provide a new source of key feedback. This expanded engagement informs our workplan development and ICE priorities and ensures that we continually improve the effectiveness of our ICE Workplans.

Our ICE Workplans are intended to evolve through the year; we set out with a group of initiatives which can expand to include additional actions as they develop. We also add new initiatives and actions to the Workplan as new priorities arise throughout the year, we do not wait to include them in the next workplan. In 2016/17 we started out with 58 actions across 26 initiatives – this increased to 76 across 29 initiative areas, with 11 new actions arising from the new initiatives. An example of this is the initiative to investigate improvements to our HV Self-connect process for ICPs, which was added following stakeholder feedback (described in more detail in this section).

In this section of the report, we put the spotlight on some of the key ICE initiatives we have undertaken in the year. We set out the approach we took, explaining what actions we have taken and the outputs this has delivered. We also explain where initiates are leading to further developments which we will be taking forward into our 2017/18 Ice Workplan based on the feedback of our stakeholders.

A full version of our 2016/17 ICE Workplan is included in this report (see appendix 1) detailing the status of each action.

Key actions delivered against 2016/17 priorities

Examples of actions delivered with the 2015/16 ICE Workplan which deliver against the priorities we set out to address, are set out below:

Priority area	Example output
► Consistency of process and communication across WPD	► Issued internal and external guidance on extending the validity of accepted offers and operation of milestones
► Service provided post-acceptance of connection offer including transparency of work schedule and progress	► WPD CROWN system updated to provide customers with contact details throughout lifetime of their enquiry
► Availability of network capacity availability information	► Launch new online capacity map
► Scope out a more detailed study and scenarios for DG volumes and potential network investment	► Completed South West and South Wales strategic investment studies and commenced East Midlands study.
► Quicker and More Efficient Connections – implementation of trial schemes and addressing queue and capacity management	► Submitted derogation request to Ofgem to enable trial to facilitate connections otherwise inhibited by £200/kW High Cost Cap
► CiC CoP harmonisation and implementation of best practice	► Developed new option for HV self-connection with ICP/IDNOs
► Statement Of Work (SoW) continue improvements in process and communication	► Interactive online capacity map providing SoW information on major substations

WPD ICE looking back report

ICE Workplan outcomes

Senior manager contact for major customers

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Customer service Engagement activity	Implement single senior manager point of contact for major customers	• Senior manager contacts appointed • 60+ customers now have senior manager contacts • More than 100 calls and face to face meetings held • New stakeholder engagement group and method established	• Easy access to WPD to enable prompt resolution of issues • WPD has a greater understanding of customer's needs and future programmes

Stakeholders: Major customers, Developers, ICPs, IDNOs, Local Authorities, Utilities, DG developers/operators

Background

Through our engagement activities our stakeholders have told us that we should look at providing a single point of contact with WPD for customers who deal with a large number of schemes to discuss their connections and related issues. Our stakeholders also told us that they did not want WPD to provide a 'key account manager' role who would only add a layer between the customer and the staff who can address their issues.

The feedback from our major customers was that they would like a senior manager point of contact for escalation purposes to quickly resolve issues, to discuss the scope of activity they are looking to undertake with WPD and also to discuss other wider issues not necessarily related to a specific scheme in progress.

We therefore committed in our 2016/17 ICE workplan to implement a new senior manager point of contact role to be allocated to major customers.

Action taken

In setting up this new role, we initially identified 50 major customers based on their volume of activity and interaction with WPD. WPD's Network Service Managers and Distribution Mangers are responsible for every aspect of the network in their area, we made the decision to utilise these managers for this activity, ensuring the role was allocated what we believed was the most appropriate standing.

Taking on board the feedback that WPD should not add a layer in between the customer and the WPD person who can answer their questions or resolve their issue, we have implemented this role with the clear guidance that the day-to-day operational interaction with the customer remains under the ownership of the team responsible for the customers' scheme.

The new role was implemented in May 2016 with 40% of the customers taking up the offer of an introductory meeting with their appointed senior manager. Other customers were satisfied with an initial contact by the senior manager, introducing the role and ensuring that they had their contact details if they needed to get in touch.

Outputs & feedback

So far we have expanded the initial number to 64 customers allocated a senior manager point of contact. Feedback from the customers has been positive regarding the implementation of this role, with some customers already making use of it and others being content that should they need to escalate an issue, they can pick up the phone to their senior point of contact.

Where customers have made use of their contact, they have been used to resolve issues which the customer could not resolve directly with the local team or to assist with consistency of operation across the WPD area.

It is key that our engagement leads to action and along with the resolution of issues, this senior point of contact engagement has led to discussion of wider issues. For example one customer has been able to meet with our innovation team to discuss the learning we have obtained through an ongoing battery storage co-location trial and meet with our policy team to discuss technical and commercial requirements of battery storage. Another example is where this engagement led to the development of a 'capacity loan' trial in our South Wales DSA, where it was able to facilitate quicker connections avoiding delays caused by major network reinforcement. We hope that building these kinds of relationships will greatly benefit both the customers and WPD in terms of keeping informed and providing input into our ICE activities and long-term future strategy.



Role of the senior manager point of contact:

- **Liaise with the customer to understand the range and scope of works they propose to undertake with WPD**
- **Act as a senior escalation point of contact to resolve issues or get the most appropriate person in WPD to contact that customer.**
- **Leave day-to-day operational interaction with the WPD local teams**

WPD ICE looking back report

ICE Workplan outcomes

DG owner operator forum

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Availability of information Engagement activity	Set up owner / operator forum and establish requirements for provision of information on outages and constraints	• DG Owner/operator forum established • Single point of contact role established for DG outages • Updated policy on outage planning • Outage email update implemented • Website outage/constraint information area built • New stakeholder engagement group and method	• Improved information for customers • Access to WPD to discuss outages • Better understanding of impact of outages • Source of stakeholder input to ICE connection priorities and further initiatives

Stakeholders: DG developers, DG owners/operators, community energy

Background

DG stakeholders had told us that they wanted us to provide more information on planned system outages and constraints affecting their connections. Outage costs can be significant to the DG sector and stakeholders told us that it is important for them to be able to forecast to owners/investors when there will be outages. This requirement had become a priority for these stakeholders as more and more DG is connected to the network and as the volume of alternative connections increases (where the impact of outages and constraints can be higher). Stakeholders wanted better information in relation to both their connected schemes and for planned connections.

We identified this as a priority for our ICE initiatives and wanted to work with the DG stakeholders to reduce any outage impact. We therefore set actions in our ICE Workplan to engage further with these stakeholders to establish their requirements and to work with them to develop the policies and processes to improve this area of service.

Approach

We took the approach of establishing a customer forum for DG owners/operators (DGOO) focused on MW scale generators in order to define in more detail, the information required by these stakeholders in terms of planned outages and constraints. We engaged Regen SW to assist with the establishment of the forum and facilitate the meetings. We also wanted this to become an 'expert' panel which can provide input into the direction of our policy development, information provision and have a longer term input into our ICE priorities and initiatives - representing DG owners and operators rather than the initial developers. A webpage for the forum with meeting notes can be found here.

In 2016/17 three meetings of the forum were held and these provided valuable input into the development of the actions committed in the ICE Workplan. The forum attendees were able to feedback on a work-in-progress version of new website funtionality, policy and procedures. Their feedback was used to make refinements and identify possible further developments/expansion of funtionality.

Action taken & outputs

Single point of contact for outages - WPD developed a new role to provide a single point of contact for generators to discuss all enquires relating to network outages and constraints.
Development of generator portal - new website portal developed with the input of the forum with very positive feedback. The portal provides registered users with information on planned outages for their connection as well as historic outage and constraint information, including post-outage reports.
Outage report - a trial process of providing weekly emailed outage notifications has been extended to business as usual for generators requesting this information, with over 1700 emails issued to DG customers.
Case-by-case reduction of outage impact - working with the forum we have established better communication with WPD network managers and engineers, enabling discussion of options to reduce the impact of individual planned outages. Forum attendees cited positive examples of moving or shortening outages, following discussion with WPD teams.

Along with the actions delivered in 2016/17, the feedback and discussion in the forum has led directly to a further 7 initiatives made up of 18 actions to be undertaken in our 2017/18 ICE Workplan to continue developments we are making in this area.

Feedback

The feedback from stakeholders attending the forum has been very positive, with all agreeing that the forum should continue and is a useful addition to WPD's engagement activities. Stakeholders have fed back that the forum has made a very good start and has been effective in opening dialogue between WPD and the owner/operators with good progress made via the actions which have been delivered. However stakeholders have also challenged us to look to tackle the more difficult issues now that this first year has tackled the immediate challenges. Our looking forward report sets out how we are doing this, continuing the forum to maintain the momentum gathered in its first year, supporting the delivery of the initiatives we have committed to in our 2017/18 ICE Workplan.

Additional action

A new initiative was added to the 2016/17 ICE Workplan based on forum feedback, for WPD to assess, review and improve the process for scheduling planned outage for maintenance.
This led to an update of our policy relating to outage planning and an update of our outage management system (OMS). The updated policy details the outage planning process for agreeing access to WPD's 33kV - 132kV system, the preparation of the year ahead outage plan and subsequent outage requests, in conjunction with National Grid and for the notification to embedded generators of constraint requirements.
The OMS update provides improved DG outage information and a process to minimise duplicate outages.

