

**AGENDA - WPD Customer Panel Meeting**

**9.30 am arrival, 10.00am start. Thursday 28 September 2017**  
**Tipton Depot, Toll End Road, Tipton, DY4 0HH**

<b>09.30 – 10.00</b>	<b>Closed member session – Spotlight report</b>	Optional
<b>10.00 – 10.05</b>	<b>Welcome &amp; introductions</b>	All
<b>10.05 – 11.15</b>	<b>WPD Performance update 2017/18</b> <b>Distribution System Operator &amp; Connections update</b>	Robert Symons (Chief Executive)
<b>11.15 – 11.30</b>	<b>Actions from last meeting and future agenda items</b>	Nicki Johnson
<b>11.30 – 12.00</b>	<b>Stakeholder Engagement &amp; Consumer Vulnerability Incentive</b> - Results 2016/17	Alex Wilkes
<b>12.00 – 12.45</b>	<b>Black Start – scenario discussions</b>	Carl Henshaw
<b>12:45 – 13.00</b>	<b>An update on the panel's spotlight report, preparing for 2018</b>	Duncan McCombie
<b>13.00 – 14.00</b>	<b>Lunch</b>	
<b>14.00 – 15.00</b>	Split session. Choice of the following:  <b>A: Connections</b> - Ofgem's recent ICE consultation  <b>B: Social Obligations</b> - Crisis Packs – a review - Referral brochure – what next? - Review of WPD's 2017/18 strategy and action plan	Alison Sleightholm  Nicki Johnson/ Karen McCalman

*Future meeting dates:*

<b>2017:</b>	<b>Tuesday 12 December 2017</b>	- Derby
<b>2018:</b>	<b>Thursday 22 March 2018</b>	- Gloucester
	<b>Thursday 21 June 2018</b>	- Stoke
	<b>Thursday 27 September 2018</b>	- Pegasus
	<b>Thursday 13 December 2018</b>	- Worcester



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## **WPD Customer Panel**

Tipton Office

Thursday 28<sup>th</sup> September 2017

# Today

- 10.05 Business performance update and DSO  
Robert Symons (Chief Executive)
- 11.15 Actions from last meeting & future agenda items  
Nicki Johnson (Stakeholder Engagement Officer)
- 12.00 Black start  
Carl Henshaw (Emergency Planning Officer)
- 12.45 An update on the Panel's Spotlight Report  
Duncan McCombie
- 13.00 Lunch
- 14.00 Split session:
  - A: Connections
  - B: Social Obligations



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# Chief Executive's Update

Thursday 28<sup>th</sup> September 2017

Robert Symons

Chief Executive



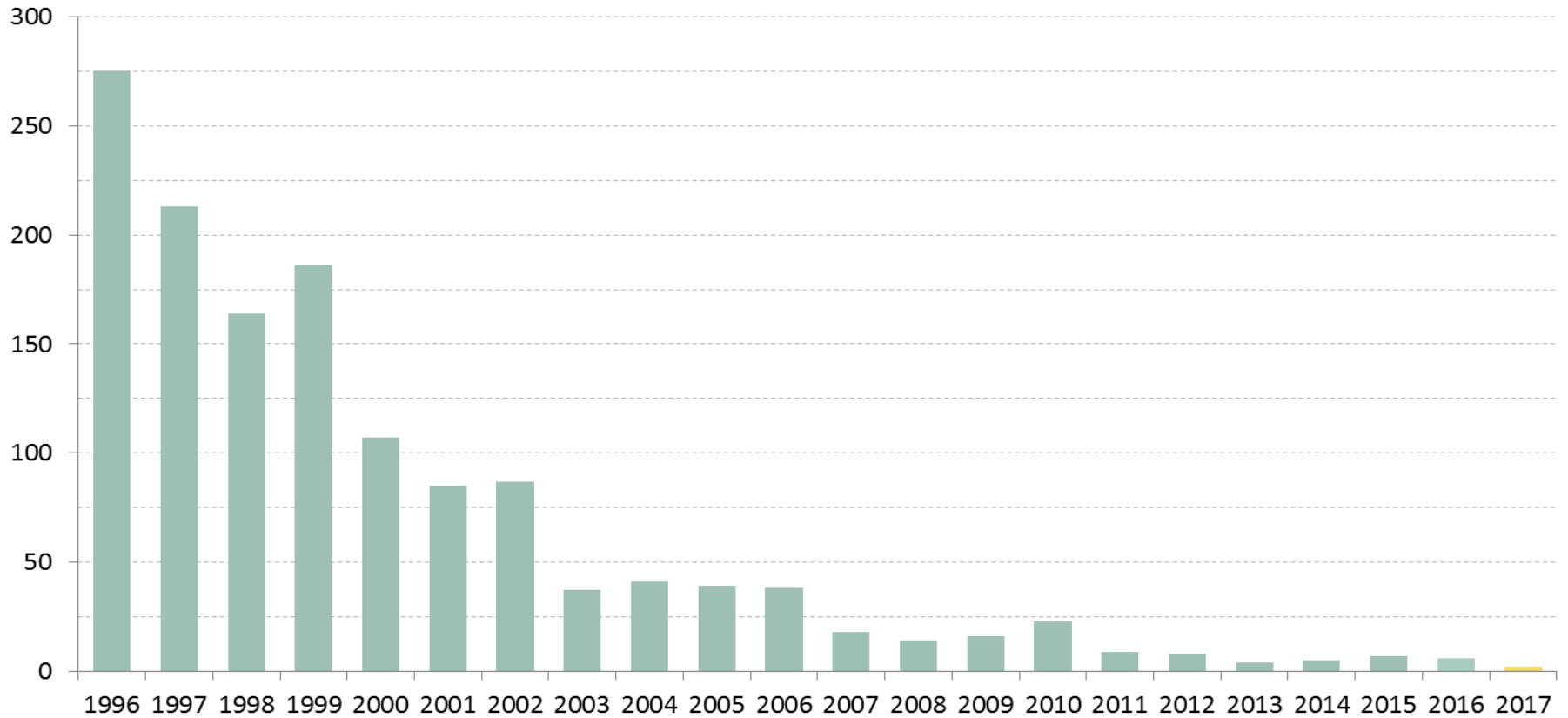
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**2017/18**

