



# Navigating our Plan and Business Plan Guidance Checklist 2023 - 2028

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July 2021



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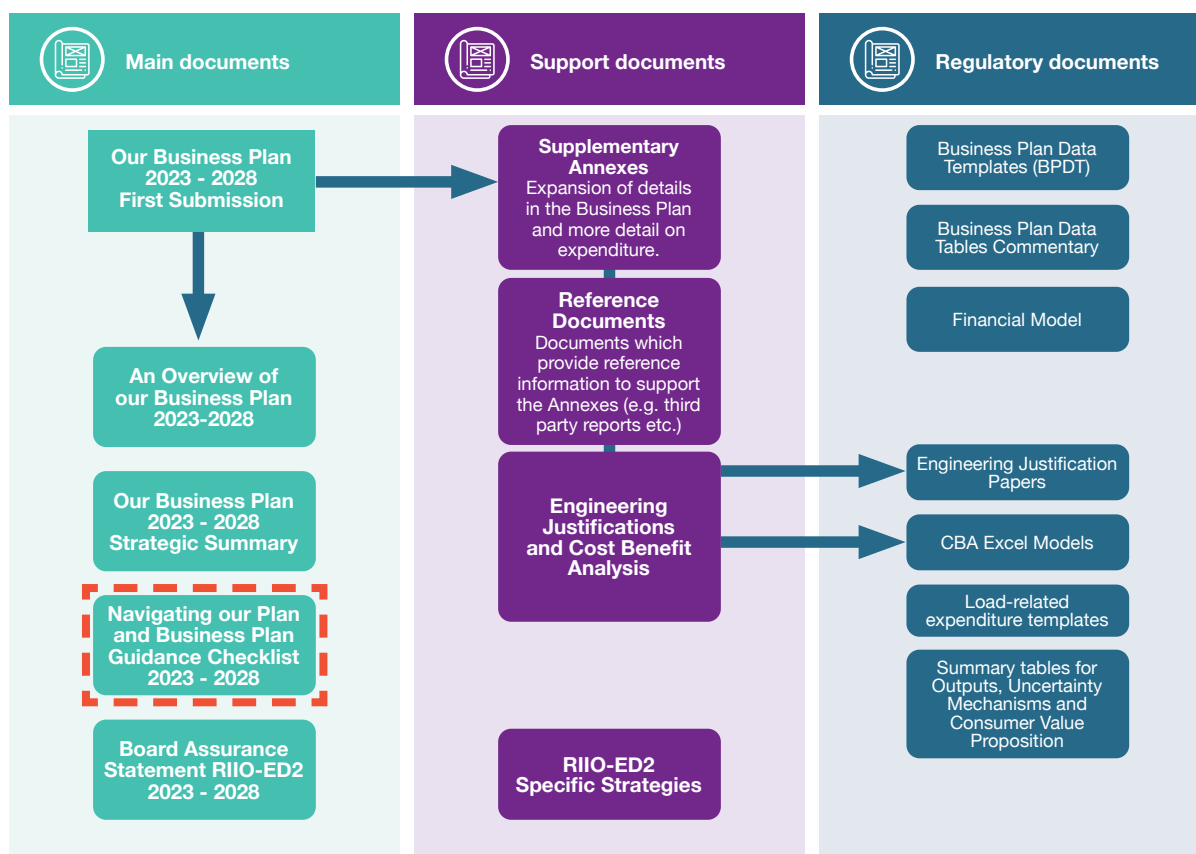
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# 1. Introduction

- 1.1. Our Business Plan submission is based on Ofgem's Business Plan Guidance issued in April 2021.
- 1.2. This document sets out how to navigate our plan and provides a checklist to show we have addressed the requirements set out by Ofgem.

## 2. How to navigate our plan

- 2.1. Our Business Plan submission consists of the following documents:



- 2.2. The red box highlights which part of the overall plan the reader is currently in. This diagram will be at the beginning of the main document and supplementary annex within the plan.
- 2.3. We will highlight where you are in our documents, by including a dashed box for that section. For example, the diagram above shows you the document you are in is 'Navigating our Plan and Business Plan Guidance Checklist 2023 - 2028'. This format will be used in our Business Plan and annexes.
- 2.4. If you are reading a particular chapter in our Business Plan, we will highlight that there is an associated supplementary annex providing further detail. For example, Chapter 4 – Our commitments of the RIIO-ED2 Business Plan has an associated Supplementary Annex SA-04: Our commitments which will provide additional information with regard to our core and wider commitments.
- 2.5. In the Business Plan we refer to strategy documents which will be appended to the plan but may also be found by clicking on the hyperlink which will take the reader to the relevant part of WPD's website where that document will be available to read.

## 3. A full list of our documents to support our submission

- 3.1. Our RIIO-ED2 Business Plan is supported by a number of documents which include supplementary annexes, strategies, engineering justification papers and business plan data tables.
- 3.2. These documents provide further detail and justification to support our Business Plan.
- 3.3. A full list of our supporting documents can be found below. All of these documents can be found at: [www.westernpower.co.uk/RIIO-ED2BusinessPlan](http://www.westernpower.co.uk/RIIO-ED2BusinessPlan)

### Annexes

- 3.4. Annexes provide further details than that cover in the associated chapter in the main Business Plan document