> "the forum has made a very good start and has been effective in opening dialogue between WPD and DGOOs"
>
> - Forum attendee

WPD ICE looking back report

ICE Workplan outcomes

Online constraint and mapping information

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Availability of information & online services Network constraints Mapping information SoW information	Assess information provided by other DNOs, Improve provision of information on network capacity and constraints including SoW	• Online mapping viewer launched giving access akin to WPD's internal system. • 414 active users of Data Portal 2 • Capacity status and SoW information provided in simple, easily navigable format online	• Improved information for customers • Capacity information helps customers understand potential constraints ahead of formal application • Potential to reduce number of applications which do not progress to connection

Stakeholders: DG developers, community energy, ICPs, IDNOs, Consultants

Background

Our stakeholders told us that improving the availability and quality of information regarding capacity and constraints on the network was a high priority. We were asked to consider the information provided by other DNOs so that we could assess best practice before making improvements which would deliver the levels of information our stakeholders require. In addition to this, we also included actions in our ICE Workplan to undertake further developments of our geographic asset data provided via the WPD data portal, to provide increased functionality and accessibility, which would be of particular use to CiC stakeholders.

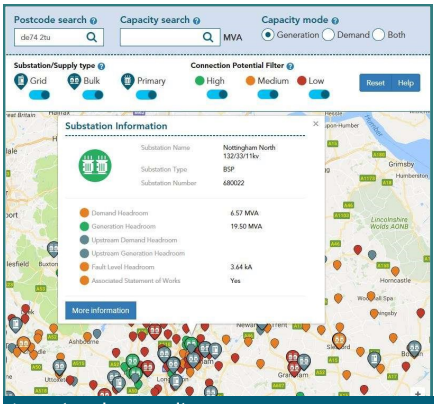
Statement of Works information

Following the development of an initial SoW map on our website, we decided to incorporate this information into the network capacity map to avoid customers need to assess multiple sets of information. The network capacity map provides the latest outcomes of the SoW process for each site.

Approach

Network Capacity Map

WPD commissioned a study by Regen SW to gain a more detailed views of stakeholders on information available from WPD, and their views of other DNOs' information. The study had an emphasis on the community energy (CE) sector, where stakeholders generally have less technical expertise than commercial developers, therefore helping to ensure the information is accessible to a wide audience. The research involved interviews with, and a survey of CE and commercial DG developers, analysing best practice from other DNOs and views on WPD's information. The report produced gave a number of recommendations and three key requirements: Data used must be accurate; awareness of the maps needs to be high; and the information must be readily available. The outputs of feedback in the report was used to develop the information and functionality of the network capacity map



► network capacity map

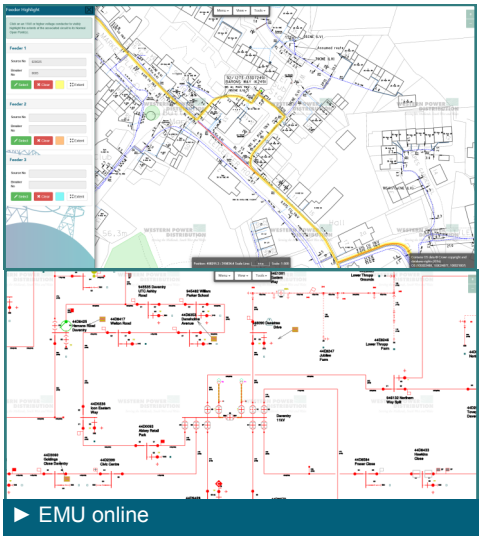
Data Portal

Based on the feedback we had from stakeholders in the development of the WPD data portal, we planned the next phase of development to further enhance the functionality and accessibility of the online mapping information. The planned enhancements were of particular benefit CiC self-service processes.

Action taken & outputs

Network Capacity Map

We developed the network capacity map to give an up-to-date view of the status of major substations on the WPD network, in terms of capacity (demand, export, fault) and give a clear visual indication of which areas of the network to focus their application on (in terms of least reinforcement required). The map uses a range of WPD data sources to combine to proved this view , giving raw data in terms of characteristics and calculations of headroom. This headroom is given a Red, Amber and Green (RAG) status: more than 25% of capacity available = Green; 10% - 25% = Amber; less than 10% = Red. The overall substation RAG status is the worst case of the three possible constraints (Demand, Gen, Fault). The map applies the worst case RAG status of the upstream substation to all its downstream assets. Finally the calculated RAG can be manually overridden where there are additional site specific issues known to WPD which are not part of the calculation. The map can be found on our website here .


► EMU online

Data Portal

Data Portal 2 (DP2) has two main features, a facility to download WPD asset data (same as DP1), and EMU On- line, a WPD asset and Ordinance Survey map viewer with gazetteers that enable the user to pan, view and print in very much the same way as our internal EMU system. Users can query WPD assets for attribution, such as conductor type, operating voltage, feeding substation. Feeders can also be traced and there also measurement tools. To date there are 414 active registered users of DP2.

Feedback

Network Capacity Map

We used some initial feedback from a DG developer during the map development. Since launch we have had a lot of feedback, particularly asking for a download of the data for external use. We are therefore looking to develop a download function. We are also looking to develop the map to include polygons showing the geographical extent of the substations' supply area, since it is not always the case that a location is fed from the nearest substation.

Data Portal

The feedback on the data and functionality on DP2 has been very good. It was well received at our CiC seminar (see pg 14) where one stakeholder expressed their view that our on-line viewer was one of the best of its kind offered by the DNOs both in terms of functionality and ease of use .

WPD ICE looking back report

ICE Workplan outcomes

Queue management

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Processes & Agreements Queue management	Develop processes for recovering underutilised capacity from customers	• New process to identify and request customers relinquish underutilised capacity trialled • 4.8MVA relinquished from initial trial • Process moved to rolling annual programme, contacting customers in each Licence area about relinquishing capacity	• Ongoing release of capacity back to the network for future customers' benefit • Potential reduction or deferment of network reinforcement for connecting customers

Stakeholders: major customers, DG developers and owner/operators

Releasing export capacity from existing customers

Background

As part of Ofgem's consultation into Quicker and More Efficient Connections (QMEC) the requirement to reinforce the distribution system (and the associated costs) was clearly one of the biggest factors in influencing the timescale for connection. For DG in particular, much of WPD's network is operating at its limits so that significant reinforcement is required to facilitate further DG connections. As part of our work with the industry DG/DNO working sub-group and as a priority request from our stakeholders, we committed to look at ways of releasing unused capacity so that it may be utilised for new connecting customers and potentially defer reinforcement. As such, we included an initiative in our ICE Workplan to identify existing DG connections which may be underutilising their agreed export capacities and attempt to agree a release of this capacity back to the network.

Action taken

We undertook an initial trial, to analyse the utilisation of agreed export capacity by customers in the WPD South West area. This analysis showed that many of the connected DG customers are underutilising their agreed capacity requirements, in some cases quite significantly. The next stage, was to write to the customers who we had identified as not exceeded 75% of the agreed export capacity during a period of 12 consecutive months, asking them to voluntarily relinquish some of that capacity. Although the trial had somewhat limited success - of the potential 280MVA identified (113 customers with HV and EHV connections) only 3 customers agreed to relinquish a total 4.8MVA - we believed that it was important to continue with our ICE commitment to develop this trial into a business as usual process.

We have therefore developed and implemented, a new business process in which will review DG capacity utilisation on a three month rolling basis, returning to each of our 4 licensed distribution areas on an annual basis. In each review, we will seek to identify any new cases of export capacity under-utilisation and approach those DG customers to request they voluntarily relinquish capacity.



Outputs & feedback

Although the initial response to relinquishing capacity has been low, this new rolling process adds another tool to the box in terms of the QMEC initiative and improving connections process for future connectees, by hopefully helping to mitigate the requirement to reinforce the network and hence avoid the associated delays and additional costs of doing so. Stakeholders at our February CCSG meeting were generally supportive of our commitment to continue to monitor export capacity utilisation and to contact customers to discuss their ongoing capacity requirements.



WPD ICE looking back report

ICE Workplan outcomes

Queue management

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Processes & Agreements Queue management	Review & refine project milestones	• Revised connection offer milestones implemented and communicated with guidance to customers	• Ongoing release of capacity back to the network for future customers' benefit • Potential reduction or deferment of network reinforcement for connecting customers • Milestones ensure capacity is released from projects which are not progressing to benefit other connection customers

Stakeholders: Major customers, Developers, ICPs, IDNOs, Local Authorities, Utilities, DG developers/operators

Connection offer milestones

Background

Another area identified under the Ofgem QMEC initiative, was the reservation of capacity by customers who had accepted an offer for a connection scheme, but were not progressing it. This can be a barrier to other connections taking place where those connections notionally require substantial reinforcement due to the available capacity being 'reserved' by these accepted schemes. Our stakeholders told us that it should be a priority to continue to look at refining the milestones in our connection offer letters, looking at industry best practice, to ensure that schemes with little or no prospect of progressing were not able to hold up the connections 'queue'. We took part in the ENA led consultation and drew extensively from the subsequently issued best practice guidance, although we also used a combination of our experience and internal and external feedback of operating our existing offer milestones.

Offer milestones:

Table 3 – Milestone Timescales

Initiate Planning			Secure Planning		Land Rights	Commence Works	Works completion
No EIA	With EIA		No EIA	With EIA			
Submit a valid planning application	Evidence work on EIA has been initiated	Submit a valid planning application					
2 months from the date WPD dates the Acceptance Form	2 months from the date WPD dates the Acceptance Form	14 months from the date WPD dates the Acceptance Form	12 months from the date WPD dates the Acceptance Form	24 months from the date WPD dates the Acceptance Form	2 months from the date WPD dates the Acceptance Form	6 months from obtaining planning	12 months from commencing the works

Action taken

We initially updated our published Extension of Acceptance Validity guidance to reflect the application of the existing offer milestones, improving the information available to customers. In parallel to this we looked at further refinements we could make to the milestones and the process of extending timescales where appropriate along with termination of schemes where appropriate progress has not taken place. With issuing of the ENA Best Practice Guide on Progression Milestones (here) in November 2016 which focussed on DG, we updated the milestones in our offers (see above) and issued updated guidance (**here**). To ensure that these milestones take effect as intended we also issued internal policy and guidance to WPD staff , ensuring the milestones were actioned in a fair and consistent way across WPD teams and that 'slow moving schemes' were addressed.