**Performance Update**

# Safety – lost time accidents

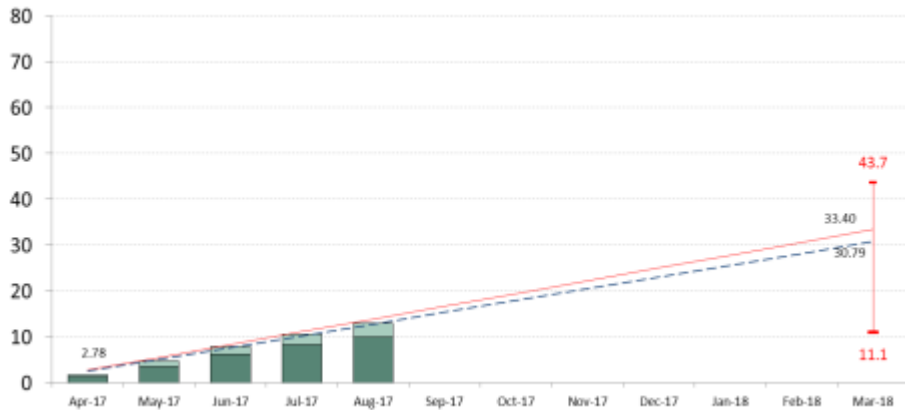
No. of accidents



To end of August 2017

# Reliability – Customer Minutes Lost

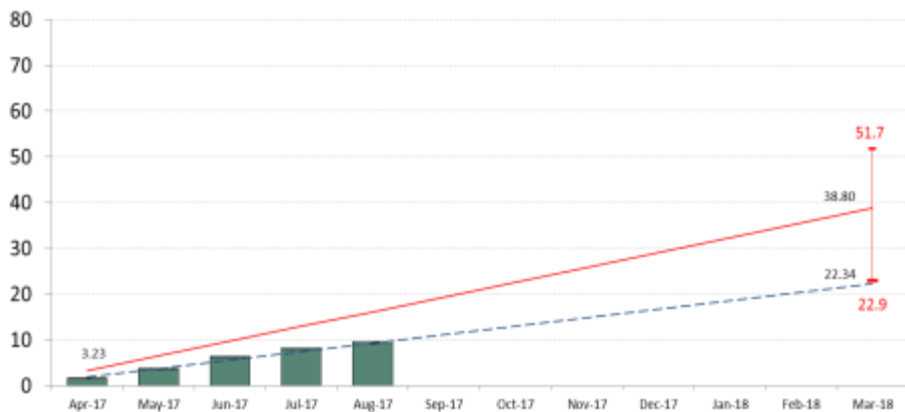
## WPD South Wales – CMLs per customer



## WPD South West – CMLs per customer



## WPD East Midlands – CMLs per customer

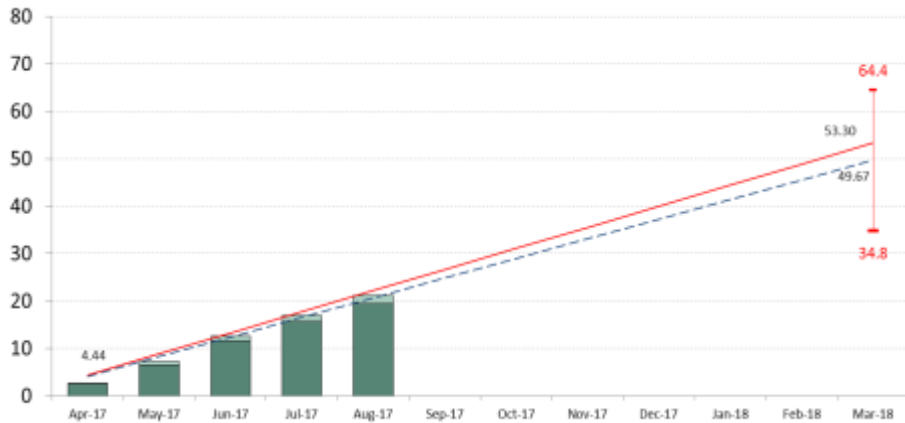


## WPD West Midlands – CMLs per customer

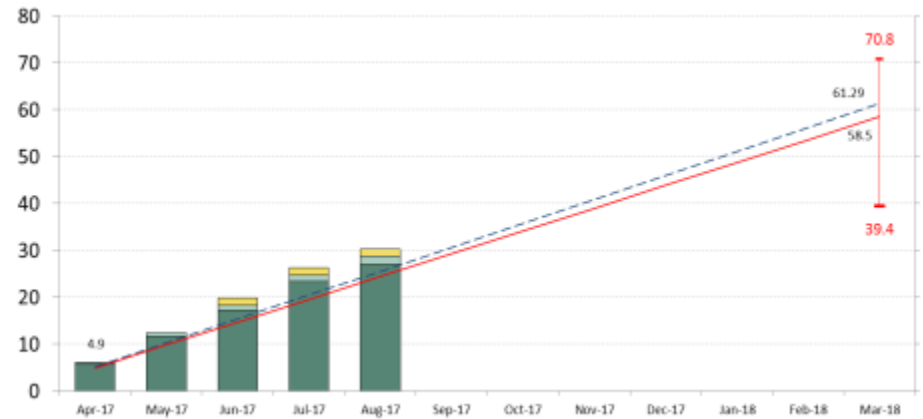


# Reliability – Customer Interruptions

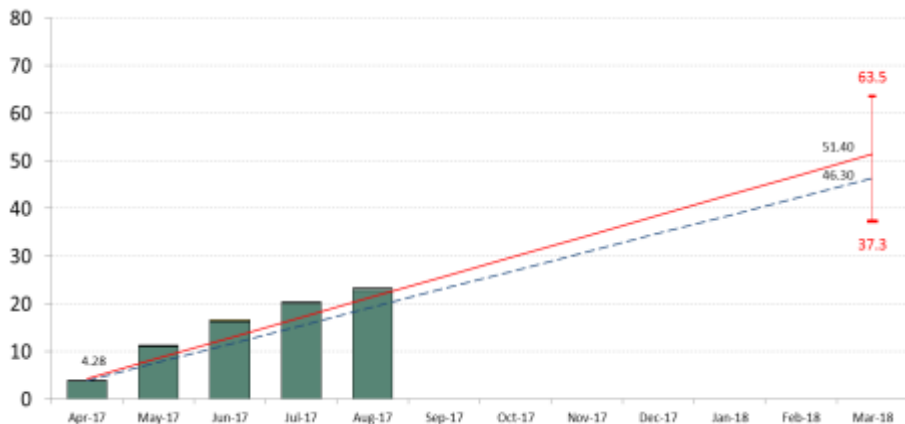
## WPD South Wales – CIs per 100 customers



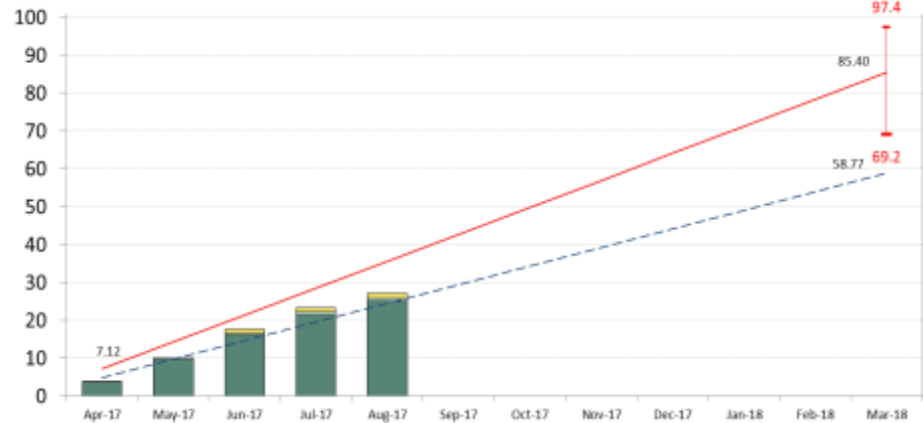
## WPD South West – CIs per 100 customers



## WPD East Midlands – CIs per 100 customers



## WPD West Midlands – CIs per 100 customers





# Potential IIS outturn 2017/18

	WPD South West		WPD South Wales		WPD East Midlands		WPD West Midlands	
	CI	CML	CI	CML	CI	CML	CI	CML
Ofgem IIS Target 2017/18	58.5	43.5	53.3	33.4	51.4	38.8	85.4	53.0
Potential IIS Outturn 2017/18	61.3	44.2	49.7	30.8	46.3	22.3	58.8	32.7
Potential % Out Performance	-7.9%	-3.4%	5.1%	6.9%	8.8%	40.7%	28.8%	36.6%
*Potential reward (£m†)	-1.72		1.23		15.07		17.70	

Updated up to 31/08/2017

\*Subject to Ofgem audit

†At 2017/18 prices

Excludes Exceptional Events

# Reliability – ‘Target 60’

1 Hour Restoration Rate	WPD Company	West & Wales	Midlands
Year ended 31 March 1999		51.9%	47.6%
Year ended 31 March 2001		57.6%	38.3%
Year ended 31 March 2002		74.9%	39.2%
Year ended 31 March 2004		82.0%	47.9%
Year ended 31 March 2006		85.8%	59.1%
Year ended 31 March 2007		84.6%	54.9%
Year ended 31 March 2008		85.5%	61.9%
Year ended 31 March 2009		86.3%	61.9%
Year ended 31 March 2010		85.7%	65.8%
Year ended 31 March 2011		86.9%	62.6%
Year ended 31 March 2012	80.7%	86.6%	78.8%
Year ended 31 March 2013	86.7%	85.7%	87.1%
Year ended 31 March 2014	88.7%	83.6%	90.7%
Year ended 31 March 2015	89.6%	86.1%	91.3%
Year ended 31 March 2016	89.2%	85.9%	90.7%
Year ended 31 March 2017	89.2%	86.2%	90.6%
Year to date (up to end August 2017)	<b>89.8%</b>	<b>87.8%</b>	<b>92.3%</b>

# Contact Centre performance

*2017 calendar year to date (to August 2017)*

## Inbound

Service	Total calls	Average speed of response 1.45 seconds
General enquiries	121,117	
No supply	619,562	
Calls to 105 (included above)		201,857 (32.58% of total no supply calls)

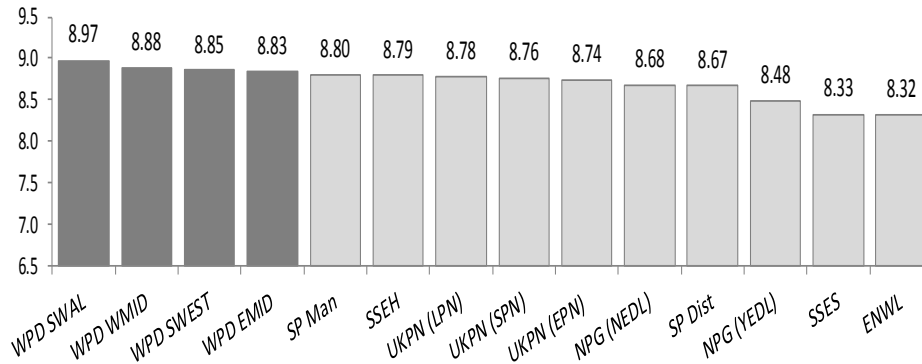
## Outbound – Proactive

	Total call backs	Total to vulnerable customers
During fault	45,049	36,451
When ETR changes (Estimated Time of Restoration)	42,200	10,347
Post fault	202,256	49,796
<b>Total</b>	<b>289,505</b>	<b>96,684</b>
Total proactive text messages sent		488,041

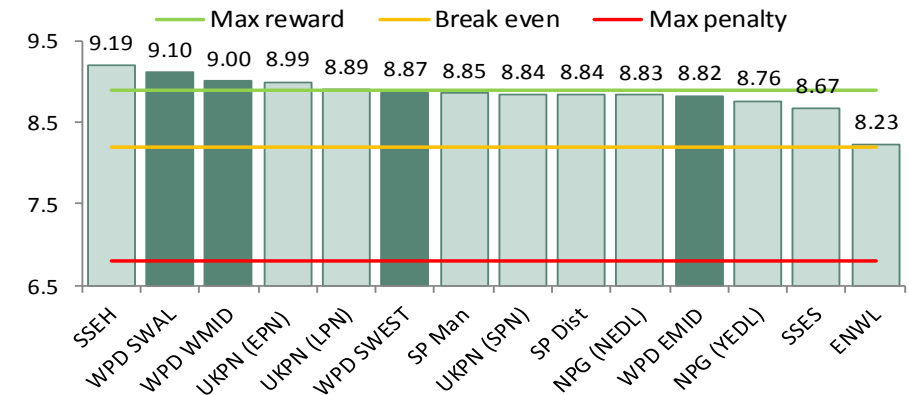
# Broad Measure Survey

2017/18 regulatory year to date (August 2017)