Supplementary Annex name	Description	Further appendices
<b>SA-01 Governance and assurance</b>	This annex supplements Chapter 1 and provides further details on our the governance and assurance procedures used for the Business Plan.	Not applicable.
<b>SA-02 We keep our promises</b>	This annex supplements Chapter 2 and provides further details on our track record in RIIO-ED1.	This annex contains four further appendices providing evidence of WPD's existing performance in RIIO-ED1, including current Business Plan Commitment Reports and Regulatory Finance Performance Reporting.
<b>SA-03 Giving customers a stronger voice: Enhanced engagement</b>	This annex supplements Chapter 3 and provides further details on our extensive stakeholder engagement programme.	This annex contains 40 further appendices including workshop reports, research and survey findings, synthesis reports that consolidate the findings after each completed engagement stage, social value analysis and copies of WPD's consultations.
<b>SA-04 Our commitments</b>	This annex supplements Chapter 4 and provides further details on our 45 core commitments, stakeholder support for these, as well as hundreds of wider commitments.	This annex contains 19 further appendices including relevant strategies that sit behind the core commitments and WPD's Consumer Value Proposition submissions.
<b>SA-05 Delivering a smart and flexible electricity network</b>	This annex supplements Chapter 5 and provides further details on our focus to develop a smart and flexible network in order to enable net zero to be achieved.	This annex contains 14 further appendices including a tracker evidencing how Ofgem's specific baseline standards have been met; Shaping Subtransmission studies to assess the requirements of the network to meet future demands; as well as, a variety of relevant strategies including Losses, Telecoms, Digitalisation and Net Zero Communities.

Supplementary Annex name	Description	Further appendices
<b>SA-06 Expenditure</b>	This annex supplements Chapter 6 and provides further details on total expenditure proposals for RIIO-ED2.	This annex contains four further appendices including an all-DNO ENA study prepared by Oxera to identify, assess and evaluate Totex cost drivers; an independent commentary on Frontier Economics' report to Ofgem on the feasibility of econometric benchmarking in DNO cost regulation; and all-DNO Energy Networks Association studies prepared by NERA on ongoing efficiency and Real Price Effects in RIIO-ED2.
<b>SA-06a Load related expenditure</b>	This annex supplements Chapter 6 and provides further details specifically on load related expenditure and an uncertainty mechanism to minimise risk to our customers.	This annex contains four further appendices including WPD's Distribution Future Energy Scenarios and associated stakeholder consultation findings.
<b>SA-07 Managing uncertainty</b>	This annex supplements Chapter 7 and provides further details on how we will manage uncertainty and adapt to change throughout the RIIO-ED2 period.	Not applicable.
<b>SA-08 Competition</b>	This annex supplements Chapter 8 and provides further details on competition.	This annex contains a number of further appendices including an overview of our procurement process for flexibility services and our associated pricing strategy.
<b>SA-09 Financing our plan</b>	This annex supplements Chapter 9 and provides further details on the factors around financing our plan.	This annex contains seven further appendices, including Oxera and Frontier Economics' reports on the WPD cost of equity; and NERA reports on the additional costs of borrowing, deterministic analysis on WPD's financeability and stochastic analysis to assess the impact of a range of different scenarios on WPD's credit rating.
<b>SA-10 Glossary</b>	This annex supplements Chapter 10 and provides further expansion and clarification on acronyms and defined terms in the Business Plan.	Not applicable.
<b>SA-11 Investment appraisal</b>	This annex supplements the main Business Plan and provides further details regarding our investment appraisal approach to justify expenditure and the range of Engineering Justifications Papers and Cost Benefit Analyses we have produced to support our proposals.	Not applicable.

## RIIO-ED2 strategies

Strategy name	Description
<b>Climate Resilience Strategy</b>	Our Climate Resilience Strategy demonstrates how we are managing our network to make it resilience to the affects of climate change.
<b>Customer Vulnerability Strategy</b>	Our Customer Vulnerability Strategy describes the extensive range of initiatives we will put in place to support our vulnerable customers, exceed Ofgem's baseline expectations and in particular ensure that vulnerable customers are not left behind in a smart energy future.
<b>Cyber Security Strategy</b>	Our Cyber Security Strategy demonstrates how we are committed to developing and maintaining high levels of protection from the risk of cyber attacks.
<b>Digitalisation Strategy and Action Plan</b>	Our Digitalisation Strategy and Action Plan demonstrates how we will make best use of new and existing data to manage our networks.
<b>DSO Strategy</b>	Our DSO Strategy details how we will continue to develop our Distribution System Operator capabilities, which were first established in RIIO-ED1, to enable progress towards net zero in RIIO-ED2.
<b>Electric Vehicles Strategy</b>	Our Electric Vehicle Strategy sets out how we will ensure that suitable network exists so that drivers of electric vehicles are able to charge them in the manner convenient to them.
<b>Energy Networks Association (ENA) Network Innovation Strategy</b>	The Energy Networks Association (ENA) Network Innovation Strategy summarises the shared ambitions and priorities for electricity and gas network innovation.
<b>Environmental Action Plan</b>	Our Environmental Action Plan describes how we will achieve net zero by 2028 within our own business carbon footprint and ensure our operations have minimal impact on the environment.
<b>Environment Strategy</b>	Our Environment Strategy details our long term plan for decarbonisation, environmental sustainability and protection of the environment.
<b>Heat Pump Strategy</b>	Our Heat Pump Strategy sets out how we will ensure that future owners of heat pumps will be able to connect to our network in the manner convenient to them.
<b>Information Technology (IT) Strategy</b>	Our IT Strategy outlines how IT will support and shape WPD's overall business strategy in RIIO-ED2.
<b>Innovation Strategy</b>	Our Innovation Strategy describes our approach to innovation and how we continue to innovate within our business to improve efficiency and support the move to net zero.
<b>Losses Strategy</b>	Our Losses Strategy demonstrates the actions we are taking to reduce the network losses which are apparent on our network.
<b>Major Connections Strategy</b>	Our Major Connections Strategy lays out our long term plan to deliver continuous improvements for our connections' customers.