Outputs & feedback

Our intent was to draw from the proposals set out under the Best Practice guidance document and in this respect it was felt that it was important to be strict on the early milestones such as initiating planning applications and obtaining consents but to take a more pragmatic approach to the later milestones such as completing the works. The rationale behind this was to draw out those schemes where the developer had little or no intent of actively pursuing the scheme but was prepared to 'sit on' the capacity until the market was right. For those schemes that had clearly progressed and the developer had sunk costs we believe that, whilst they still needed to evidence progression, we could take the more pragmatic approach.

Initial stakeholder feedback has been supportive although we have been informed that some of our prescribed timescales may be tight, for example allowing 2 months to obtain land rights to develop the site. This timescale is reflective of that recommended under the best practice guidance and we will adhere to that for now. However, we will continue to review this and the other milestones in response to further customer feedback.



WPD ICE looking back report

ICE Workplan outcomes

Competition in connections HV self-connect

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Competition in connections	Investigate potential improvements to CiC HV Self-connect process, present proposals to ICP/IDNOs for implementation	• '4th option' developed in addition to 3 existing options in the CiC CoP. • New policy and procedures developed in collaboration with CiC stakeholders • 1 trial connection taken place under option 4	• Additional option provides further choice for ICPs • Facilitates increase competition in HV activity • Opportunity for sharing best practice with industry

Stakeholders: ICPs, IDNOs

Background

WPD have had a process for ICPs to undertake their own HV connections to the WPD network since September 2012 (ICP jointing under WPD distribution safety rules) and have made a range of improvements to extend the scope of this from the work being carried out under WPD's authorisations to being carried out fully under the ICP's authorisations and safety rules. This ensured that we had the policy and procedures in place to comply with the CiC CoP's 3 options for HV self-connect, when it was implemented in 2015. However, during the 2016/17 period, in meetings held with ICP/IDNO stakeholders and in the responses to Ofgem's 2016 ICE Consultation (here), we received feedback that we had fallen behind some DNOs in relation to the HV self-connect process, particularly process and options for authorisations.
In response to this feedback and emerging priority, we added a new initiatives and actions to our ICE Workplan which were published in our October 2016 resubmission (here).

Approach

With the feedback raised on our existing processes, we wanted to ensure we made the right improvements. We therefore took a collaborative approach to the improvements, meeting with and listening to the stakeholders. We were able to share proposals and make refinements following feedback and shared learning points. This approach was important in making sure we delivered better processes for our CiC stakeholders.

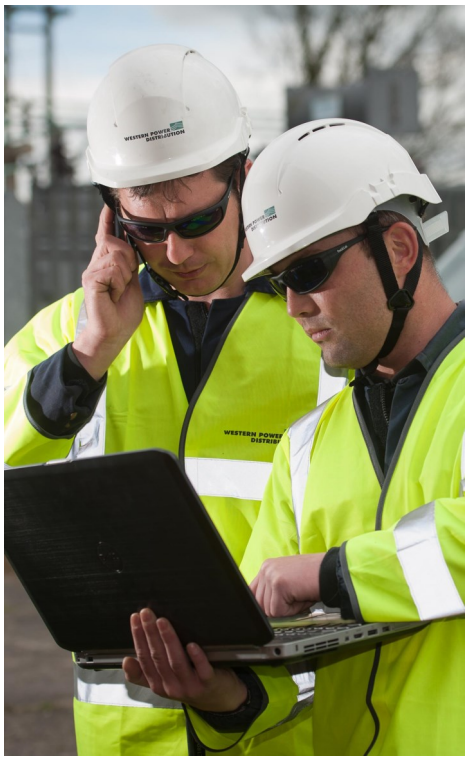
Action taken & outputs

We used the feedback about WPD's processes from the CiC stakeholders to review our processes and develop proposals based on their suggestion of an additional option in the CiC CoP. We met with these parties to share our proposals for an 'option 4' and following positive feedback, agreed to undertake a trial of the arrangements. Following the completion of the trial connection we met again to share feedback and learnings from the trial. We were them able to make further refinements to the trial arrangements and have committed to sharing this with the wider CiC community before implementing a final 'business as usual' process in our 2017/18 ICE Workplan.

Feedback

Our approach to this initiative and the outputs, in terms of the new 'option 4' procedures have been well received by the CiC parties who had fed back on the existing processes. Our collaborative approach has led to positive improvements in the policy and procedures due to the feedback throughout the process.

CiC CoP HV Self-connect options			WPD proposal
Option 1	**Option 2**	**Option 3**	**Option 4**
ICP works to their own Distribution Safety Rules (DSR) procedures and policy. ICP authorise their own staff	ICP works to WPD DSRs procedures and policy. WPD authorise ICP staff	WPD transfers control of a specific part of the distribution system to ICP control. (only available with option 1)	ICP Senior Authorised Person switches to WPD DSRs procedures and policy. Work on 'Defined System' under ICP DSRs procedures and policy



> "I think we have made really good progress with option 4 and I think it is something that will assist self-connect across all DNOs.
>
> We have really appreciated the assistance that we have received in helping take this trial through to a solution for the industry."
>
> - David Overman
> Electricity Networks Director
> GTC

WPD ICE looking back report

ICE Workplan outcomes

Community energy initiatives

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Community energy (CE)	Update connections guide to include innovative connection solutions Produce videos on alternative connections, and new business models	• Updated CE connection guide with alternative connections information • New best practice guides on electricity storage and CE engagement in collaboration with other DNOs • 3 video guides for CE stakeholders	• Provides additional, improved information for CE stakeholders • Collaboration avoiding six separate DNO guides and providing consistent information • Videos provide accessible information on emerging topics which can be easily shared

Stakeholders: Community energy, DG developers,

Background

When developing our 2016/17 ICE Workplan, stakeholders told us that continuing the work we had been doing to support community energy (CE) stakeholders with the development of their schemes should be a priority. CE Stakeholders have rapidly developed an understanding of the connections process and are now looking to explore the potential for alternative connections, energy storage and the associated potential for involvement in smart networks and demand side response.

Our ICE initiatives therefore reflected this shift in knowledge and desire to understand more about these topics. We committed to updating our CE connections guide to include better information on alternative connections. We also included initiatives to collaborate with other DNOs via the ENA, to develop best practice guides on CE engagement and on electricity storage. In addition to this we committed to developing a number of video guides on these emerging topics to help CE groups better understand the potential for them to undertake these approaches for their schemes.



Approach & Action taken

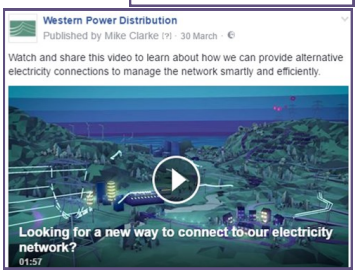
Collaborative working

We worked with other DNOs via the ENA to input into the development of the new CE guides which were produced by Regen SW. This collaboration ensured that CE groups were able to see consistent best practice information in single guides rather than there being numerous guides by each DNO.



Video guides

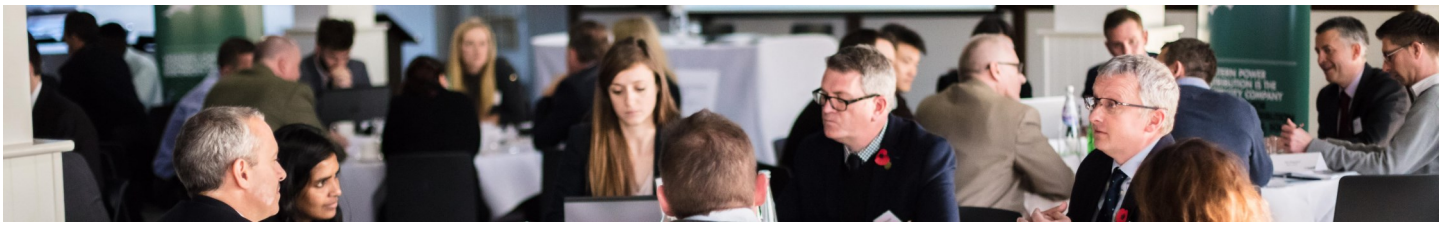
We commissioned a series of 3 videos to give CE groups and other interested stakeholders, simple straightforward guides on new and innovative connection arrangements enabling better understanding of these areas. To ensure accessibility, our approach was to create videos tailored to CE stakeholders with non-technical language and no jargon. These short animated videos provide an entry point to understanding the topics and are easily shared by WPD and between stakeholders. The videos also provide us opportunity to extend the reach of this information, particularly to interested stakeholders who are not able to attend our CE events. We promoted the publication of these videos on our website (here) and You Tube channel via our website email update and social media channels.



Outputs & feedback

The video guides have been very successful in reaching a large number of stakeholders in a relatively short amount of time, in the first month they had 10,375 hits. They provide a positive step forward in helping to educate stakeholder groups, helping them better understand innovation in the electricity networks and connections.

The two guides have provided a set of very useful information targeted at CE groups and other independent developers as well as setting best practice and a consistent approach for DNOs. WPD has adopted the key recommendations in the ENA's engaging communities report, with engagement activities and actions in both this 2016/17 ICE Workplan and next year's initiatives (see Appendix 3).