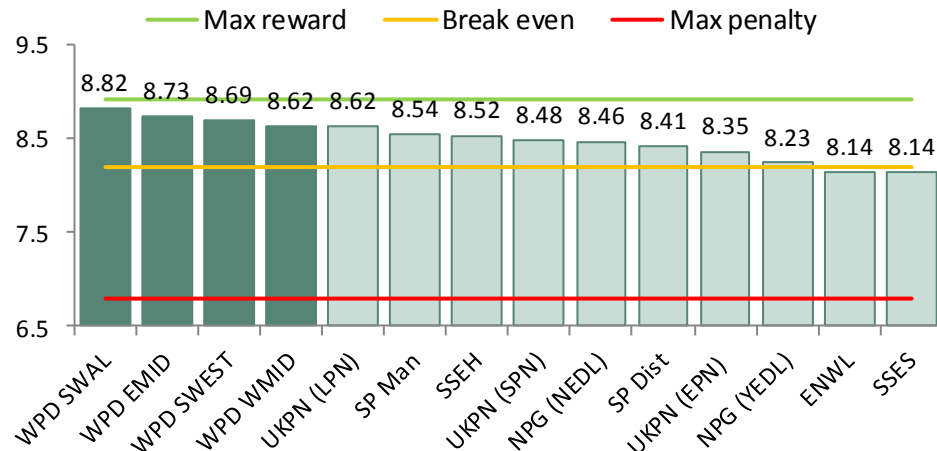
## Overall Combined



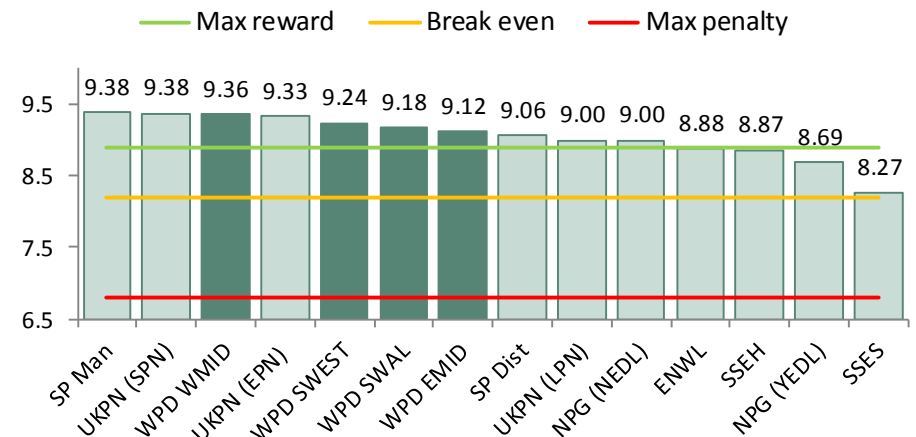
## Interruptions



## Connections



## General Enquiries



# On track revenues

## By licence

	Total on-track reward/penalty		Breakdown			
	Amount	% of maximum	Power cuts*	*Including the following unsuccessful calls penalty	Connections	General Enquiries
WPD South Wales	£2.03	96%	£0.67	-£0.02	£0.89	£0.43
WPD South West	£2.62	84%	£0.86	-£0.03	£1.06	£0.65
WPD East Midlands	£3.67	83%	£1.13	-£0.02	£1.61	£0.86
WPD West Midlands	£3.57	80%	£1.33	-£0.03	£1.31	£0.86
UK Power Networks plc (LPN)	£2.66	80%	£0.99	-£0.01	£0.98	£0.65
SSE Hydro	£1.58	71%	£0.67	-£0.03	£0.49	£0.40
SP Manweb	£2.66	70%	£0.99	-£0.03	£0.86	£0.76
UK Power Networks plc (SPN)	£2.28	66%	£0.94	-£0.00	£0.66	£0.65
Northern Powergrid Northeast	£1.68	66%	£0.64	-£0.04	£0.47	£0.54
UK Power Networks plc (EPN)	£3.12	61%	£1.55	-£0.01	£0.55	£0.97
SP Distribution	£2.09	61%	£0.91	-£0.02	£0.50	£0.65
Northern Powergrid Yorkshire	£1.34	39%	£0.77	-£0.05	£0.08	£0.47
SSE Southern	£0.89	19%	£0.90	-£0.04	-£0.09	£0.09
Electricity North West	£0.53	15%	-£0.06	-£0.11	-£0.07	£0.65

## By DNO group

WPD	£11.88	84%
UKPN	£8.06	68%
SP	£4.75	66%
NPG	£3.02	50%
SSE	£2.48	36%
ENW	£0.53	15%



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# Transition to a Distribution System Operator

# The drivers for changes to networks

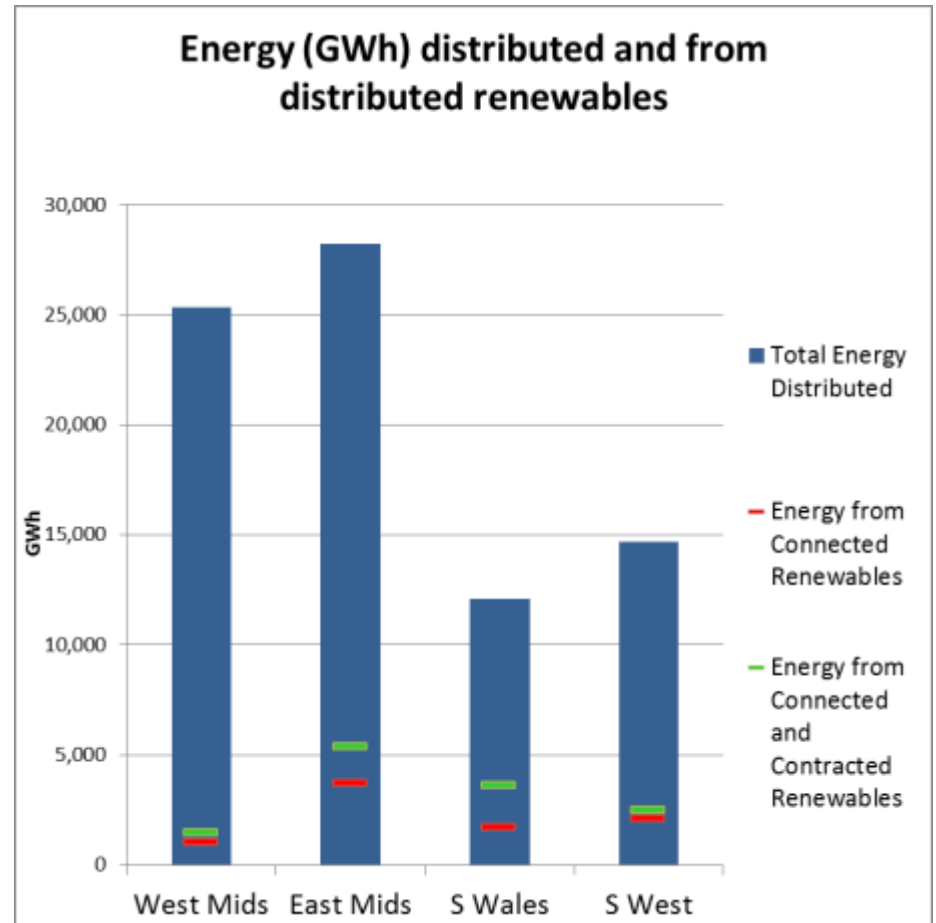
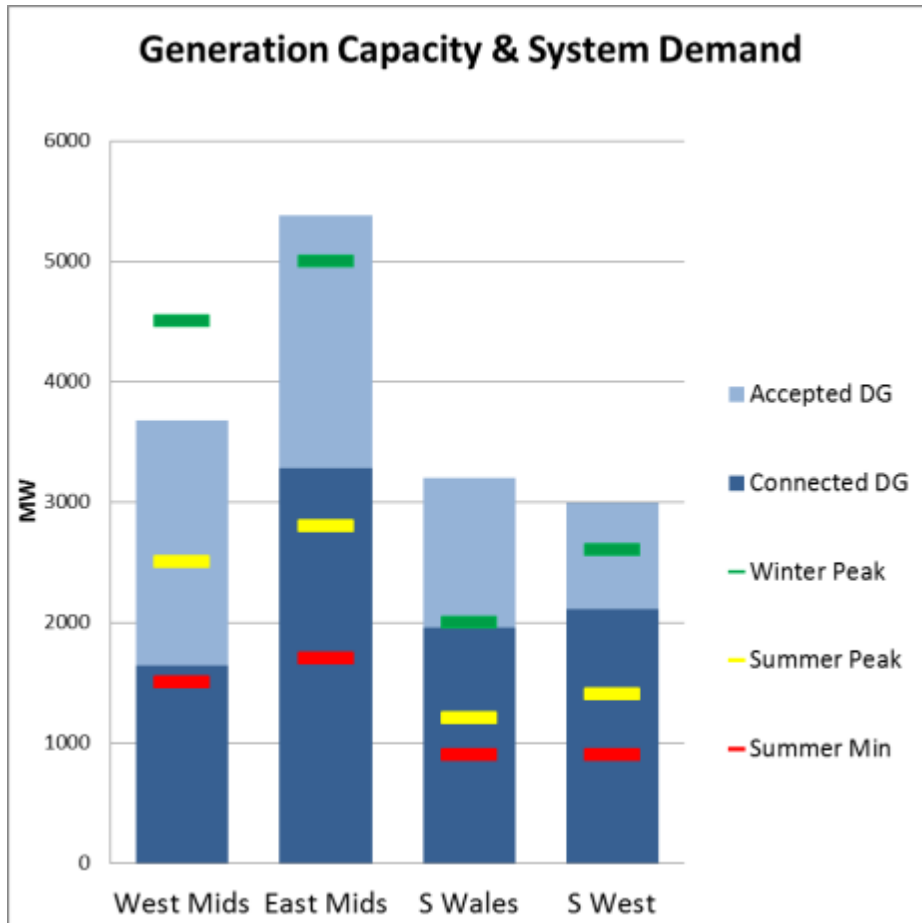
- Climate change and international agreements on reducing carbon emissions
- EU and UK binding targets – delivered through renewable Distributed Generation (DG), Electric Vehicle and Renewable Heat Incentive
- Rapid changes in GB generation
- Much greater levels of DG
  - Huge increase in storage applications
  - Volatile market/incentives
  - Increased need for local and coincidental demand
- Consideration of whole system issues
  - Energy, but also Gas, Heat and transport fuels
- Significant uncertainty over the pace of change
  - Risk of stranded assets
  - Long lead time to build conventional capacity

## The effect of these drivers

- Advances in technology are affecting the entire energy system
- Generation is becoming cleaner and more distributed
- Networks are becoming smarter and more active.
- Customers are beginning to benefit from an increasingly efficient and flexible system