## RIIO-ED2 strategies (continued)

Strategy name	Description
<b>Net Zero Communities Strategy</b>	Our Net Zero Communities Strategy demonstrates how we are committed to accelerating net zero in communities across our four licence areas.
<b>Sensors and Measurement Strategy</b>	Our Sensors and Measurement Strategy identifies the monitoring requirements we need to develop smart networks, improve network design and enhance network security.
<b>Smart Meter Strategy</b>	Our Smart Meter Strategy demonstrates how we will harness the data provided by smart meters to further improve service delivery and prevent power cuts.
<b>Social Contract</b>	Our Social Contract sets out our commitment to have a positive social impact and the actions we will take to act as a good corporate citizen, delivering positive benefits for our local communities.
<b>Workforce Resilience Strategy</b>	Our Workforce Resilience Strategy recognises that our employees wellbeing and attracting talent is critical to our success as a business.



## Engineering Justification Papers

EJP Ref	EJP Name
EJP001	Fleet Electrification
EJP002	Mobile Generator Replacement Programme
EJP003	Not Used (previous programme combined with another EJP)
EJP004	Exeter Depot Refurbishment
EJP005	Torquay Depot Refurbishment
EJP006	Plymouth Depot Refurbishment
EJP007	Not Used (previous programme combined with another EJP)
EJP008	Not Used (previous programme combined with another EJP)
EJP009	General Buildings Refurbishment Programme
EJP010	Not Used (previous programme combined with another EJP)
EJP011	Incorporating Solar PV and Battery Storage in our non-operational sites
EJP012	EV Fleet Charging Infrastructure
EJP013	Not Used (previous programme combined with another EJP)
EJP014	Replacement of Bunkered Fuel Tanks
EJP015	Visual Amenity
EJP016	Diversions (ex Rail Electrifications)
EJP017	Not Used (previous programme combined with another EJP)
EJP018	New Fibre Deployment Programme
EJP019	Fibre Refurbishment Programme
EJP020	New Communication Fibre Sites Programme
EJP021	New Radio Communication Sites Programme
EJP022	Communication Towers Replacement & Refurbishment Programme
EJP023	Communication Site Buildings Replacement & Refurbishment Programme
EJP024	Communication Sites Battery & Charger Replacement Programme
EJP025	Communication Sites Generator Replacement Programme
EJP026	Communication Sites Physical Security Upgrade Programme
EJP027	Securing Telecommunication Equipment at 3rd Party Facilities
EJP028	Communication Site Link Resilience Programme
EJP029	IP & Firewall Network Replacement Programme
EJP030	Microwave Upgrade & Replacement Programme
EJP031	DWDM Network Upgrade Programme
EJP032	LTE Network Build and Growth Programme
EJP033	Automation Communications Equipment Migration Programme
EJP034	Protection Circuits Communications Equipment Replacement Programme
EJP035	Not Used (previous programme combined with another EJP)
EJP036	Readiness for the PSTN Switch Off Programme
EJP037	RTU Replacement Programme
EJP038	RTU Growth Programme



EJP Ref	EJP Name
EJP039	Not Used (previous programme combined with another EJP)
EJP040	Reducing Risks Associated with Overhead Lines Across School Playing Areas
EJP041	Flood Mitigation
EJP042	Not Used (previous programme combined with another EJP)
EJP043	LV Underground Cable Replacement Programme
EJP044	HV Underground Cable Replacement Programme
EJP045	EHV & 132kV Underground Cable Replacement Programme including Fluid Filled Cable Replacement
EJP046	132kV Switchgear Replacement Programme
EJP047	LV Overhead Pole Line Replacement Programme
EJP048	HV Overhead Pole Line Replacement Programme
EJP049	EHV Overhead Conductor Replacement Programme
EJP050	EHV Overhead Tower Line Replacement Programme
EJP051	132kV Overhead Tower Line Conductor Replacement Programme
EJP052	Batteries Replacement Programme
EJP053	LV Pillars Replacement Programme
EJP054	HV Circuit Breaker Replacement Programme
EJP055	33kV Circuit Breaker Replacement Programme
EJP056	132kV Switchgear Replacement Programme
EJP057	HV Transformers Replacement Programme
EJP058	EHV Transformers Replacement Programme
EJP059	132kV Transformers Replacement Programme
EJP060	HV Switchgear (Other) Replacement Programme
EJP061	132kV Overhead Tower Line Replacement Programme
EJP062	EHV Switchgear (Other) Replacement Programme
EJP063	66kV Circuit Breaker Replacement Programme
EJP064	EHV Overhead Poles Replacement Programme
EJP065	LV UGB Replacement Programme
EJP066	LV Cut Outs Replacement Programme
EJP067	HV RMU Replacement Programme
EJP068	132kV Overhead Tower Line Towers and Fittings Replacement Programme
EJP069	LV Services Replacement Programme
EJP070	LV Network Monitoring
EJP071	Directional Power Flow at Primary Substations
EJP072	Not Used (previous programme combined with another EJP)
EJP073	Power Quality Monitoring (Open LV part)
EJP074	Planning Data for Smart Meters
EJP075	System Voltage Optimisation Rollout (SVO) SP5
EJP076	PowerOn Core IT Server Hardware refresh
EJP077	PowerOn Application Enhancements
EJP078	Cyber security controls and proactive monitoring (LAN Segregation & Enhancements)
EJP079	Cyber security controls and proactive monitoring (Other NIS Actions)