WPD ICE looking back report

ICE Workplan outcomes

Strategic network investment

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Future networks Forecasting growth in DG and demand	Continue strategic network studies in WPD areas, holding events on the scenarios being used and on the outcomes of the study	• Initial South West study completed and outputs communicated to stakeholders • South Wales study undertaken and completed outputs communicated to stakeholders • East Mids. study commenced, stakeholders engaged on scenarios, expanded to include demand • Joint regional development plan with NGET in progress	• Stakeholders informed on forecast growth and constraints in South West & South Wales • Identified strategic reinforcement which will unlock 865MW of capacity across South West & South Wales • NGET engaged and working with WPD on improved interface and development plans

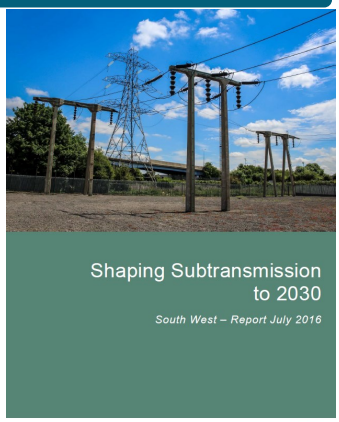
Stakeholders: ICPs, IDNOs, Local Authorities, demand/generation customers and developers

Background

In our 2016/17 ICE Workplan we included an action to continue the programme of work we had commenced in 2015, to study and forecast the potential for growth of DG and demand on the network, looking out to 2030. This work was driven by 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.

Developing a range of four forecast growth scenarios for the region with assistance from Regen SW and National Grid Electricity Transmission (NGET), the aim of these studies is to assess the network constraints caused, the impact on new connections and consult with stakeholders on options for reinforcement and 'low regret' investment.

In this ICE Workplan period we committed to continuing our rolling two-yearly programme, disseminating the outputs of the South West studies to stakeholders, undertaking the South Wales studies and commencing the East Midlands Studies.



Approach

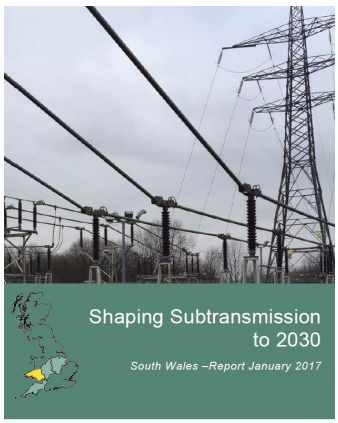
Our approach to each DSA follows a three stage process:

1) Develop future energy scenarios - we have created forecasts aligning with the four background energy scenarios developed by NGET for the growth of DG, heat pumps, electric vehicles and battery storage.

2) Network modelling - identify thermal and voltage constraints that may occur on our 132kV network which will limit the ability of forecasted connections to take place. Model the sensitivity as to which these are affected and understand the criticality of constraints, based on the growth scenarios.

3) Investment recommendations - assess the options for reinforcement and the likely timescales for when network alterations are required. Provide recommendations for 'low regret' investment.

Engagement is vital to this process to ensure we are making the accurate forecasts and to communicate these forecasts together with the impacts and solutions. For connections stakeholders this is important in understanding the impact on the feasibility and opportunities for their connection schemes. We therefore carry out engagement at each stage of the process using events, webinars and published reports to reach a range of stakeholders including those which might be 'time poor'.



Action taken & outputs

South West study - we completed the study and published a report in 2016 with the outcomes and recommendations. We held a webinar event with 23 stakeholders to disseminate the outcomes of the study and published a recording of this on our website. We are also working on a regional development plan with NGET as the transmission system operator to develop a whole system investment plan for the South West out to 2030.

South Wales study - we commenced and completed the South Wales study in 2016/17, publishing the outcomes and recommendation in a report. Stakeholders were engaged on the draft scenarios at an event in June 2016 with 25 attendees. A webinar was held in February 2017 to share the outcomes of the study and this was also published on our website.

East Midlands study - the draft scenarios were initially shared with at a stakeholder event in December 2016. Following feedback at our stakeholder workshops in January 2017, we expanded our focus from being strongly DG oriented to include growth in demand at second event in March 2017.



Feedback

Stakeholders have said that it is useful to have an overview of where the main issues on the network are likely to be in the future. Following the feedback on the East Midlands study discussed above, we will continue to expand the focus on demand as well as DG growth. The studies and webinars can be viewed on our website (here)

WPD ICE looking back report

ICE Workplan outcomes

Improving information provided to customers at the application stage

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Availability of information & online services	Review and identify improvements to information provided at application stage	• Revised CiC leaflet published and sent to all applicants • Basic costing tool published on website • Application response letter signposts website info	• Improved information available to customers at early stage of connection process, improving understanding

Stakeholders: customers, developers, consultants

Background

In our 2016/17 ICE Workplan, we had an action to carry out a review of the information provided to customers at the connection application stage. Following that review, we identified a range of specific areas where improvements could be made:

CIC Leaflet - WPD has updated the leaflet issued to all connections applicants on competition in connections (CiC) and the choices available to them. The leaflet, which is also available online **(here),** provides information on contestable and non-contestable activities, where to find further information and a flow chart on the connections process. Following a review, we have improved the information regarding 'Who can carry out the works?' with improved clarity on the differences between an ICP and IDNO. The overall layout has also been changed to ensure key information stands out.

Costing Tool - A common theme in our customer survey responses has been that customers sometimes want a 'quick glance' view of average prices in the early stages when they are not ready for a formal offer. As a result, we have created a basic pricing table which provides minimum price, average price and average timescales for the provision of connections service scenarios. The table is easy to locate within the connections pages of our website **(here)** and we will be undertaking further development in our 2017/18 ICE Workplan to develop a more interactive costing tool.

Signposting - When customer applications are first received, we send an initial contact letter to provide relevant team member contact details and remind customers of their options under CiC. To ensure customers can obtain as much information about the connections processes as possible, we updated these letters to include information signposting customers to our connections webpages. Customers are advised that they can find out about a range of information which will help them with their scheme and to navigate the connections process.

Improving the process of obtaining legal permissions and consents

Summary

Focus areas	Initiative/Action	Outputs	Benefit
Legals & consents	Improve transparency & publish performance monitoring info on legals & consents activity	• New instructions actioned on the day they are received • 22% increase in matters completed within 50 days • Performance information published quarterly	• Improved timescales for completing legals and consents • Improved visibility of legals and consents processes and performance

Stakeholders: customers, developers, consultants, ICPs, IDNOs

The time taken to process legals and consents can sometimes cause delays in the delivery of a connections scheme. Our stakeholders requested more visibility of the legals and consents process and improvements in performance. In response, we agreed to develop a set of standards for monitoring the performance of our external providers, the results of which would be published on our website **(here).** The standards provide targets for four key areas: action new instructions with 2 working days: issue cost undertakings within 2 working days; execute documents within 2 working days; increase the number of matters completed within 50 days by 20% compared to 2015/16.

In our 2016/17 results, new instructions have been actioned on the day received. Our external provider remains slightly behind target for issuing cost undertakings and executing documents, at 3 days and 4 days respectively, and these areas are currently under review. Overall, we achieved a 22% increase in the number of matters completed within 50 days when compared with 2015/16. This is a significant improvement which enables our customers to benefit from a reduction in the overall construction timescales of a scheme. Performance monitoring results have been included in our quarterly KPI updates in addition to being published on our website. We have also shared the performance information directly with stakeholders at events such as the CCSG. The updates have also included the average performance of customer's own solicitors in responding to the initial letter and executing documents for comparison. Monitoring performance in this way enables visibility of specific areas which are impacting on the overall timescales so that further improvements can be more targeted.

In 2017/18 we will implement new initiatives aimed at changing the relationship between our solicitors and customers' solicitors to achieve a more collaborative arrangement. Our ambition with the development of collaborative partnerships between solicitors is an improvement in both our own and also our customers' solicitors turn-around times. We are determined to challenge traditional adversarial relationships between solicitors and ensure that both sides work together to maximise the chances of an early completion for a common customer. We will therefore continue to review performance monitoring and stakeholder feedback with a view to developing specific actions to facilitate this collaborative approach and deliver further improvements in the legals and consents process for our customers.

We evaluated whether information from the legals and consents performance monitoring could be entered into WPD's Crown system with functionality to enable customers to have direct access to case specific information. Our 2017/18 ICE workplan includes actions for the performance monitoring functionality to be replicated in Crown and the system developments include the ability for customers to access the information through WPD's CIRT online connection application and tracking system. WPD have also reviewed and updated a suite of information leaflets aimed at providing customers with more detail on the legal and consents process. A significant amount of new information about the process has been made available on WPD's technical information website. Further improvements are planned for 2017 in response to stakeholder feedback to have a more streamlined document suite which maximises clarity for customers.

WPD ICE looking back report

ICE Workplan outcomes

Actions requiring further development

Our ICE Workplans have a range of stretching actions and associated target completion dates. Due to the nature of some of these actions we sometimes need to extend the target dates as we develop the improvements and require further time to make sure what is implemented has the right outcome for our customers.

In 2016/17 there are four action which we had initially intended to complete by March 2017 but have now rolled into our 2017/18 ICE workplan. These are summarised below:

Action 6.9 Roll out quicker & more efficient connections trial - in response to Ofgem's call for DNO's to undertake trials to facilitate quicker and more efficient connections, WPD proposed to undertake a trial under which the High Cost Cap – HCC (also known as the £200 per kW rule) in paragraph 5.15 of the Statement of Methodology and Charges for Connection to WPD's distribution system will be disapplied. This will enable a group of customers who apply for DG connections within a set time period, and the aggregate capacity sought by these customers exceeds the relevant minimum capacity, to be apportioned a share of the reinforcement costs between them in proportion to the capacity specified in their connection offer (rather than the majority of the reinforcement costs being charged to the first customer that triggers the HCC).