# The impact on WPD's network so far



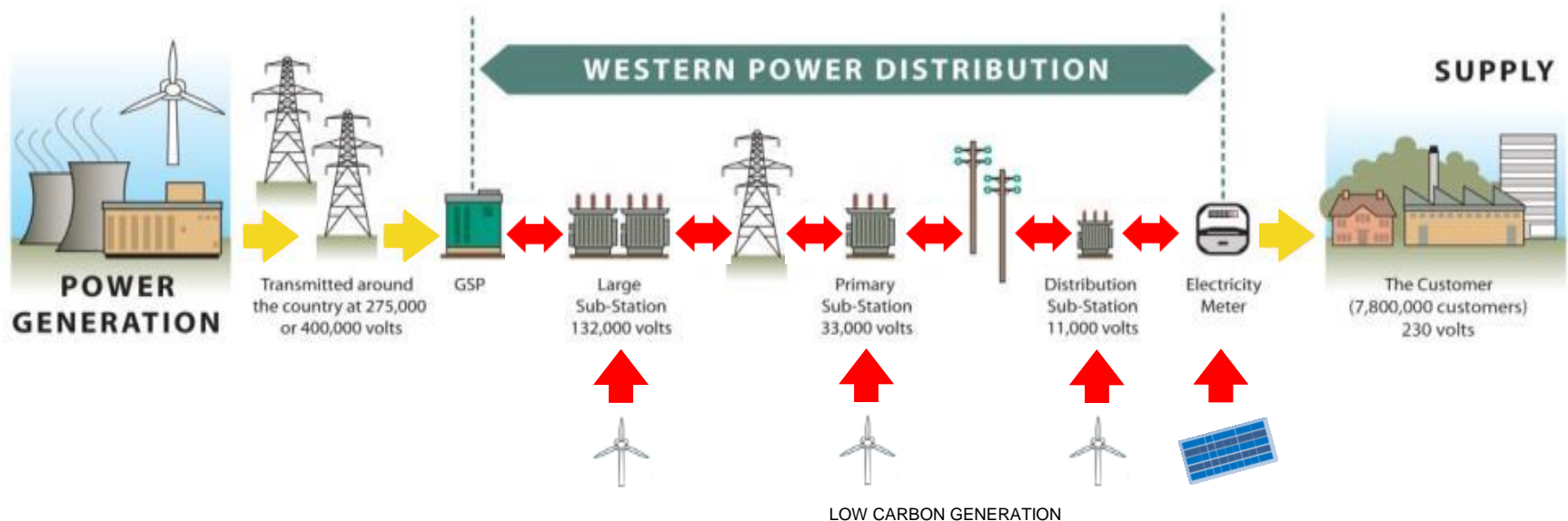
# The role of a DNO

- A Distribution Network Operator (DNO) traditionally provides a passive network sized to support times of maximum demand and/or maximum generation output



# The role of a DSO

- A Distribution System Operator (DSO) utilises:
  - Smarter network solutions (automation, power flow control technologies)
  - Non-network solutions (ancillary services, local and regional network balancing, constraint management)
  - A close relationship and interaction with the System Operator



# The role of a DSO - what needs to change?

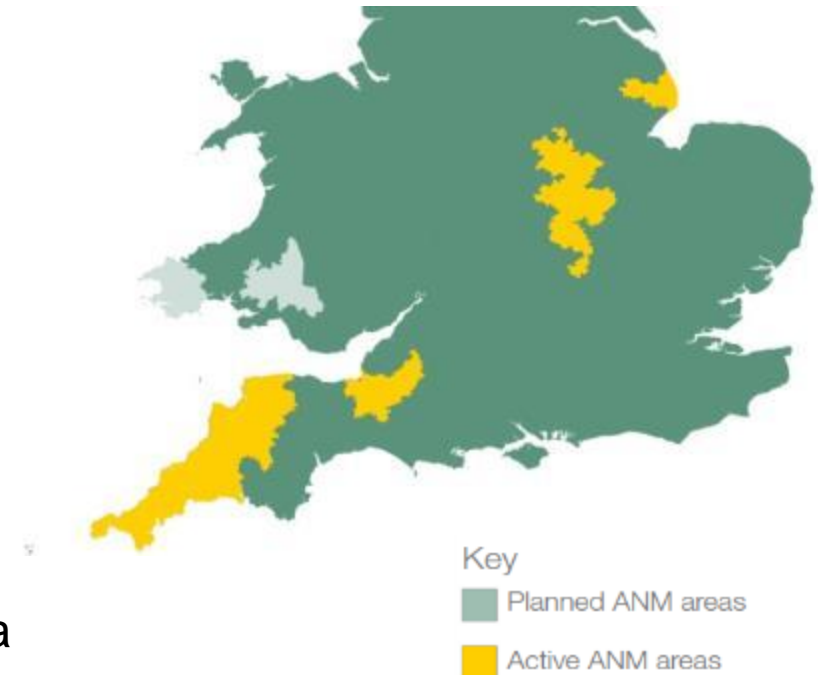
- Moving from operating a passive network to a smart network is a substantial change, requiring many new capabilities:
  - Understanding historic and real time energy flows
  - Forecasting future energy volumes across the network
  - Actively reconfiguring of the system as needed
  - Developing industry-wide commercial arrangements to contract services such as DG, active demand and storage
  - Co-ordinating DSO operational requirements with the National Grid Transmission System Operator (TSO) to reduce conflicts
  - Developing a simple platform for energy suppliers, generators/storage, local community schemes and other market participants to trade in energy services

# Steps we are already taking

- We have already started to implement DSO solutions and enablers:
- Implemented alternative connections for DG unlocking up to 2GW of additional network capacity as a result:
  - Timed
  - Soft-Intertrip
  - Export Limited
  - Active Network Management
- Developed coordinated solutions with National Grid
- Evaluating energy storage services (smaller domestic to larger grid scale)
- Smarter connections for electric Vehicles
- We are also working on (and in many cases leading) the Electricity Network Association's "DSO Project" activities

# WPD's innovation strategy

- Active Network Management zone rollout
  - 8 active zones
  - 12 zones due to roll out
  - More as necessary
- Focus on Demand Side Services
  - A number of demand projects covering domestic and commercial
  - Projects investigating control over electrification heat and transport
- Key focus on integration of systems and data
  - Verification of data and enabling greater use
- Over 25 active projects



# WPD's DSO strategy and transition plan

- On 30<sup>th</sup> June 2017 WPD published our DSO transition strategy and accompanying consultation for stakeholder response
- WPD's plan is fully costed - we will build on our Future Networks Programme and potentially invest £125m up to 2023
- The consultation sets out:
  - Our view of what the future energy system will look like
  - Our proposed strategy and actions for becoming a full DSO
  - Why we believe DNOs are best placed to transition to regional DSOs
- We will use the stakeholder feedback and the BEIS/Ofgem smart system roadmap inform / amend our forward planning



# WPD's DSO strategy and transition plan

- We have put forward a four-point plan:



- Smarter EHV networks which maximise the usage of existing assets and can be flexibly upgraded to enable connection of DER to meet the UK low carbon targets
- Using customer provided solutions (e.g. storage and DG) to increase our network capacity where this is more economical than reinforcement
- Co-ordinating with the Transmission System Operator to enhance system security and efficiency
- Safe and robust LV networks which meet the current and future needs of end consumers



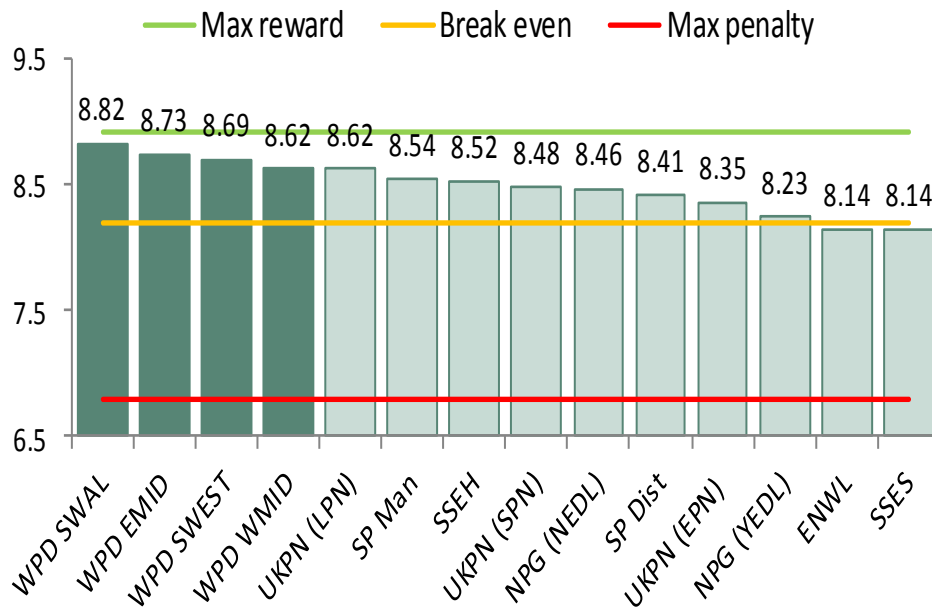


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# Connections update

# Core incentives: Broad Measure of Customer Satisfaction & Time to connect

Broad measure - connections  
2017/18 year to date



Time to connect  
2016/17 performance

	Time to Quote (average number of days)		Time to Connect (average number of days)	
	Single premises	1-4 premises	Single premises	1-4 premises
West Midlands	4.51	6.09	36.24	49.86
East Midlands	3.47	4.72	34.57	48.45
South Wales	4.29	5.79	32.76	48.31
South West	5.16	5.86	36.31	44.82
<b>Ofgem target</b>	<b>8.21</b>	<b>11.73</b>	<b>42.08</b>	<b>52.70</b>

# Ofgem Incentive of Connections Engagement (ICE)

Introduced by Ofgem under RIIO–ED1 with the aim to:

Replicate the effects of competition

Incentivise DNOs to improve the overall customer experience

Enable customers to influence a DNO's high level strategy and work plan of activities

- The Incentive came into force 1<sup>st</sup> April 2015
- ICE requires DNOs to submit evidence for different connection market segments (including DG) that they have:
  - Engaged with a broad range of customers
  - Responded to the needs of their customers
  - Set relevant performance indicators
  - Developed a forward-looking work plan to improve performance
  - Reported actual performance against indicators and work plan

# ICE Work plan 2017/18

- Based on the feedback received we a submitted 2017/18 plan including with 60 improvement actions aimed at all connection customer types
- Includes;
  - Focus on storage connection process
  - Information on DG outages and constraints
  - Community energy workshops
  - Focus on Competition in Connection processes particularly self design and connect
  - Strategic investment project to identify future investment priorities
  - Publish a WPD DSO strategy document
- The plan is not set in stone and we continue to seek feedback

## **Core incentives: ICE (Incentive on Connections Engagement)**

- WPD published our 17/18 ICE workplan at the end of April 2017
- We submitted our ICE looking forward and looking back reports to Ofgem and published on our website in May 2017
- The submission set out:
  - Our stakeholder engagement strategy and how this underpins our connections strategy and development of our workplan
  - Overview of key engagement activities and how these have led to the development of improvement initiatives
  - Outputs delivered and KPI performance
  - Improvement plans going forward including outputs and measures of success

# Core incentives:

## ICE (Incentive on Connections Engagement)

- On Mon 21<sup>st</sup> August Ofgem published an ICE penalty consultation considering a penalty for every DNO
- Ofgem have identified areas in each DNOs' ICE activities where stakeholders have raised specific issues
- To determine whether penalties should be applied, Ofgem will assess both evidence provided by each DNO and the views of stakeholders to decide if they have met the minimum criteria
- Ofgem also expect DNOs to take the stakeholder responses into account in their current 2017/18 ICE work plans and activities
- Two potential issues were identified for WPD:
  - **Commitment to improve the HV self-connect process for ICPs** – One stakeholder has reported that it does not consider that WPD has provided reasonable justification of why this commitment was not achieved on time
  - **Engagement with local councils over their regional development plans** – Two councils have indicated that they have had difficulty engaging with WPD over the development of their plans for their regions

# Core incentives:

## ICE (Incentive on Connections Engagement)

- ICE penalty consultation continued...

### No of market sectors possibly violated:

WPD South Wales	1
WPD South West	1
WPD East Midlands	2
WPD West Midlands	2
Northern Powergrid North East	2
Northern Powergrid Yorkshire	2
Electricity North West	2
Scottish Power Distribution	3
SSE Hydro	4
UK Power Networks - SPN	4
UK Power Networks - EPN	4
Scottish Power Manweb	5
SSE Southern	5
UK Power Networks - LPN	5

### % of maximum penalty at risk by DNO group:

	Maximum penalty under ICE (£m)	Potential Penalty	% of maximum penalty
NPg	4.32	1.08	25.0%
WPD	7.06	2.09	29.6%
SP	4.48	2.58	57.6%
SSE	4.74	2.90	61.2%
ENWL	0.62	0.62	100.0%
UKPN	4.62	4.62	100.0%
Total	25.84	13.89	53.8%

*All in 2012/13 prices*

# The challenge

- Our performance shows that we remain the leading DNO for connections
- We have made a number of process improvements in recent years, e.g one-day contact standard and Key Account Managers
- But customer feedback tells us there remains work to do – connections is our lowest scoring category in the Broad Measure for example
- Customer feedback tells us that the key areas for improvement are:
  - Not explaining the charge well enough (behavioural/process)
  - Not explaining the process well enough (behavioural/process)
  - Being proactive in our communication (behavioural)
  - The provision of information at pre application stage (process)



# Steps we are taking - behavioural

- I am personally meeting with every Distribution Manager
- My message:
  - **Your leadership will make the difference**
    - Instil a sense of urgency in everything we do
    - Do not waste time writing about an issue that needs to be solved - own it and act
    - Do not waste time debating
    - Do not pass the buck
    - If something feels wrong it probably is – deal with it
    - Focus on looking after the customer and the network

# Steps we are taking – ICE Penalty

- Dealing with the immediate issues
  - Confirmation from stakeholder that we did not fail our 16/17 commitment to implement HV self connect
  - Meetings with two local councils to understand what prompted them to write to Ofgem
- Improving things further
  - Writing to all local councils to ensure that they know how to engage with us for connections
    - Connection surgeries
    - Long term investment project
    - Option for single point of contact
- Complete review of Competition in Connections processes with a focus on HV self POC
- Complete review of 45 responses to ICE consultation to ensure that all improvement actions are captured

# Summary

- Our focus remains on delivering excellent network and customer service
- At the same time, the energy industry is going through a period of unprecedented change
- To make sure our network is fit for purpose we have put in place a number of steps to meet the changing requirements
- There is room for improvement in our connections improvement but we have a number of actions in place
- In particular we are focussing on more proactive information and better communication

# QUESTIONS ?

Anything else you would like to discuss?

e.g.

- Government engagement
- Network security (cyber attack/terrorism)
- Specific network investment questions



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# **Actions from the last meeting (June 2017)**

Nicki Johnson

Stakeholder Engagement Officer

# Actions from March 2017 Customer Panel

Action	Update
1. Black Start will be covered on the next agenda	✓ On the agenda today
2. CA to circulate the NEA carbon monoxide report that noted only 1 in 7 who should be registered are on the PSR in some areas	➤ NEA CO study will not be published until November – NEA have said they estimate 81% households surveyed are eligible for the PSR but only 10.4% report being on their supplier's PSR."
3. WPD will share the titles of the data sets which are within the link to the relevant results and methodology online with the Who's on our Wire's information	✓ Online and features in the email updates to stakeholders
4. WPD emergency planning officer to discuss vulnerable communities at an LRF	✓ Emergency Planning officer briefed and will take this forward
5. Panel members to email NJ with any thoughts or responses to questions raised on the Who's on our Wires project	✓ Thank you to those of you who sent comments
6. NJ to feed changes back to the designer and finalise/publish the referrals document	✓ Interactive PDF on the way and new brochure published
7. WPD to circulate the DSO consultation to the Panel  <a href="https://www.westernpower.co.uk/About-us/Our-Business/Our-network/Strategic-network-investment/DSO-Strategy.aspx">https://www.westernpower.co.uk/About-us/Our-Business/Our-network/Strategic-network-investment/DSO-Strategy.aspx</a> .	✓ Circulated on 03.07.17 and available online at address opposite

# Future agenda items – Points from Panel

- Which Strategic Priority should we focus on next time? E.g.
  - Workforce renewal skills and training (to include recruitment initiatives, apprentice scheme updates, training, safety, etc), or
  - Environment & sustainability (e.g. SF6, Carbon footprint, waste)

Strategic Priorities are:

- Keeping the lights on
- Smart networks (becoming a DSO)
- Environment & sustainability
- Workforce renewal skills and training
- Vulnerability (to power cuts)
- Government legislation/policy
- Affordability
- Customer information and data
- Customer awareness

# Future agenda items – Points from Panel

- Other agenda items?

- Look at the cost benefit of the support programmes WPD deliver for vulnerable customers (one for the surgery session?)
- Update on EV projects and impact they will have on the network, especially with recent announcements from the manufacturers on scrappage schemes and the move to ban fossil fuelled vehicles
- Progress with the enabling works for Hinkley C and how that will benefit the network from Cornwall out through Bristol
- Anything else?

- Year ahead planner to follow if members feel it is beneficial





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## **Black Start**

Carl Henshaw

Emergency Planning Officer

# TOTAL SHUTDOWN (Black Start) EMERGENCY PLANNING PRESENTATION

WPD – Customer Panel  
Thursday 28 September





- UK Transmission & Distribution Networks
- Generation Issues
- Potential causes of a Partial / Total Shutdown
- Major Shutdowns around the World
- New York 2003
- Black Start recovery
- WPD strategy

# UK Government Plans

- Electricity Supply Emergency Code (ESEC) – describes the steps which UK government might take to deal with an electricity supply emergency of the kind envisaged under section 96(7) of the Electricity Act 1989 or section 3(1)(b) of the Energy Act 1976.
- Department for Business, Energy & Industrial Strategy – ensures the country has secure energy supplies that are reliable, affordable and clean.
- Energy Emergency Executive (E3C) – continually review ESEC and advise the Department for Business, Energy & Industrial Strategy of any issues regarding electricity supply resilience.
- Electricity supply emergency – an emergency affecting electricity supplies, which make it necessary that the UK Government should temporarily have at its disposal exceptional powers for controlling the sources and availability of energy.
- National Electricity Transmission System Operator (NETSO) – manage the day-to-day operation, repair and recovery of faulty or damaged parts of the transmission systems, using powers available in the Grid Code and/or in company emergency recovery plans.
- Distribution Network Operators (DNO) - manage the day-to-day operation, repair and recovery of faulty or damaged parts of the distribution systems, using powers available in the Grid Code and/or in company emergency recovery plans.
- Rota Disconnections – a predetermined 18 level plan that sets out the sequence of load block disconnections / reconnections.
- OFGEM – Office of Gas and Electricity Markets. The Government regulator who's primary duty is to protect the interests of consumers.