## Engineering Justification Papers

EJP Ref	EJP Name
EJP080	Cyber security controls and proactive monitoring (SCADA Protocol Support)
EJP081	Cyber security controls and proactive monitoring (IPv6 Enablement )
EJP082	Distributed Energy Resource SCADA Monitors
EJP083	LV Geo-schematic Representation in PowerON
EJP084	Technology Refresh of early ANM systems
EJP085	DERMS Hardware
EJP086	ICCP and visibility portal
EJP087	Homogenisation of PowerON
EJP088	Development of Future Network Viewer Forecasting System
EJP089	Further Development of TSDS and Introduction of Historian Analysis Systems
EJP090	Customer Facing Connection Self-Serve
EJP091	Machine Learning Applications and Data Analytic Services
EJP092	Planning State Estimation
EJP093	Low Voltage Integrated Network Model
EJP094	Internal Data Platform
EJP095	Not Used (previous programme combined with another EJP)
EJP096	Open Cloud Data Platform
EJP097	Online work schedule viewer
EJP098	Automated Data Mastering Solution
EJP099	Automatic Work Scheduling for Maintenance and New Connections
EJP100	DSR Replacement and scaling up
EJP101	Hardware for DSO systems
EJP102	Strategic Analysis and Investment Planning Software
EJP103	Stability Analysis
EJP104	DFES Data Architecture and Systems
EJP105	Secondary trading of flexibility system/architecture
EJP106	Not Used (previous programme combined with another EJP)
EJP107	Not Used (previous programme combined with another EJP)
EJP108	Secondary Reinforcement Programme
EJP109	Innovation Hub
EJP110	Derby South to Spondon 132kV Circuit Reinforcement
EJP111	Holbeach and Long Sutton Reinforcement
EJP112	Northampton Group 132kV Circuit Reinforcement
EJP113	Coventry 132kV Fault level Reinforcement
EJP114	Loughborough BSP Reinforcement
EJP115	Willington 132kV Fault level Reinforcement
EJP116	Coventry West BSP Reinforcement
EJP117	Atherstone Primary Reinforcement
EJP118	Rugby 33kV Fault level Reinforcement

EJP Ref	EJP Name
EJP119	ANM Zones Rollout
EJP120	Hawton BSP Reinforcement
EJP121	Sneinton 33/11kV Substation Reinforcement
EJP122	Cardiff East BSP Reinforcement
EJP123	Cardiff North 33kV Network Reinforcement
EJP124	Haverfordwest to Fishguard 33kV Circuit Reinforcement
EJP125	Haverfordwest to Brawdy 33kV Circuit Reinforcement
EJP126	Penblewin 33/11kV Substation reinforcement
EJP127	Exeter Main GSP 132kV Fault level reinforcement
EJP128	Witheridge 33/11kV Substation Reinforcement
EJP129	Camborne/Hayle BSP Group Reinforcement
EJP130	Folly Bridge 33/11kV Substation Reinforcement
EJP131	Morwenstow 33/11kV Substation Reinforcement
EJP132	Not Used (previous programme combined with another EJP)
EJP133	Gunnislake Primary 33/11kV Substation Reinforcement
EJP134	Mullion 33/11kV Substation Reinforcement
EJP135	Stentaway 33/11kV Substation Reinforcement
EJP136	Hayle to Penzance 33kV Circuit reinforcement
EJP137	Countess Wear 33/11kV Substation Reinforcement
EJP138	Enderby to Leicester 132kV Circuit Reinforcement
EJP139	Indian Queens GSP 132kV Fault Level Reinforcement
EJP140	Alverdiscott/Indian Queens GSP Group Reinforcement – New GSP and BSP
EJP141	Fixed Power Quality Monitoring Equipment Installation Programme
EJP142	Ludlow to Presteigne 66kV Circuit Reinforcement
EJP143	Wolverhampton 33kV Switchgear Reinforcement
EJP144	Stockton 33/11kV Substation Reinforcement
EJP145	Gnosall 33/11kV Substation Reinforcement
EJP146	Hill Chorlton 33/11kV Substation Reinforcement
EJP147	Not Used (previous programme combined with another EJP)
EJP148	Ironbridge to Star Aluminium 33kV Circuit Reinforcement
EJP149	Shrewsbury Group 33kV Circuit Reinforcement - New 33/11kV Substation
EJP150	Bayston Hill to Malehurst 33kV Circuit Reinforcement
EJP151	Chipping Sodbury BSP Reinforcement
EJP152	Bustleholm 132kV Fault Level Reinforcement
EJP153	Halesowen 132/11kV Reinforcement
EJP154	Sutton Coldfield 132/11kV Reinforcement
EJP155	Tividale 11kV Fault Level Reinforcement
EJP156	Kitwell 132kV Fault Level Reinforcement
EJP157	Lye 132/11kV Substation Reinforcement
EJP158	Stowfield 33/11kV Substation Reinforcement
EJP159	Clipstone 33kV network Reinforcement