To facilitate the trial arrangement which we proposed to Ofgem, we submitted a request to Ofgem for the necessary consents to run this trial and a derogation from the Common Connection Charging Methodology in July 2016. Ofgem consulted on the derogation request in December 2016 and the responses to this prompted some further questions and consideration on aspects of how the trial will work. Ofgem are considering WPD's responses to these questions before issuing a decision on the derogation. Following this we will be able to commence the implementation of the trial and have therefore included this in our 2017/18 ICE Workplan.

Whilst the immediate need, driven by a group of connection schemes triggering reinforcement and the HCC, has gone away due to schemes ahead of them cancelling and releasing capacity, we still believe this approach needs to be trialled to provide an additional option to facilitate quicker and more efficient connections.

Action 3.2 Statement of Works - we committed to making further developments to our SoW process based on stakeholder feedback and the outcomes of NGET's national working group and trials. Whilst we have completed associated action in this area improving the SoW information available, we continue to operate the trial with NGET and the national working group continues to meet to refine the process. We will look to publish internal standards once the national working group publish its recommendations. We expect this to be some time in Q3 2017.

Action 3.4.1 Issuing connection agreements earlier in the process - following the rollout of an initial trial for DG EHV customers, the main source of feedback requesting this improvement, to issue connection agreements at an earlier stage of the process, we added a new action to the ICE Workplan to extend this to DGHV and DG Alternative connections by Q1 2017/18. However we felt that we had insufficient data to make a full assessment of the process changes we had implemented to be certain that rolling this out further will have a positive impact on these customers. We therefore will continue to assimilate feedback until we can undertake a full review, and the action has therefore been extended to Q3 2017.

Action 4.5 HV Self-connect - (we explain this initiative in more detail on pg. 20) following the trial of a new option in our HV-Self connect process for ICPs, our intention was to implement new policies and procedures, communicating to ICP / IDNOs. However we have rolled this action into our 2016/17 ICE Workplan, since the development of the new procedures underwent additional review and changes following a trial of the activity by an ICP in January and the subsequent shared learning points. We therefore wanted to ensure that the final proposals took this learning on board before implementing.



WPD ICE looking back report

Outputs & Measures

Overview

In our 2016/17 ICE Workplan we committed to 32 Performance Indicators (KPIs) across 6 key areas to measure important aspects of our connections service. These KPIs are designed to track our performance throughout the year and determine whether improvements made through the completion of actions within our ICE Workplan were delivering improvements in these measures.

Within the KPIs we have 18 KPIs measurable targets for improvements to be delivered throughout the year. Overall we have performed well and delivered what we set out to achieve. Of the measurable KPIs, 15 have achieved or exceeded the stretching targets we set ourselves. These results evidence that not only are we measuring the right things but that the improvements delivered through the Workplan actions are having positive effects on the connections services we provide.

Positive Outputs

An area we received regular feedback on were delays in the legals and consents processes. We worked with our solicitors and agreed a set of service level agreements including an overall target to increase the number of matters completed within a 50 working day time period by 20%. By year end, we had achieved a 22% increase in the number of matters completed within 50 working days.

As network constraints remain in place across areas of our network, we continue to offer a number of alternative connection solutions to affected customers, including timed connections and export limiting. Over the 2016/17 period we issued 126 alternative connection offers, with 5 of these being accepted.

Some of the KPIs did not have measurable targets set but were designed to determine our performance in relation to specific actions delivered throughout the 2016/17 Workplan. Action area 1.1 was to implement a dedicated senior manager point of contact to enable major customers to discuss their connections schemes or related issues. This service was initially offered to the top 50 major customers but was also publicised and implemented for customers who requested this service. To date there are now 64 customers with an allocated senior point of contact. Since implementation, senior managers have been involved in instances of managing customer queries raised using this process.

Areas for Improvement

In three of the measures we have fallen just short of the stretching targets we set ourselves. Our annual DG survey and monthly Major Customer survey were targeted to achieve an overall satisfaction score greater than 8.8. By year end we had achieved a score of 8.74 for DG customers although this is an increase on the previous year's score of 8.52. Works have been underway throughout the year to improve information shared with DG customers such as forecasting for outages through outage notification email updates and the implementation of an interactive mapping system to identify areas affected by the NGET Statement of Works process. However, there is more work to be done on managing network constraints and the provision of information to DG customers. Further actions and associated KPIs have been agreed for our 2017/18 Workplan. Our Major Customer year end score was 8.51, a decrease on the 2015/16 score of 8.62. Improvements will be made under our 2017/18 Workplan for the overall connections process. We will seek feedback from stakeholders for areas of best practice across the industry for applications processes and provide improved updates to customers post acceptance, including on timescales for work programme milestones.

The third measure falling short of the target is the completion of Workplan actions by the target date set. We targeted ourselves to complete all actions on time but achieved 91% of actions being completed by the target date, with 95% actions being completed within the ICE Workplan period. This included changes to our website for registered users to view regular outage/constraint updates. Through engaging with stakeholders, including allowing some stakeholders to conduct user penetration testing, further improvements were identified which WPD felt should be included in the initial release of the new website.

A full summary of the information on our performance against all of the KPIs we committed to for 2016/17 can be found in our looking back KPI reporting pack.

Communicating our performance to stakeholders

We committed to providing more regular updates with a target of 4 publications on our performance towards our ICE actions and KPIs. We have published quarterly reviews of our year to date performance with this Looking Back submission containing our 4th and final update. Each update has been published on our website, with stakeholders registered for website updates receiving an email to notify that the update is available. In addition, we have shared the updates through emails directly to members of our CCSG.



Section 3: WPD ICE looking forward report

Introduction

Looking forward to 2017/18

In this looking forward section of the report we set out the activities WPD will be undertaking in 2017/18 which are encompassed by the ICE incentive.

We explain how we have developed an extensive workplan with a set of stretching initiatives and engagement actions, demonstrating the importance WPD places on the views of our stakeholders in our decision making and our commitment to improving the services we provide to them.

Our ICE Workplan has been developed with input of engagement with over 7,000 stakeholders at events and in surveys. This has formed a set of priority areas for us to address as well as the specific initiatives which will deliver the required improvements and new services.

We are moving into a period of major change for the industry and in this section we explain how our engagement is also focussed on the long-term objectives as we transition to the role of Distribution System Operator (DSO), which our stakeholders have also told us should be a priority this year.

The engagement activity and initiatives in our ICE workplan encompass all aspects of our connections services and market segments. This includes the market segments covered by the ICE Incentives as well as those where WPD have passed the Competition Test.

We do not only engage with our stakeholders when ICE submissions are required, we have a rolling programme of continuous engagement which informs the implementation of ICE initiatives throughout the year and continues to identify new issues and priorities.

This section sets a marker in terms of our planned engagement and connection service improvements, however as with previous years, our workplan does not stand still, it will evolve throughout the year. New initiatives and actions will be added to the plan as we identify further improvements and we will once again keep our stakeholders informed on our progress and performance with the publication of regular workplan and KPI updates.



WPD ICE looking forward report

Engagement



Connections engagement in 2017/18

We have an extensive range of connections stakeholder engagement activities planned for this year, with increased focus on collaborative working with stakeholders on improvement initiatives and on reviewing the outcomes to assess the impact and opportunities for further improvement.

Our stakeholder engagement strategy in the introduction section of this report (see Section 1) sets out the approach we take to ensure we carry out an enduring and robust programme of engagement. We will use this strategy to continue to ensure that this successful approach provides the comprehensive engagement, tailored to the stakeholders, delivering the feedback to drive the developments in our ICE Workplan. We will use this enduring engagement to also identify new issues and priorities as our 2017/18 ICE workplan evolves as well as to seek the input into the next workplan and our long-term objectives.

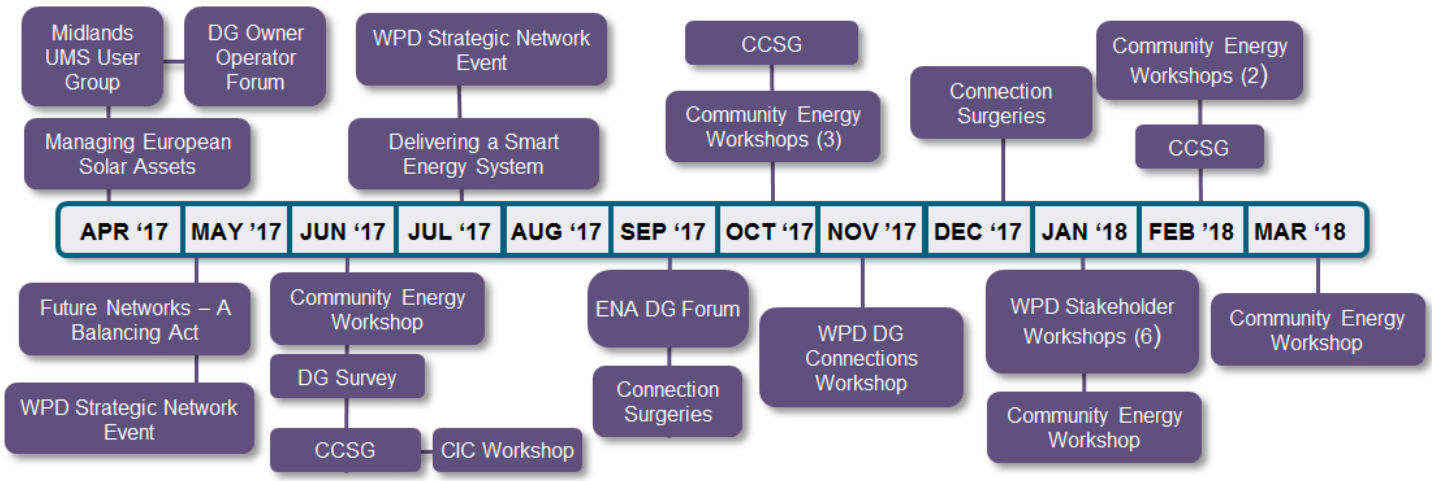
It is important when we are implementing the ICE Workplan initiatives that we design policies, processes and interfaces which deliver the desired benefit for the customer. To ensure focus on this we have included more specific actions in this year's workplan to seek stakeholder feedback and collaboration throughout implantation and to review the outputs to see where we can improve further.