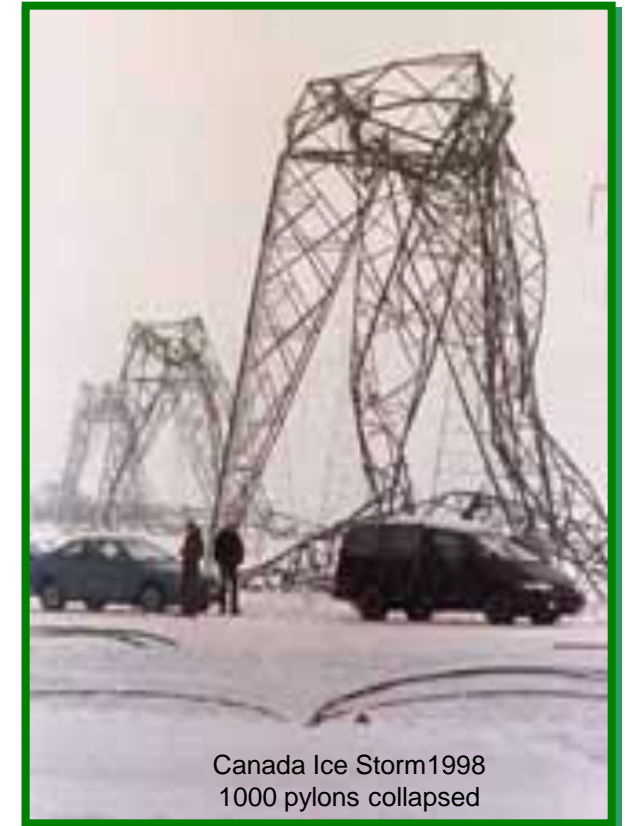
# CAUSE OF A TOTAL SHUTDOWN

Potential trigger events include:

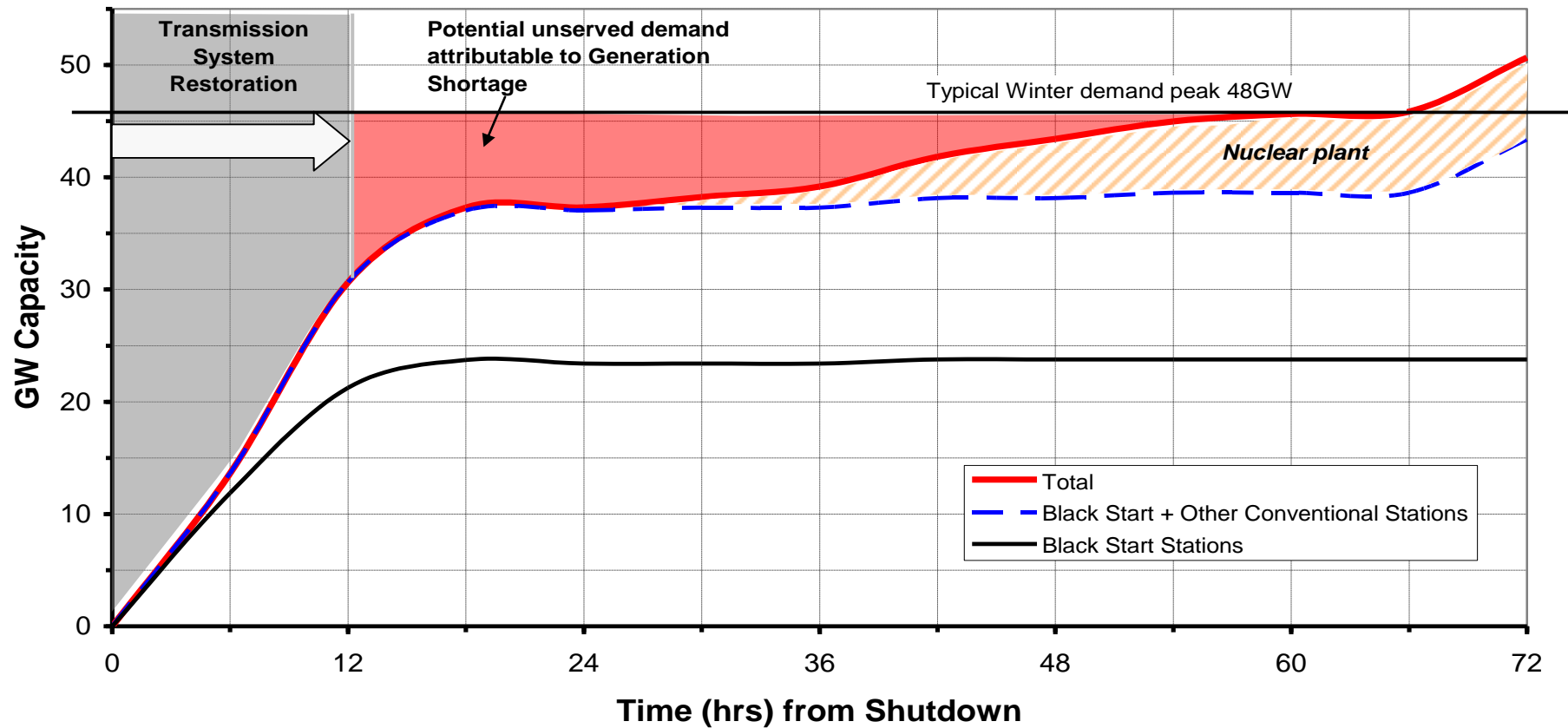
- Exceptional transmission overloads.
- A sequence of technical failures.
- Deliberate third party interference including cyber attack & terrorism.
- Multiple faults.
- Fuel shortages.
- Widespread asset damage – severe weather including ice storms, flooding solar/space storms.
- Lack of generation reserve. (1.2% winter 2016/17)

Why hasn't it happened?

- Ample reserve of generation. (17% winter 2011)
- Diverse sources of primary fuel.(Coal, Gas, Oil, Nuclear, Hydro, Biomass, Solar, Wind)
- Distributed power station locations.
- Coordinated generation and transmission control centres.
- Contingency plans by DNO's and National Grid.



## Generation available following system shutdown (Winter)



# MAJOR POWER OUTAGES

Location	Millions affected	Date	Cause
India	620 (9% of world population)	July 2012	extreme heat resulting in increased load. Poor shutdown coordination.
India	230	Jan 2001	extreme heat resulting in increased load. Losses & theft. 12 hours
Bangladesh	150	Nov 2014	Failure of electricity imported from India
Pakistan	140	Jan 2015	Regular major power outages due to shortage of generation
Indonesia	100	Aug 2005	Transmission fault / cascade tripping 12 to 24 hours
Brazil	97	Mar 1999	Lightning / poor system design / cascade tripping 5 hours
Brazil & Paraguay	87	Nov 2009	Heavy rain & wind
<b>USA &amp; Canada</b>	<b>55</b>	<b>Aug 2003</b>	<b>Trees / computer software issue 48 to 72 hours</b>
Italy, Switzerland, Austria	55	Aug 2003	Storms / cascade tripping / contractual issues 8 to 18 hours
<b>South Australia</b>	<b>1.8</b>	<b>Sep 2016</b>	<b>Storms including lightning &amp; high winds. Interconnector grounded.+ 5hrs</b>
USA	2	Oct 2016	Cat 3 Hurricane Matthew, 19 deaths. Multiple faults in Florida, Georgia & Carolinas.
Ukraine	0.25	Dec 2015	Cyber attack



# NEW YORK – August 14<sup>th</sup>, 2003



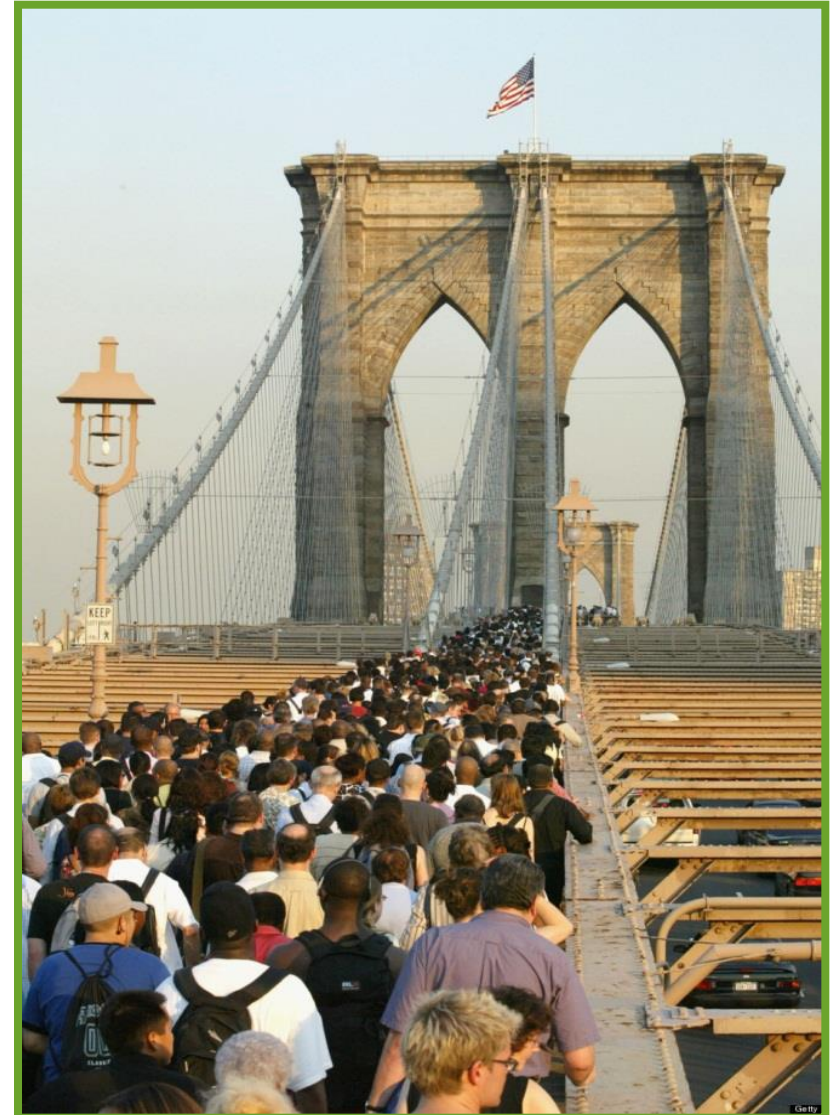
The 2003 Northeast Blackout affected 45 Million people in 8 states & 10 Million in Ontario for 24 hours (up to a week in some areas). Contributed to at least 11 deaths and cost an estimated \$6 billion. 256 power plants (508 gen-sets) off-line. NY state load dropped from 29GW to 5.7GW (80%). 4.5M use subway daily





1000's evacuated from subway, most between stations. Commuters camped in offices and streets. Backup generators failed including hospitals. 71 serious fires. Millions of gallons of raw sewage overflowed into waters around the city. Increase in A&E patients. Huge economic loss – many small companies went out of business.