## Engineering Justification Papers

EJP Ref	EJP Name
EJP160	Rhos BSP reinforcement
EJP161	Not Used (previous programme combined with another EJP)
EJP162	Newport Pagnell 33/11kV substation Reinforcement
EJP163	Alderton 66/11kV Substation Reinforcement
EJP164	Bishops Wood to Hereford 132kV Circuit Reinforcement
EJP165	Coseley 132/11kV Substation Reinforcement
EJP166	Usk Way 33/11kV Substation
EJP167	Pembroke to Golden Hill 132kV Circuit Reinforcement
EJP168	Pembroke to Milford Haven 132kV circuit Reinforcement
EJP169	St Davids 33/11kV Substation Reinforcement
EJP170	Not Used (previous programme combined with another EJP)
EJP171	Milford Haven 33/11kV Substation Reinforcement
EJP172	St Tudy- Davidstow 33kV Circuit Reinforcement
EJP173	Pyworthy 33kV Circuit reinforcement
EJP174	Shebbear 33/11kV Substation Reinforcement
EJP175	Newton Abbot BSP Reinforcement
EJP176	St Mawgan 33/11kV Substation Reinforcement
EJP177	Cyber Resilience OT plan
EJP178	IT Applications (IT New Application software & upgrade)
EJP179	IT Desktop Computing
EJP180	Computer Infrastructure (IT)
EJP181	IT Communications - Voice and Data
EJP182	Cyber Security (IT)
EJP183	Not Used (previous programme combined with another EJP)
EJP184	Demand Disaggregation, Consumer Behaviour & Flexibility
EJP185	Shepshed 33/11kV Substation Reinforcement
EJP186	Woodbeck 33/11kV Substation Reinforcement
EJP187	Ellesmere Avenue 33/11kV Substation Reinforcement
EJP188	Wise Street 33/11kV Substation Reinforcement
EJP189	Winster BSP Reinforcement
EJP190	Sharnbrook 33/11kV Substation Reinforcement
EJP191	West Bridgford 33/11kV Substation Reinforcement
EJP192	Stamford 33/11kV Substation Reinforcement
EJP193	Quorn 33/11kV Substation Reinforcement
EJP194	Ilkeston 33/11kV Substation Reinforcement
EJP195	Langdale Drive 33/11kV Substation Reinforcement
EJP196	Woodford Halse 33/11kV Substation Reinforcement
EJP197	Toton 33/11kV Substation Reinforcement
EJP198	Holme Carr 33/11kV Substation Reinforcement



EJP Ref	EJP Name
EJP199	Hallcroft Road 33/11kV Substation Reinforcement
EJP200	Staythorpe GSP Reinforcement
EJP201	Eckington 33/11kV Substation Reinforcement
EJP202	Moirra 33/11kV Substation Reinforcement
EJP203	Bretby 33/11kV Substation Reinforcement
EJP204	Staythorpe to Hawton 132kV Circuit Reinforcement
EJP205	Pengam 132/11kV Substation Reinforcement
EJP206	Abergavenny 132/66kV Substation Reinforcement
EJP207	Llanfoist GSP
EJP208	Hirwaun GSP Reinforcement
EJP209	Northern Ring (Abergavenny) 66kV Circuit Reinforcement
EJP210	Llandrindod Wells 33/11kV Substation Reinforcement
EJP211	Ferryside GSP
EJP212	Upper Boat - Mountain Ash, Dowlais and Merthyr East 132kV Circuit Reinforcement
EJP213	Llanfyrnach 33/11kV substation Reinforcement
EJP214	Ravenhill 33/11kV substation Reinforcement
EJP215	Hirwaun to Aberdare 33kV Circuit Reinforcement
EJP216	Llandeilo 33/11kV substation Reinforcement
EJP217	Aberdare Town 33/11kV substation Reinforcement
EJP218	Lampeter to Pont Ar Anell 33kV Circuit Reinforcement
EJP219	Llandovery to Pont Ar Anell 33kV Circuit Reinforcement
EJP220	Llanarth/Rhos BSP Group SCO Reinforcement

## Financial documents

Document name	Description
<b>BPDT West Midlands</b>	Business Plan Data Tables for our West Midlands Licence Area.
<b>BPDT East Midlands</b>	Business Plan Data Tables for our East Midlands Licence Area.
<b>BPDT South Wales Midlands</b>	Business Plan Data Tables for our South Wales Licence Area.
<b>BPDT South West Midlands</b>	Business Plan Data Tables for our South West Licence Area.
<b>BPDT Commentary</b>	Business Plan Data Tables supporting commentary for all four WPD Licence Areas.
<b>Financial model</b>	Full financial model for all four WPD Licence Areas.

## Consumer Value Proposition

CVP name	Description
<b>CVP 01</b>	Ensure WPD is a net zero business by 2028, and adopt a stretching science based target of 1.5 degrees.
<b>CVP 02</b>	Proactively partner with every local authority in our region to help them develop ambitious Local Area Energy Plans.
<b>CVP 03</b>	Establish Community Energy Engineers to support the development and delivery of community-based energy schemes to drive the UK's achievement of net zero.
<b>CVP 04</b>	Create a National Energy Plan for Wales, working in collaboration with the Welsh Assembly Government, National Grid, Wales & West Utilities and SPEN to ensure a joined-up approach to key enabling actions.
<b>CVP 05</b>	Build decarbonised communities and local energy schemes by funding solar PV on schools and community buildings in areas of high economic deprivation.
<b>CVP 06</b>	Offer 1.2 million PSR customers a bespoke smart energy action plan every two years.
<b>CVP 07</b>	Deliver an annual £1 million 'Community Matters' Fund, funded entirely by shareholders, to achieve positive community outcomes in relation to vulnerability, environment and education.
<b>CVP 08</b>	Create a low carbon technology energy advisory service for consumers to provide a first-stop support service for people looking to switch to electric vehicles, heat pumps or solar PV.

## 4. RIIO-ED2: Business Plan Incentive - Minimum Requirements Index Sheet

4.1. Ofgem set out in their guidance the minimum requirements required as part of the Business Plan submission. The table below will signpost you to the relevant section of a chapter, annex or strategy detailing the information.