Recognising the benefit and opportunity that social media and online has in reaching stakeholder who would otherwise have difficulties in engaging at traditional events, we will further expand out online activities this year. We have activities in the ICE Workplan to engage community groups further through a video and podcasts, we will be hosting further webinars and using online surveys to seek feedback and measure the impact of new online services.

Following on the success of the creation of the Distributed Generation Owner Operator (DGOO) forum last year and the benefits gained from this collaborative approach, we will explore where this may be used in other areas and our ICE Workplan includes an initiative to establish interest in a customer forum looking at improving the information on capacity and constraints made available by WPD.

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.

We have a wide range of events planned again throughout this year as set out in the timetable below. This schedule will expand with more events during the year as new events are planned. ▼



WPD ICE looking forward report

Engagement

Planned engagement activity

From April 2017 to March 2018 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). This year we have also included indication that the event will engage stakeholders in terms of future networks and our transition to DSO. 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.

Activities in brief

Activity	Description	Anticipated reach	UMS	DMD	DG	DSO
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 survey.	2,000	●	●	●	
CCSG	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	●	●	●	●
Delivering a Smart Energy System	A Regen SW event at which WPD will be delivering a session on business models for flexible networks and supply.	100	●	●	●	●
Community Energy Workshops	8 WPD community energy workshops are planned throughout 2017/18 at a number of locations across all 4 WPD licenced areas.	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 LAs 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 DNOs.	100			●	●
DG Survey	An annual customer satisfaction survey of Distributed Generation connections customers.	400			●	
Future Networks - A Balancing Act	A WPD event to be hosted in London to discuss the transition from DNO to DSO, the challenges and opportunities involved in creating flexible services and markets and simplifying access to the demand side response project in the East Midlands region.	140			●	●
Solar Energy Event	An industry event, Managing European Solar Assets, to be held in April 2017. This year Western Power will be discussing the next steps for the storage market.	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 across the WPD regions.	60			●	●
CiC Workshop	A WPD event to share our proposals for improving the CiC Connections processes during 2017/18 with ICPs/IDNOs. We will also obtain feedback on whether we are targeting the right areas and stakeholder views on industry best practice.	70	●	●	●	

WPD ICE looking forward report

Engagement Activities



Competition in connections workshop

Stakeholder Focus: ICPs and IDNOs

Feedback we have received at events such as the CCSG has highlighted that it would be useful for WPD to hold a dedicated CIC event. This would facilitate more targeted communication relating to connection processes for works carried out by ICPs and IDNOs. In response to this, we are hosting a CIC Workshop on 1st June 2017 to which all ICPs and IDNOs operating within WPD DSAs have been invited.

This event will provide an opportunity to receive feedback on existing processes and identify areas for improvement. It will also enable WPD to share current proposals for upcoming developments such as the progress made in developing the HV self-connect procedures. It is important to WPD that we involve stakeholders from an early stage in the development process. In addition to having an input into the changes made, we will also seek stakeholders' assistance with user testing to ensure there are no unforeseen impacts of those changes.

In addition to the workshop we will also be conducting a survey of ICP customers via our technical information website to enable us to identify areas of inconsistency in policy, application of policy and procedures. Once received, the results of the survey will be reviewed and appropriate action taken where necessary and will supplement the outputs of the workshop.

Community energy events

Stakeholder Focus: community groups, DG developers, consultants

We will be continue to expand our successful community energy engagement in 2017/18. Our stakeholders have asked WPD to provide relevant information in a way that is accessible and simple to understand and expand on the detailed topics including connection of storage and new business models facilitated by future networks. A dedicated community energy page will be provided on the WPD website which will include the community energy guide and videos produced during 2016/17 in addition to latest events and publications. WPD have committed to provide 4 community energy podcasts and a video on storage which will be published on this new webpage. We hope that this online engagement will further extend the reach of our engagement, facilitating further useful feedback in this area.

We will continue with our programme of community energy workshops which bring people together face-to-face and enables WPD to present innovation projects in a way that works best for these stakeholders. A further eight WPD hosted workshops have been scheduled throughout 2017/18.

DG Owner Operator Forum

Stakeholder Focus: Owners and operators of DG

We will continue the successful engagement commenced in 2016/17 with regular forum meetings and have committed to at least four during the 2017/18 period. WPD has committed to deliver a number of specific actions within this year's Workplan such as providing an explanation of power factor and the effect on electricity networks and developing a 'just in time' process for managing outages which affect DG connections.

As planned outages can affect multiple generation sites, we will explore interest from forum members in developing a 'consortium' approach, for example facilitating the funding of alternative working arrangements to alter the impact on the generation operations of consortium members. Any trials undertaken will be reviewed and improvements made prior to rolling out as business as usual.

WPD ICE looking forward report

Engagement Activities

Strategic network investment

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

During 2016/17 WPD completed strategic network studies in the South West and South Wales DSAs as well as commencing in the East Midlands. Initially driven by the unpredicted growth in DG and the impact this has had on the network, these studies assess the potential growth year on year, identifying thermal, voltage and fault level constraints that result. They enable an assessment of option for reinforcement and provide recommendations for 'low regret' investment.

For 2017/18 we will continue this piece of work by completing strategic network studies for the East Midlands and West Midlands DSAs. Whilst initially driven by DG, on some areas of the network WPD also faces potential constraint issues for demand connections. Our stakeholders fed back to us in our January workshops that we should expand the focus of these studies and their engagement to include demand connection groups. As such we expanded our engagement for the East Midlands adding a specific event in 2016/17 and will continue this in 2017/18.

We will be holding dissemination events in the Midlands regions to share the outputs of these studies, providing stakeholders with visibility of WPD's network scenario forecasts, investment strategy and highlighting significant issues. In consideration of the studies across all four WPD regions, we will also deliver a Distribution System Operability Framework document to provide stakeholders with overall visibility of the challenges we face and the potential solutions. The document will help facilitate our engagement on our future ability to facilitate a flexible, economic, efficient and secure distribution network.

Improving information on capacity and constraints

Stakeholder Focus: Customers, demand and DG developers, ICPs/IDNOs, landowners, community groups, consultants

During 2016/17, improvements were made to the information available to DG customers on network capacity and constraints, including an upgrade to our capacity maps and publishing regular constraint updates on our website. Stakeholder feedback has identified areas for further improvement, including the provision of capacity and constraint information affecting demand connections and storage schemes.

In response, we have agreed to explore the opportunity for establishing a customer forum to steer development for additional web based information. Once established, we will work with the forum to produce an action plan for the improved availability of capacity and constraint information. This plan will include information on new facilities we are developing in addition to the improvements proposed to existing facilities. Following the success of the DGOO forum detailed in section 2 of this report, using a similar collaborative approach and establishing a forum for improving WPD's provision of capacity and constraint information, should ensure that we deliver the improvements that our stakeholders require.



WPD ICE looking forward report

ICE Workplan development

ICE Workplan development

Our Workplan is underpinned by our stakeholder engagement and is designed to deliver meaningful improvements to the connection services required by our customers.

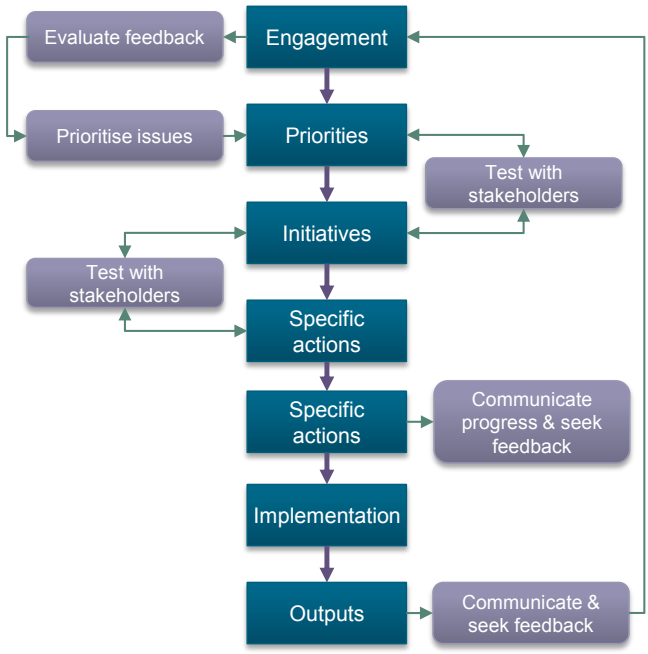
In the development of our ICE Workplan we initially analyse the feedback obtained from our engagement programme throughout the year and build a set of priority areas to address. These priorities are checked by our stakeholders, at events such as our stakeholder workshops and by our CCSG, where we ensure that we have accurately reflected their views and this also gives an opportunity to capture anything we might have missed.