No public transport, traffic also gridlocked.  
Thousands walked home using Brooklyn, Queensboro & Manhattan bridges

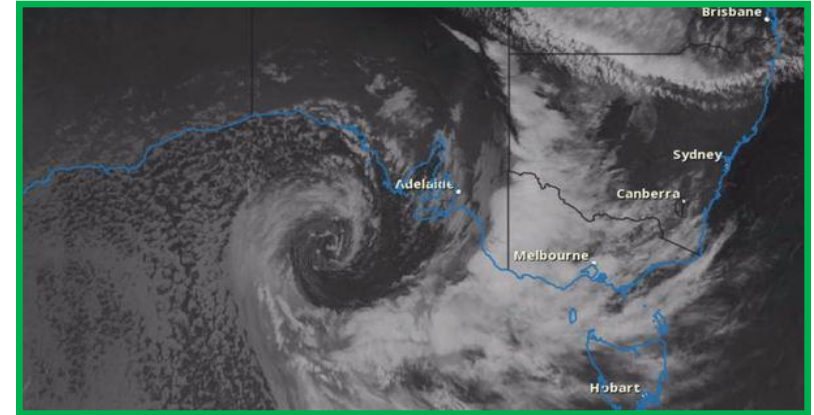
# SOUTH AUSTRALIA - OCT 2016

## Cause:

- 1 in 50 year storm
- High winds, rain and severe lightning.
- 22 275kV towers collapsed – on interconnectors to Victoria.
- SA has high dependence on wind and solar generation (41%), No coal PS
- Very little interconnection
- Sparse population

## Affect:

- 1.7 million off supply from 5hrs to 40 hours.
- Loss of mobile network.
- Some politicians questioning the high reliance on wind & solar compared with other states, delaying restoration.



# Cyber Resilience

- 60 cyber attacks per month in UK
- December 2015 - Ukraine power grid cyber attack
  - Thought to be first successful cyber attack on a power grid.
  - 230 thousand affected (30 substations)
- Potential risks associated with smart power grids:
  - Increased complexity due to increased technologies
  - Risk of cascading failures, the cyber system and physical system are tightly coupled. Random or targeted attacks in either domain may affect the other and lead to potential cascading failures.
  - As the number of network nodes increase so do the entry points for attackers.
  - The majority of the DNO's in the UK use the GE based system PowerOn (or similar) Control Distribution Management System



# Cyber Resilience

- WPD resilience
  - PowerOn provides the tools to perform system lock-down and a complete set of reporting capabilities required to demonstrate compliance to Cyber Security standards.
  - GE continuously monitor and upgrade their systems.
  - PowerOn is independent (no www interfaces)
  - WPD have developed its own internally managed telecommunications network for operational data communication (including fibre & microwave)
  - WPD have its own Information Resources Department – none of its computer systems / PC's are connected to the internet
  - WPD have its own private mobile radio network (PMR)

# WHAT IS BLACK START?

- **Black Start** is the procedure to recover from a total or partial shutdown of the GB Transmission System which has caused an extensive loss of supplies. This entails isolated power stations being started individually and gradually reconnected to each other in order to form an interconnected system again.
- A Total Shutdown has never occurred in Great Britain, but has occurred many times on large interconnected power systems elsewhere in the world.
- A complete or partial shutdown will be a Major National Emergency (H41 on the National Risk Register)
- The recovery involves the co-ordinated restoration by National Grid, Distribution Network Operators and Power Station Operators.

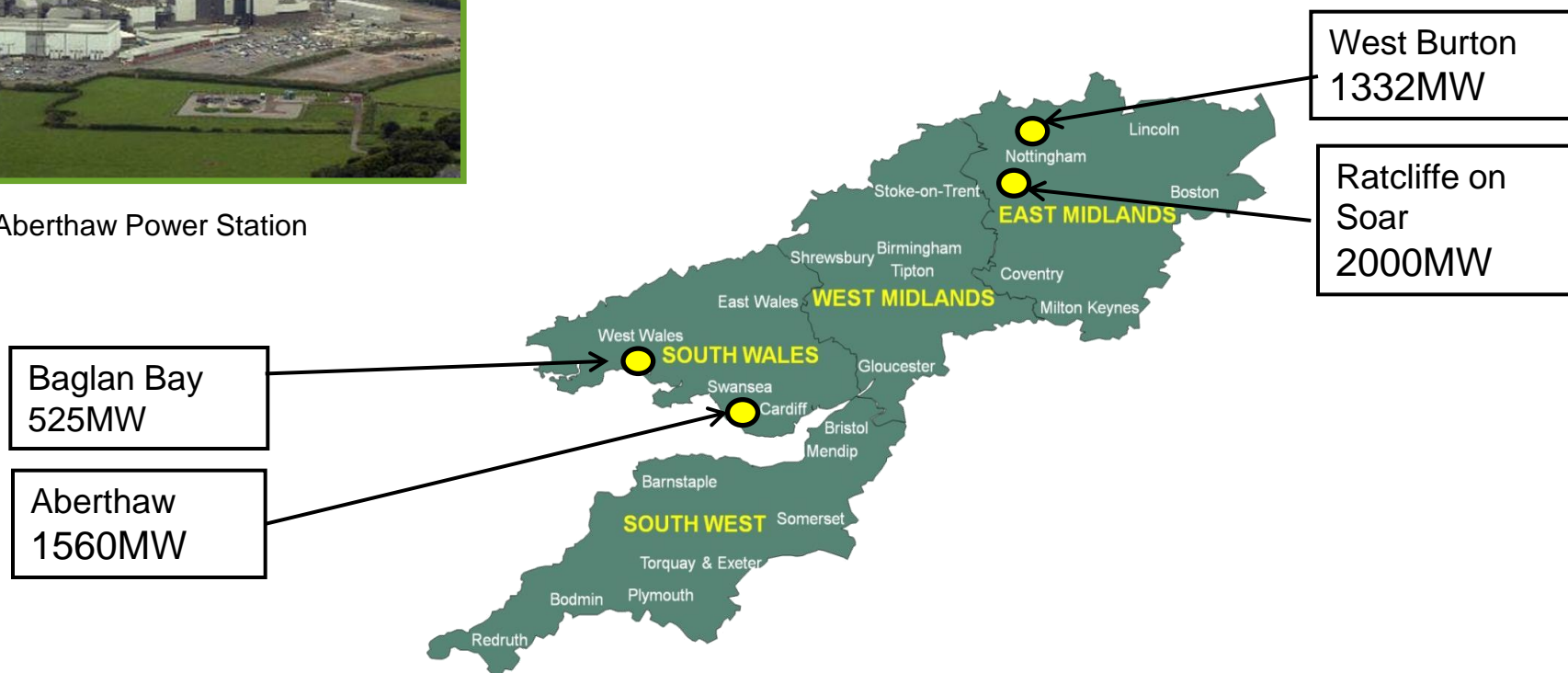
# BLACK START RESTORATION

- National Grid leads the process, and instructs contracted Black Start power stations to get ready to generate.
- Distribution Network Operators (DNOs) make available locally segregated blocks of customer demand to match the capability of the power station output, allowing the creation of multiple local 'power islands'.
- As power islands grow in size, National Grid arrange interconnection of the GB transmission system.
- Power station operators bring back to availability additional generation capacity, allowing eventual output to match overall GB electricity demand.
- This process will likely take up to 72 hours (or longer)

# Black Start Power Stations within WPD's area



Aberthaw Power Station





# TOTAL SHUTDOWN – POSSIBLE CONSEQUENCES

## **Immediate:**

Many essential public services have no alternative supplies and will fail almost immediately (e.g. transport, mobile telecommunications, EPOS, local public broadcast services, etc).

## **Delayed:**

Some safety, welfare, and business critical processes would be sustained for only a few hours by back-up generation (e.g. hospital operating theatres, environmental services, business IT installations, major retail and distribution centres, etc.).

## **Progressive:**

Consequences of supply failure of most essential services (e.g. water treatment and supply, sewage disposal, food availability, replenishment of road vehicle fuel) will become evident within a few hours.

# Electricity Industry Preparations

NG & DNO's have several services available in their 'toolkit' that will help them balance the system when there may be a potential generation shortfall

## **EMN – Electricity Margin Notice**

Warning to Market of insufficient reserve generation – Achieved by increasing the available output from generators already running or by bringing on line additional generators.

## **DSBR – Demand Side Balancing Reserve**

A service at National Grid's disposal is a contract for flexible supply with firms which don't manufacture continuously. The firms get compensated if they are asked to stop consuming power for a while during, say, a windless spell.

## **SBR – Supplemental Balancing Reserve**

Power Stations kept in reserve instead of closure – Aberthaw

## **DCI – Demand Control Imminent**

Voltage reduction & possible rota disconnection within 30 minutes. A slight reduction in voltage may be all that is required. However, if there is a severe supply disruption, DNO's may need to implement controlled power cuts.

## **LFDD (LFT's) - Low Frequency Demand Disconnection**

Schemes disconnect up to 60% of the demand connected in incremental steps when frequency falls.

**Distributed Generation** - NG tends to under-estimate the capacity of wind farms to supply power at peak times.

**Capacity Auction February 2017** - brought forward by UK government from 2018 to cover next winter.

Successful bidders in the auctions will receive a payment for keeping power stations available between November and February whether or not they are generating. Costs are expected to be £2-3bn a year.

<sup>57</sup>  
**Smart Technology** – domestic solar generation, control of appliances at peak times via internet, electric cars etc.