Section	Paragraph reference	Location of relevant material in the Business Plan
This is the section of the Ofgem Business Plan guidance to which the requirement relates.	This is the paragraph in the Ofgem Business Plan Guidance where the requirement is set out	This is the location of material relevant to the requirement located within the Business Plan.
<b>Track-record and Business Plan commitment</b>	2.3	Our Business Plan 2023 - 2028 First Submission: Chapter 2 Supplementary Annex - 02 We keep our promises: Chapters 3 - 6
<b>Track-record and Business Plan commitment</b>	2.4	Our Business Plan 2023 - 2028 First Submission: Chapter 4 Supplementary Annex - Chapter 11 and EJPs WPD Strategy - Workforce Resilience
<b>Track-record and Business Plan commitment</b>	2.6	Our Business Plan 2023 - 2028 First Submission: Sections 1.52 - 1.53 Board Assurance Statement: Chapter 5
<b>Giving consumers a stronger voice</b>	2.8	Our Business Plan 2023 - 2028 First Submission: Chapter 3 Supplementary Annex - 03 Giving customers a stronger voice: Enhanced engagement: Chapters 3 - 8
<b>Giving consumers a stronger voice</b>	2.10	Our Business Plan 2023 - 2028 First Submission and WPD's Redaction Explanatory Statement are both published at: <a href="http://www.westernpower.co.uk/RIIO-ED2BusinessPlan">www.westernpower.co.uk/RIIO-ED2BusinessPlan</a>
<b>Giving consumers a stronger voice</b>	2.12	Our Business Plan 2023 - 2028 First Submission: Section 3.88 - 3.91 Supplementary Annex - 03 Giving customers a stronger voice: Enhanced engagement: Chapter 9
<b>Outputs</b>	3.4	Our Business Plan 2023 - 2028 First Submission: Section 4.25, 6.43 - 6.45 Supplementary Annex - 04 Our commitments: Sections 2.23, 4.222 - 4.243, 4.305 - 4.311, Figure SA-04.89 (Resource waterfall chart)
<b>Vulnerability strategy</b>	3.9	Our Business Plan 2023 - 2028 First Submission: Sections 4.57 - 4.88 Supplementary Annex - 04 Our commitments: Sections 3.60 - 3.123 Customer Vulnerability Strategy
<b>Connections strategy</b>	3.10	Our Business Plan 2023 - 2028 First Submission: Sections 4.126 - 4.130 Supplementary Annex - 04 Our commitments: Sections 3.124 - 3.268 Major Connections Strategy
<b>Connections strategy</b>	3.11	Our Business Plan 2023 - 2028 First Submission: Sections 4.89 - 4.130 Supplementary Annex - 04 Our commitments: Sections 3.124 - 3.268 Major Connections Strategy
<b>Connections strategy</b>	3.12	Our Business Plan 2023 - 2028 First Submission: Sections 4.129 - 4.130 Supplementary Annex - 04 Our commitments: Sections 3.248 - 3.268 Major Connections Strategy

Section	Paragraph reference	Location of relevant material in the Business Plan
<b>Connections strategy</b>	3.13	Our Business Plan 2023 - 2028 First Submission: Sections 4.129 - 4.130 Supplementary Annex - 04 Our commitments: Sections 3.248 - 3.268 Major Connections Strategy
<b>Asset Resilience</b>	3.14	Our Business Plan 2023 - 2028 First Submission: Sections 4.180 - 4.182, 6.38 - 6.42 Supplementary Annex - 04 Our commitments: Sections 4.44 - 4.49 Supplementary Annex - 06 Expenditure: Sections 5.73 - 5.97
<b>Asset Resilience</b>	3.15	Our Business Plan 2023 - 2028 First Submission: Sections 6.38 - 6.42 Supplementary Annex - 06 Expenditure: Sections 5.73 - 5.97, 5.134 - 5.145
<b>Asset Resilience</b>	3.16	Our Business Plan 2023 - 2028 First Submission: Sections 6.38 - 6.42 Supplementary Annex - 04 Our commitments: Sections 4.44 - 4.49 Supplementary Annex - 06 Expenditure: Sections 5.73 - 5.129 EJPs and CBAs
<b>Workforce Resilience</b>	3.17	Our Business Plan 2023 - 2028 First Submission: Sections 4.244 - 4.265 Supplementary Annex - 04 Our commitments: Sections 4.154 - 4.305 Workforce Resilience Strategy
<b>Cyber Resilience</b>	3.19	Our Business Plan 2023 - 2028 First Submission: Sections 4.193 - 4.219 Supplementary Annex - 04 Our commitments: Sections 4.65 - 4.106 SA-04-A13 Cyber Security Strategy
<b>Cyber Resilience</b>	3.20	Our Business Plan 2023 - 2028 First Submission: Sections 4.193 - 4.219 Supplementary Annex - 04 Our commitments: Sections 4.65 - 4.106 SA-04-A13 Cyber Security Strategy
<b>Physical Security</b>	3.27	Our Business Plan 2023 - 2028 First Submission: Section 4.220 Supplementary Annex - 06 Expenditure: Sections 5.358 - 5.361
<b>Climate Resilience</b>	3.28	Our Business Plan 2023 - 2028 First Submission: Section 4.183 - 4.186 Supplementary Annex - 04 Our commitments: Sections 4.50 - 4.53 Climate Resilience Strategy
<b>Climate Resilience</b>	3.29	Our Business Plan 2023 - 2028 First Submission: Section 4.183 - 4.186 Supplementary Annex - 04 Our commitments: Sections 4.50 - 4.53 Climate Resilience Strategy
<b>Climate Resilience</b>	3.30	Our Business Plan 2023 - 2028 First Submission: Section 4.183 - 4.186 Supplementary Annex - 04 Our commitments: Sections 4.50 - 4.53 Climate Resilience Strategy
<b>Delivering an environmentally sustainable network</b>	3.32	Our Business Plan 2023 - 2028 First Submission: Section 4.266 - 4.293 Supplementary Annex - 04 Our commitments: Chapter 5 Environmental Action Plan Environment Strategy
<b>Delivering an environmentally sustainable network</b>	3.34	Our Business Plan 2023 - 2028 First Submission: Section 4.266 - 4.293 Supplementary Annex - 04 Our commitments: Chapter 5 Environmental Action Plan (specific details on minimum requirements in Chapter 3) Environment Strategy
<b>Modernising Energy Data - Digitalisation Strategy and Action Plan</b>	4.6	Our Business Plan 2023 - 2028 First Submission: Sections 5.170 - 5.175, 5.193 - 5.202, 5.206 - 5.209 Supplementary Annex - 05 Delivering a smart and flexible energy network Sections 15.33 - 15.47, 15.51 - 15.56 Digitalisation Strategy and Action Plan
<b>Modernising Energy Data - Digitalisation Strategy and Action Plan</b>	4.7	Our Business Plan 2023 - 2028 First Submission: Sections 5.170 - 5.175, 5.193 - 5.202, 5.206 - 5.209 Supplementary Annex - 05 Delivering a smart and flexible energy network Sections 15.33 - 15.47, 15.51 - 15.56 Digitalisation Strategy and Action Plan