From these priorities we develop a set of initiatives with the WPD senior managers responsible for these areas and the delivery of these improvements. These initiatives and the specific actions underneath them are designed to address one or more of the priorities we have identified as well as specific stakeholder feedback on a particular issue.

The initiatives are intended to be stretching to deliver robust benefits for customers within specified target timescales. As well as setting target completion dates, we also ensure that we can measure the benefits delivered by these initiatives with specific KPIs and measures to assess their impact.

This cycle of engagement, prioritisation, action and feedback (see right) is continuous throughout the year. Our workplan will expand during the year as the development of initiatives leads to further actions and as we identify further improvements. We will keep our stakeholders informed of our progress against the Workplan via the initiative-specific engagement during implementation as well as via regular publication of workplan updates.

Workplan development cycle:



ICE Priority areas

From the feedback in our engagement activity and with the CCSG's input we have refined the priority areas to address with our ICE Workplan this year :

- **Availability of information**: further improve information on outages & constraints, the SoW process, communicating work programmes, improve constraint & capacity information including demand and storage capacity.
- **Customer service**: continue to improve consistency in service and application of policy across WPD teams including SoW, design approval, pre-connection information and post-acceptance communication.
- **Competition in connections**: refine processes to make improvements to Competition in Connection Code of Practice activities including HV self-connection, design approval and other self-service activities.
- **Transition to DSO**: develop policies, processes and technology facilitating move to DSO. Engage with stakeholders on the development of the DSO role.



ICE Workplan format

In keeping with previous workplans, the format of the 2017/18 ICE Workplan has been designed to be simple, straightforward and most importantly, accessible to all of our stakeholders. It is important to us that we provide transparency to our to all of stakeholders in terms of the initiatives and specific actions that we are committing to as well as having a clear line of sight from their feedback to our action.

Feedback from our stakeholders was that we should maintain the level of detail and specific actions in the workplan. The format of the workplan ensures that actions are clearly defined and stakeholders can see the feedback which has prompted the initiatives. This will also help when tracking our progress over the year as we publish updates so that stakeholders can see how we are performing.

The actions in the Workplan have been grouped into a series of 10 focus areas. The plan explains the feedback linked to the overarching initiatives we have committed to which the specific actions will deliver.

We have grouped the KPI and measures by initiative, each of the specific actions are numbered for ease of reference and have a target date to track progress. As updates are published new actions will be clearly identified along with additional status updates on existing actions.

The 2017/18 ICE Workplan can be found in Appendix 3.

WPD ICE looking forward report

Transition to Distribution System Operator

Overview

Through changes in technology and in the way that our electricity is generated, the traditional model of operating distribution networks is being challenged. The rapid increase in the drive to connect generation and other low carbon technologies (LCT) in unprecedented volumes to the distribution network, has brought challenges in managing the network and providing the flexibility required to balance the requirements of these customers.

The established roles of the parties involved in the UK energy network and system operation, needs to evolve to meet these challenges. There is a requirement to facilitate the use of new smart grid technologies to create the flexibility in the network required to connect LCT and balance sources of export and demand in the most efficient way. Facilitating the growth in sources of demand and export without relying solely on costly, incremental network reinforcement, is vitally important to connections both now and in the future.

WPD's vision for becoming a DSO

Ultimately we want to see an energy system built and managed in the best interests of our customers. The increase in DG particularly at higher voltages provides significant scope for using smart grid technologies, creating the flexibility required on the network. At low voltage, accommodating LCTs such as electric vehicles, will require the building and modernisation of physical infrastructure.

We believe that regional DSOs are the most appropriate way forward, with full operational responsibility for balancing energy flows on the network and managing constraints on the distribution network along with the transmission system within limits set by the System Operator.

This brings about a huge change to our business, requiring a host of new capabilities (see above right). For connections this means continuing to provide and develop innovative connection solutions, avoiding reinforcement costs and delays whilst providing the flexibility to operate in future smart networks. We will be expanding alternative connections to demand and storage connections and bring the outcomes of innovation projects into business as usual practices for connections schemes.

DSO capabilities

WPD will need to develop new capabilities, to transition to DSO such as:

- ►Understanding real time energy flows
- ►Forecasting future energy volumes
- ►Real time reconfiguration of the network
- ►Commercial arrangements to contract services such as Distributed Generation (DG), storage and demand response
- ►Coordinating DSO operations and services with the National Grid Electricity Transmission System Operator (NGET SO)

These capabilities will provide benefits to connection customers, giving greater flexibility in the types of connections and arrangements we can offer.



WPD ICE looking forward report

Transition to Distribution System Operator



Engaging connections stakeholders

Our stakeholders told us at our DG workshop in 2016 and at our 2017 stakeholder workshops, that WPD should make the transition to the role of a DSO and smart networks a high priority in our strategic planning. They also said we should lead the discussion by increasing engagement in this area.

WPD hosted over 60 regional and national events in 2016/17 discussing our transition to DSO and we are continuing to integrate the many facets of the transition to DSO and innovation, further into our connections engagement in 2017/18. We will publish a DSO strategy document which will help to inform stakeholders of WPD's plans for the transition to DSO and facilitate further engagement.

It is important that when engaging on this area, we do not just engage with industry bodies and expert stakeholders. We must ensure that our engagement reaches wider stakeholder groups to understand the potential impacts, benefits and the opportunities provided to connection customers though smart flexible network solutions. We will therefore continue to expand our engagement reach, through the use of social media and other online channels such as webinars, videos and podcasts.

ICE Workplan focus

In our 2017/18 ICE workplan we have included DSO as a focus area, with specific initiatives which will be delivering actions which continue to develop the role of the DSO and further engage our stakeholders on our progress towards this. There are also other areas of the ICE workplan where there are overlapping benefits to the long-term DSO objective. Examples of the actions we will undertake in our ICE Workplan are summarised below ▼

ICE Initiative	Benefit
Publish DSO strategy	► Engaging stakeholders on DSO and WPDs plans for the transition
Deliver ANM zones	► Facilitating alternative connections, stakeholders asked us to accelerate our rollout to company-wide by 2021 instead of 2023. In 2018 we will plan and prioritise this schedule with stakeholders
Develop trial of alternative connections for demand & storage	► Delivering flexible connections, quicker and cheaper than conventional options in constrained areas. Investigate export limitation and timed alternative connections for storage generation
Raise awareness of DSO and DSR through innovation	► Increased awareness and understanding through innovation trials' progress and learning
Strategic investment and forecasting	► Continuing programme studies giving visibility of investment and reinforcement required to address constrains and forecast growth in network DG and demand. Engage connection stakeholders on Distribution System Operability framework document giving visibility of challenges facing the network and potential solutions
Engaging community energy groups	► Using events, videos and podcasts to extend reach and improve knowledge of stakeholders helping to increase informed input to WPD long-term plans
Continue development of capacity & constraint information for generators	► DG owner operator forum provides collaborative approach to improving knowledge of extent and impacts of outages and constraints on the network. Facilitating better understanding of flexible connections options

WPD ICE looking forward report

Outputs and measures



Looking forward KPI summary

Measuring the impact of our ICE initiatives

In our 2016/17 Workplan we committed to KPIs which were more closely aligned with specific Workplan actions and initiatives in response to stakeholder feedback. These were designed to track our performance and determine whether improvements were delivered through the completion of Workplan actions.

This year we have continued with this approach and increased the focus of the KPIs on the impact of the initiative on stakeholders, using their feedback to gauge success. For 2017/18, we have increased from 32 KPIs across 6 key action areas to 60 KPIs across 10 key action areas. This increase is a reflection of the increased size of the Workplan and the focus on stakeholder impact. In addition, we have retained 9 overarching KPIs which should evidence overall improvements in connections processes.

The increase in KPIs has also resulted in an increase to our improvement targets, from 18 to 36 improvement measures. We continue to set improvement targets which are stretching but will remain focussed on delivering changes which are beneficial to our stakeholders.

For some of the KPIs carried forward from last year we have changed the way in which we will measure our performance. For example, we measured the number of attendees at the DG owner/operator forum implemented under the 2016/17 Workplan. However, recognising that attendance levels do not necessarily reflect the success of the forum, this year's KPI, therefore, is to measure stakeholder satisfaction with the forum and its outputs. We have set a target for the score to be ≥ the annual DG survey score which enables us to evidence the success of the forum. In addition, we have applied the same target to other initiatives which allows us to have greater visibility of specific areas which may be impacting on our overall annual DG survey score.

Target dates set against actions within our Workplan will see some measures being implemented throughout the year, where the metrics cannot commence until the actions have been delivered. An example of one of the commitments to be delivered later in the year is the new interactive costing tool on our website, due for implementation by the end of Q4 2017. We will measure stakeholder satisfaction scores and request feedback which will be reviewed to enable further improvements to be made as appropriate. As a new initiative, we were unable to set a specific target and therefore have targeted an increase in satisfaction score from implementation in Q4 to the end of the Workplan period in Q1 2018.

These KPIs have been developed in consultation with our stakeholders and with the commitment of WPD senior management. The KPIs will be embedded in the way in which we manage improvements in our connection services.

A full list of the 2017/18 KPIs can be found on the next page, where each measure has a description, target and states where it is linked to specific actions within the ICE Workplan ▼

Communicating our performance

We will continue to keep our customers informed on our performance throughout the year. Last year we committed to publishing a minimum of 4 ICE Workplan updates. This will now become business as usual with updates being shared on our website and directly with key stakeholders such as members of the CCSG. These updates will continue to contain a KPI pack which will provide details of our performance against the measures we have set.

WPD ICE looking forward report

Outputs and measures

Western Power Distribution ICE Key Performance Indicators 2017/2018

Focus Area	Action No.	KPI Description	Target	DMD	DG	UMS
1. Availability of information	1.1-1.2 1.9-1.10 1.11-1.12 1.16-1.18	Measure annual stakeholder satisfaction with the DG owner/operator forum and outputs	Forum satisfaction score ≥ annual DG survey score	·	✓	·
	1.3-1.6	Measure the number of consortium trials undertaken Review stakeholder feedback on the trial	Trial initiative - no target	·	✓	·
	1.7-1.8	Increase in the number of registered users for the DG owners portal Review stakeholder feedback on the portal	Increase number of registered users from Q2 2017 to Q1 2018	·	✓	·
	1.13-1.15	Measure the number of hits to the webpage providing historic outage information Review stakeholder feedback on the outage data webpages	Increased outage website hits from Q2 2017 to Q1 2018	✓	✓	·
	1.19-1.24	Measure the number of connections webpage hits Review stakeholder feedback on revised connection webpages	Increased connections webpage hits from Q3 2017 to Q1 2018	✓	✓	✓
		Measure satisfaction score for the interactive costing tool	Increased satisfaction score for the interactive costing tool from Q4 2017 to Q1 2018	✓	✓	✓
	1.25-1.26	Review stakeholder feedback on the provision of SoW information	Feedback - no target	·	✓	·
	1.27	Measure the number of letters sent within target for the provision of current SoW status for the Grid Supply Point within 20 days of a generation application for greater than 1MW Survey customers on the usefulness of the information in the current SoW status letter	90% of letters issued within target	·	✓	·
	1.28	Survey customers on the usefulness of the standard enclosure including specific inforamtion on the SoW and FAQ	Survey - no target	·	✓	·
	1.29	Measure the number of update letters with the outcome of SoW sent within 7 weeks of acceptance of an offer	90% of letters issued within target	·	✓	·
	1.30-1.31	Measure the number of stakeholders attending the forum Review stakeholder feedback on the forum and action plan	New Forum - no target	·	✓	·
	1.32-1.38	Measure customer satisfaction with the implementation of the traffic light based mapping system	Online survey score annual DG survey score	·	✓	·
		Measure the number of webpage hits	Increase compared to the existing webpage hits of 1,653 during 2016/17	·	✓	·
		Published information updated bi-monthly	Information published on a bi-monthly basis confirmation	·	✓	·
	1.39	Measure the number of actions identified as a result of this initiative	New initiative - no target	·	✓	·
2. Customer Service	2.1	Number of Customers with senior manager point of contact appointed	Increase, where required, on 64 customers with allocated senior manager contact by the end of 2016/17	✓	✓	✓
	2.2-2.4	Improvement in online application survey score Review stakeholder feedback on the online application process	Increase on 2016/17 score of 8.73	✓	✓	✓
	2.5-2.7	Assess feedback from stakeholders on the processing for contacting the expert for scheme specific discussions	No target - assessment of feedback	✓	✓	✓
	2.8-2.11	Determine KPIs on communications once processes have been determined Review stakeholder feedback on the post acceptance communication and updates	Targets to be determined once KPIs established	✓	✓	✓
	2.12-2.16	Number of actions identified as a result of this initiative Review stakeholder feedback on the post acceptance services	New initiative - no target	✓	✓	✓
3. Connection Offers & Agreements	3.1-3.6	Post implementation increase in % of connection offers accepted	Increased % at end of Q1 2019 of accepted connection offers for affected market segments compared to the previous year average	✓	✓	·
	3.7	Number of hits on the ECCR webpage	New webpage - no target	✓	✓	·
	3.8-3.11	Measure success against targets for issuing agreements Review stakeholder feedback on the process of issuing agreements at an earlier stage	90% of draft agreements issued on time against new targets	✓	✓	·
	3.12-3.15	Number of stakeholders responding to feedback form	New initiative - no target	·	✓	·
		Satisfaction score for the study & offer process	Satisfaction score for the trial to be ≥ the DG survey score	·	✓	·
		Measure the number of Study & Offer schemes requested	Increase on 10 studies requested during 2016/17	·	✓	·
		Measure the number of Study & Offer schemes progressed from study stage to formal offer	Increase on 6 studies progressing to formal offer during 2016/17	·	✓	·
4. Competition in Connections	4.1-4.4	Number of survey responses Feedback from ICP's to identify areas of inconsistency	New survey - no target	✓	✓	✓
	4.5-4.8	Actions identified as a result of this initiative Feedback from stakeholders on design approval process	New initiative - no target	✓	✓	✓
	4.9-4.12	Improvements made as a result of feedback Feedback from stakeholders on self design of substation processes	New initiative - no target	✓	✓	✓
	4.13-4.16	Increase the number of HV points of connection completed by ICPs	Increase on 15 HV POCs completed by ICPs during 2016/17	✓	✓	✓
		Measure the number of HV POCs completed by ICPs under option 4	Increase on 1 HV POC completed under option 4 during 2016/17	✓	✓	✓
	4.17-4.21	Increase in number of ICP self-POC determinations and self-approval of designs Feedback from stakeholders on self-approval and self-design processes	Increase on 172 self-determined POCs and 203 self -approved designs during 2016/17	✓	✓	✓

WPD ICE looking forward report

Outputs and measures

Western Power Distribution ICE Key Performance Indicators 2017/2018

	Action No.	KPI Description	Target	DMD	DG	UMS
5. Legals & Consents	5.1-5.3	Number of stakeholders engaged Feedback on any changes to processes made	New initiative - no target	✓	✓	✓
	5.4-5.7	Quarterly publication of WPD legals and consents monitoring	Quarterly publication of legals and consents performance	✓	✓	✓
		Performance against published standards once implemented	Measure against service level standards once established	✓	✓	✓
	5.8-5.10	Number of stakeholders engaged Feedback on developments made	New initiative - no target	✓	✓	✓
	5.11-5.12	Continued on-target performance and improvement where required in associated performance monitoring timescale	Improvement of 20% on average of 75 of days for processing external legals in 2016/17 by year end 2018	✓	✓	✓
	5.13	Number of improvement actions identified	New initiative - no target	✓	✓	✓
6. Storage	6.1-6.3	Number of webpage hits Feedback from stakeholders	New webpage - no target	-	✓	-
7. Queues & Capacity Management	7.1-7.5	Actions and changes identified as a result of this initiative	New initiative - no target	✓	✓	-
	7.6-7.10	Number of stakeholders engaged Feedback from customers on this initiative	New initiative - no target	✓	✓	-
	7.11-7.13	Measure number of connections facilitated and the capacity created as a result under the trial	New initiative - no target	-	✓	-
8. Community Energy	8.1-8.5	Measure the number of views of new community energy videos	New video - no target	-	✓	-
		Measure the number of downloads of community energy podcasts	New Podcasts - no target	-	✓	-
		Measure the number of community energy webpage hits	New webpage - no target	-	✓	-
9. Strategic Reinforcement & Forecasting	9.1-9.6	Measure attendees satisfaction at events and on webinars Publication of reports in line with timetable deadlines Stakeholder feedback on events and publications Number of webpage hits on published reports and the Distribution System Operability Framework document	New initiative/document - no target	✓	✓	-
10. DSO	10.1-10.2	Measure the number of webpage hits on the DSO document	New document - no target	✓	✓	✓
	10.3-10.4	Delivery of target number of ANM zones	Commence construction on 3 ANM zones	-	✓	-
	10.5-10.6	Measure the number of alternative connection offers made, accepted and connected	New initiative - no target	✓	✓	-
	10.7-10.9	Measure the number of alternative storage connection schemes offered, accepted and connected	New initiative - no target	-	✓	-
	10.10-10.11	Quarterly publication of newsletters and campaign reports	Publication dates, minimum of a quarterly basis	✓	✓	✓
		Website hits on alternative connections webpage	Increase on 1,661 hits on alternative connections webpage during 2016/17	✓	✓	✓
	10.12-10.13	Number of stakeholders engaged	New initiative - no target	-	✓	-
		Submission of NIC bid	Submitting a bid	-	✓	-
	10.14-10.16	Publication of guidance	Publication date	-	✓	-
		Measure the number of webpage hits for allowable changes	Increase on 257 webpage hits for allowable changes guidance document during 2016/17	-	✓	-
Overarching KPIs	N/A	Measure the number of hits on the WPD ICE webpage	Increase on 173 hits during 2016/17	✓	✓	✓
		Reduction in overall time to connect by 20% across all market segments of connections during the current business period	Continue to improve the time taken to complete a connection during 2017/18 in line with business plan targets	✓	✓	✓
		Measure customer awareness of competition in connections through the customer survey	Increase on 2016/17 awareness of 82%	✓	✓	✓
		Measure number of complaints received and the time to resolve them to track our performance	Target upper quartile amongst other DNOs	✓	✓	✓
		Conduct monthly satisfaction survey for large connection customers, covering the market segments under the ICE scope.	Increase 2016/17 score	✓	-	✓
		Conduct annual satisfaction survey. Monitor split between DGLV, DGHV and DGEHV segments.	Increase 2016/17 score of 8.74	-	✓	-
		Maintain 100% success in achieving Connections Guaranteed Standards of Performance.	100% success	✓	✓	✓
		Measure the number of stakeholders engaged at events including the CCSG, DG Forum, DG workshop and bilateral meeting.	Increase on 2016/17 engagement of 3198 stakeholders at events	✓	✓	✓
		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 2016/17 volumes: 126 Quotes 5 Acceptances	-	✓	-

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Incentive on Connection Engagement

If you have any questions about this report:

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