Section	Paragraph reference	Location of relevant material in the Business Plan
<b>Modernising Energy Data - Data Best Practice</b>	4.13	Our Business Plan 2023 - 2028 First Submission: Sections 5.213 - 5.215 Supplementary Annex - 05 Delivering a smart and flexible energy network Sections 15.63 - 15.64 Digitalisation Strategy and Action Plan: Chapter 3 - Delivering Best Practice
<b>Modernising Energy Data - Data Best Practice</b>	4.14	Digitalisation Strategy and Action Plan: Chapter 3 - Delivering Best Practice
<b>Modernising Energy Data - Data Best Practice</b>	4.16	Digitalisation Strategy and Action Plan: Chapter 3 - Delivering Best Practice
<b>DSO Transition</b>	4.19	Our Business Plan 2023 - 2028 First Submission: Section 5.43 - 5.47 Supplementary Annex - 05 Delivering a smart and flexible energy network Chapter 5 Sections 5.16 - 5.19 DSO Strategy
<b>Enabling whole system solutions</b>	4.27	Our Business Plan 2023 - 2028 First Submission: Sections 4.327 - 4.329, 5.60 - 5.70 Supplementary Annex - 05 Delivering a smart and flexible energy network: Chapter 7 Sections 7.1 - 7.37 DSO Strategy CVP-04 - National Energy Plan for Wales
<b>Enabling whole system solutions</b>	4.28	Our Business Plan 2023 - 2028 First Submission: Sections 4.327 - 4.329, 5.60 - 5.70 Supplementary Annex - 05 Delivering a smart and flexible energy network: Chapter 7 Sections 7.1 - 7.37 DSO Strategy
<b>Enabling whole system solutions</b>	4.29	Our Business Plan 2023 - 2028 First Submission: Sections 4.327 - 4.329, 5.60 - 5.70 Supplementary Annex - 05 Delivering a smart and flexible energy network: Chapter 7 Sections 7.1 - 7.37 DSO Strategy
<b>Enabling whole system solutions</b>	4.30	Our Business Plan 2023 - 2028 First Submission: Sections 4.327 - 4.329, 5.60 - 5.70 Supplementary Annex - 05 Delivering a smart and flexible energy network: Chapter 7 Sections 7.1 - 7.37 DSO Strategy
<b>Innovation - Innovation within BAU activities</b>	4.33	Our Business Plan 2023 - 2028 First Submission: Sections 5.148 - 5.150, 5.163 - 5.169, 6.153 - 6.154 Supplementary Annex - 05 Delivering a smart and flexible energy network: Section 14.42 - 14.76 Innovation Strategy
<b>Innovation - Innovation within BAU activities</b>	4.34	Our Business Plan 2023 - 2028 First Submission: Sections 4.330 - 4.334, 5.143 - 5.169 Supplementary Annex - 05 Delivering a smart and flexible energy network Innovation Strategy
<b>Innovation - Innovation within BAU activities</b>	4.35	Our Business Plan 2023 - 2028 First Submission: Sections 5.148 - 5.150, 5.163 - 5.169, 6.153 - 6.154 Supplementary Annex - 05 Delivering a smart and flexible energy network: Sections 14.27 - 14.30, 14.77 - 14.81 Innovation Strategy
<b>Forecasts and scenarios</b>	5.4	Our Business Plan 2023 - 2028 First Submission: Sections 5.219 - 5.279 Supplementary Annex - 06a Load related expenditure: Sections 3.16 - 3.26
<b>Forecasts and scenarios</b>	5.6	Our Business Plan 2023 - 2028 First Submission: Sections 5.219 - 5.235 Supplementary Annex - 06a Load related expenditure: Appendix A01
<b>Forecasts and scenarios</b>	5.8	Our Business Plan 2023 - 2028 First Submission 5.219 - 5.235 Digitalisation Strategy and Action Plan DSO Strategy: Chapter 7

Section	Paragraph reference	Location of relevant material in the Business Plan
Forecasts and scenarios	5.15	Our Business Plan 2023 - 2028 First Submission: Sections 5.236 - 5.248 Supplementary Annex - 06a Load related expenditure: Sections 6.10 - 6.17
Cost information	5.20	Our Business Plan 2023 - 2028 First Submission: Chapter 6 Supplementary Annex - 06 Expenditure Supplementary Annex - 6a Load Related Expenditure Business Plan Data Templates Business Plan Data Templates Commentary EJPs and CBAs
Cost information	5.21	Our Business Plan 2023 - 2028 First Submission: Chapter 6 Supplementary Annex - 06 Expenditure Supplementary Annex - 6a Load Related Expenditure Business Plan Data Templates Commentary EJPs and CBAs
Cost information	5.22	Business Plan Data Tables Business Plan Data Templates Commentary
Cost information	5.23	Our Business Plan 2023 - 2028 First Submission: Sections 6.21 - 6.42
Cost information	5.24	Our Business Plan 2023 - 2028 First Submission: Chapter 6 Supplementary Annex - 06 Expenditure Supplementary Annex - 06a Load Related Expenditure Business Plan Data Templates Commentary EJPs and CBAs
Cost information	5.25	Efficiency specifically covered in: Our Business Plan 2023 - 2028 First Submission: Chapter 6 Sections 6.192 - 6.209 Supplementary Annex - 06 Expenditure: Chapters 15 and 16 Uncertainty specifically covered in: Our Business Plan 2023 - 2028 First Submission: Chapter 7 Supplementary Annex - 06a Load Related Expenditure: Chapter 6 Supplementary Annex - 07 Managing uncertainty
Cost information	5.26	Our Business Plan 2023 - 2028 First Submission: Chapter 7 Sections 7.05 - 7.40 Supplementary Annex - 06a Load Related Expenditure: Chapter 6 Supplementary Annex - 07 Managing uncertainty: Sections 3.1 - 3.25
Cost information	5.27	Our Business Plan 2023 - 2028 First Submission: Chapter 7 Sections 7.05 - 7.40 Supplementary Annex - 06a Load Related Expenditure: Chapter 6 Supplementary Annex - 07 Managing uncertainty: Sections 3.1 - 3.25
Cost information	5.28	Our Business Plan 2023 - 2028 First Submission: Chapter 4 Business Plan Data Tables
Business Plan Data Templates	5.29	Business Plan Data Tables Business Plan Data Tables Commentary
Cost benefit analysis	5.33	CBAs associated to EJPs Supplementary Annex - 11 Investment appraisal: Chapters 7 and 8
Engineering justification Papers	5.35	EJPs and CBAs Supplementary Annex - 11 Investment appraisal: Chapters 5 and 8 Supplementary Annex - 06 Expenditure Business Plan Data Tables Commentary
Real Price Effects	5.43	Our Business Plan 2023 - 2028 First Submission: Sections 6.19 - 6.20, 6.210 - 6.216 Supplementary Annex - 06 Expenditure: Chapters 17 & 18 Business Plan Data Tables Business Plan Data Tables Commentary (RPEs and Ongoing Efficiency Table Commentary)

Section	Paragraph reference	Location of relevant material in the Business Plan
Ongoing efficiency	5.45	Our Business Plan 2023 - 2028 First Submission: Sections 6.19 - 6.20, 6.202 - 6.209 Supplementary Annex - 06 Expenditure: Chapter 16 Business Plan Data Tables Business Plan Data Tables Commentary (RPEs and Ongoing Efficiency Table Commentary)
Competition	5.48	Our Business Plan 2023 - 2028 First Submission: Chapter 8 Supplementary Annex - 06 Expenditure: Sections 3.31 - 3.32, 4.24 - 4.28 Supplementary Annex - 08 Competition
Competition	5.49	Our Business Plan 2023 - 2028 First Submission: Sections 8.14 - 8.17 Supplementary Annex - 08 Competition
Competition	5.50	Our Business Plan 2023 - 2028 First Submission: Sections 8.14 - 8.17 Supplementary Annex - 08 Competition
Competition	5.51	Our Business Plan 2023 - 2028 First Submission: Sections 8.12 - 8.13 Supplementary Annex - 08 Competition
Competition	5.53	Our Business Plan 2023 - 2028 First Submission: Sections 8.12 - 8.13 Supplementary Annex - 08 Competition
Financial information	6.1	Our Business Plan 2023 - 2028 First Submission: Chapter 9 Supplementary Annex - 09 Financing the plan Appendices: SA-09-A01 - Credit ratings under different scenarios SA-09-A02 NERA report - ED2 Additional Costs of Borrowing SA-09-A03 Frontier Report - WPD Cost of Equity SA-09-A04 Oxera report - Cost of Equity for RIIO-ED2 SA-09-A05 - NERA report - Deterministic Scenario Results SA-09-A06 NERA report - Stochastic results SA-09-A07 WPD Stakeholder engagement - Investor Survey Business Plan Financial Model (WPD BPFM July 2021) WPD Bill Impact Model July 2021 WPD Dividend Cover Ratios Required By Ofgem July 2021 Business Plan Data Tables & associated commentary
Financial information	6.2	(See response to para 6.1 above)
Financial information	6.5	Business Plan Financial Model (WPD BPFM July 2021) Our Business Plan 2023 - 2028 First Submission: Chapter 9 Supplementary Annex - 09 Financing the plan
Financial information	6.6	Our Business Plan 2023 - 2028 First Submission: Chapter 9 Financial projections: Figures 9.1 - 9.5 Financial ratios (Ofgem working assumptions): Figures 9.8 - 9.11 Target ratings: para 9.16 - 9.17 Outcome of Ofgem stress test scenarios: para 9.31 - 9.33 Additional stress test scenarios: para 9.34 - 9.37 WPD proposed Totex capitalisation and depreciation rates: para 9.55 - 9.62 Dividend and equity issuance policies: para 9.64 - 9.66 Supplementary Annex - 09 Financing the plan
Financial information	6.7	(See response to para 6.1 above)
Financial information	6.8	Our Business Plan 2023 - 2028 First Submission: Sections 9.110 - 9.117



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