# WPD STRATEGY

- Robust emergency plans in place.
- Gold Command Centre.
- Response plans established & tested.
- Welfare - emergency rations, toilet facilities.
- Security.
- Low Frequency Tripping installed.
- ROTA disconnections.
- Control Centres Supervisory Control & Data Acquisition (SCADA) resilient.
- Awareness – Raise awareness throughout company and externally.
- Generation – additional generation established at strategic sites plus dedicated portable generation.
- Communication – WPD Private Mobile Radio & French Satellite phones, dedicated phone lines.
- Technical solutions to preserve resilience of substation batteries.
- Meetings with E3C, National Grid & Power Stations.
- Helicopters - Pre – energisation patrols, transporting staff & materials, customer updates, searchlight.
- Fuel Storage.





*Serving the Midlands, South West and Wales*

# **An update on the Panel's Spotlight Report**

Duncan McCombie



*Serving the Midlands, South West and Wales*

# **Social Obligations Session**

**Customer Panel Meeting  
28 September 2017 – Tipton**

# Agenda

- Alex Wilkes – Stakeholder Engagement Submission
- Alex Wilkes - 2017/18 Strategy and Action Plan – a review
- Crisis pack review

# Stakeholder Engagement and Consumer Vulnerability (SECV) Incentive – 2016/17

- Three ten page documents made up the submission
  - **Part 1 - Demonstrates minimum requirements & details our strategies**
  - **Part 2 - Stakeholder engagement outcomes**
  - **Part 3 - Consumer vulnerability outcomes**
- WPD passed Ofgem's assessment of minimum requirements (May 2017)
- External third party audit of Consumer Vulnerability (June)
- Final stage face-to-face assessment interview with Ofgem-appointed panel (July)





# Third party audit of Consumer Vulnerability (Sia Partners)

Criterion	ENWL	SSEN	SPEN	NPG	UKPN	WPD	WPD 15/16
1. Strategic understanding and commitment to tackle social issues	7.7	9	8.7	9.1	9.1	<b>9.3</b>	9
2. Engagement to improve data and information held and its use	7.4	7.4	7.6	8.3	8.2	<b>8.8</b>	8.5
3. Approach to management and use of PSR and associated services	8.1	8.4	9.2	9	9.4	<b>9.5</b>	8.5
4. Overall partnership development and utilisation	5.9	7.3	9.1	9.2	9.1	<b>9.4</b>	8.5
5. Embedding strategy in systems, process and customer interactions	8.2	8.9	8.8	8.9	9.2	<b>9.3</b>	9
<b>Total (out of 10)</b>	<b>7.5</b>	<b>8.2</b>	<b>8.7</b>	<b>8.9</b>	<b>9</b>	<b>9.3</b>	<b>8.7</b>
<b>Rank</b>	<b>6<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>4<sup>th</sup></b>	<b>3<sup>rd</sup></b>	<b>2<sup>nd</sup></b>	<b>1<sup>st</sup></b>	<b>1<sup>st</sup></b>

Quotes from the auditors included:

- *“WPD has a full understanding of the social role it plays as a network company”*
- *“WPD showcases a particular dedication to improving the quality of data they hold on PSR customers”*
- *“....the network company’s partnership strategy is informed by benefits of existing partnerships”*
- *“The fuel poverty schemes include a wide range of services that deliver benefits to customers”*
- *“The company has in place an overarching system of engagement that allows them to justify why each service is useful for customers.”*



# Overall results

- WPD ranked 1<sup>st</sup> overall for the sixth consecutive year:

		2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	Av.
1 <sup>st</sup>	<b>WPD</b>	8.6	8.4	8.05	8.75	8.75	8.53	8.51
2 <sup>nd</sup>	UKPN	6.2	7.15	6.55	5.85	7.53	7.53	6.80
3 <sup>rd</sup>	NPG	0.0	7.85	7.65	7.65	6.5	6.50	6.03
4 <sup>th</sup>	ENWL	5.0	7.9	6.45	6.1	6.9	6.38	6.46
5 <sup>th</sup>	SP	0.0	0.0	6.65	6.5	6.78	6.28	4.37
6 <sup>th</sup>	SSE	0.0	6.85	5.5	5.0	5.73	5.23	4.72

Rank	Company	Sector	2016/17
1 <sup>st</sup>	<b>WPD</b>	<b>DNO</b>	<b>8.53</b>
2 <sup>nd</sup>	UK Power Networks	DNO	7.53
3 <sup>rd</sup>	Northern Gas Networks	GDN	7.25
4 <sup>th</sup>	Scotia Gas	GDN	7.00
4 <sup>th</sup>	National Grid (elec )	Trans.	7.00
6 <sup>th</sup>	Cadent	GDN	6.90
7 <sup>th</sup>	Northern Powergrid	DNO	6.50
7 <sup>th</sup>	National Grid (gas)	Trans.	6.50
9 <sup>th</sup>	Electricity North West	DNO	6.38
10 <sup>th</sup>	Scottish Power	DNO	6.28
11 <sup>th</sup>	Scottish Power (transmission)	Trans.	6.25
12 <sup>th</sup>	Wales & West Utilities	GDN	6.00
13 <sup>th</sup>	SSE Hydro Electric	Trans.	5.40
14 <sup>th</sup>	SSE	DNO	5.23

# Key feedback – all DNOs

## ■ Key message

- So much work is ongoing by all DNOs
- Positive to see examples of innovation (in engagement) driven by staff/internal processes
- Crucially, the incentive is delivering value for money
- Still huge range in ambition between DNOs; some going all out, others more conservative
- Companies must “run to stand still” and Ofgem are looking to see more from us
- Confusion between outputs (what is delivered) and outcomes (measuring impact)
- Panel want to see more ambition (not just new initiatives but rolling out existing ones)
- Culture of working together across DNOs is becoming more established
- Cost benefit sections were ‘generally weak’ and require more quantitative examples (some had “whizzy” algorithms but didn’t demonstrate practical application)

# Key feedback – WPD specific

- Key positives from the Ofgem panel
  - WPD remain “comfortably at the front of the pack”
  - WPD’s submission was impressive, strong, ‘issue and outcome’ focussed and addressed all criteria
  - There was an extensive list of projects and costs, actions and benefits were quantified
  - Sizeable savings achieved for customers
  - Vulnerability strategy - covered an extensive breadth of projects demonstrating empathy with customers and extensive partnerships leveraging support
  - It was clear where initiatives have arisen from and what changes have been made
  - Clearly an embedded approach, cross company participation and committed leadership
- SIA assessor said
  - WPD had the best written submission by a distance
  - Substantive detail on initiatives, outcomes and outputs and a strong focus on fuel poverty
  - WPD has worked extensively to measure benefits and provide evidence of impact

# Key feedback – WPD specific

- The Panel liked
  - The innovative plug in smart meter device initiative
  - Willingness to pay research used in Cost Benefit Analysis
  - Two way text messaging during outages
  - Webinars for time poor stakeholders
  - Resilience support for small businesses
  - The 'updated for 2016/17' and 'areas for compromise'
  - Sections showing what individuals have done - "in their own words"

# Areas to improve

- Must continue to develop new project innovation as well as embed successes (e.g. Power Up schemes looking exactly the same wont work) – strike a balance.
  - Our initial thoughts:

Area	New innovation	Enduring delivery
<b>Identifying new, hard-to-reach PSR customers</b>	NEF partnership re: DoE	34 PSR referral partners (plus further expansion in 17/18, and trial of “paid for” partnerships)
<b>Power Up</b> (fuel poverty schemes – handling referrals <u>FROM</u> WPD)	Oxygen concentrate provider scheme – “Power Up Health”	4 Power Up schemes delivering 6 (plus?) interventions. Consider introducing proactive leg to projects - self-sourcing of referrals in hotspot areas
<b>Affordable Warmth</b> (fuel poverty schemes – handling self-sourced referrals and sending them <u>TO</u> WPD)	Renewal and expansion of Local Action Fund successful health-related schemes	4 Affordable Warmth schemes (but with much greater use of social indicator mapping to help targeting)

# Areas to improve

- Demonstrate more clearly how projects reflect/follow our strategy – consistently show the journey for every item from *strategy* to *initiative* to *outcome*
- Better evidence the correlation between power cut vulnerability & fuel poverty
  - Research planned – opportunity for your views
- Identify stretching targets for all projects
  - Planned Panel session on this – starting with today's afternoon surgery
- Make it clearer the year-on-year progress made on our enduring projects
- Be more thorough regarding “hard-to-reach” customers – who are they, where are they, what's our strategy for engaging them etc.
  - Panel input appreciated – starting with today's afternoon surgery
- Evidence the precise stakeholder feedback (specifying from which forum) behind every initiative

# 2017/18 Strategy and Action Plan

Our ultimate objectives are to:

- **Be the best DNO in the UK by delivering the services our customers want.** All key business changes, decisions and investments should be underpinned by stakeholder views
- **Ensure that engagement always leads to action.** We will never host “talking shops”, will demonstrate we take feedback seriously (and where action isn’t possible clearly explain the reasons), and in doing so will earn stakeholders’ trust and build enduring relationships
- **Embed stakeholder engagement as a business as usual activity** across our entire business

# 2017/18 Strategy and Action Plan

Our overall Stakeholder Engagement focus will be to:

- Engage on **current service standards**, identify improvements, and measure the value stakeholders place on these
- Involve stakeholders in the ongoing monitoring and reporting of **business plan delivery** performance
- Seek early input to develop our **plans for the longer term** and identify our strategic priorities
  - *Networks face an unprecedented time of change (smart networks and high volumes of DG)*
  - *Engagement must be at the heart of this change*
  - *Stakeholders have identified nine long term strategic priorities, but were clear that two take primary significance, with the others are influenced by, or contribute towards, these*

1 Keeping the lights on	2 Smart networks (becoming a DSO)
3 Environment & sustainability 4 Workforce renewal, skills & training 5 Vulnerability (to power cuts) 6 Government legislation & policy 7 Affordability 8 Customer information & data 9 Customer awareness	



# 2017/18 Strategy and Action Plan

Our Social Obligations focus will be to:

- **Expand and replicate successful schemes** identified by our 2016 local Action Fund, focussing on collaboration with the health sector. Identify new schemes to help WPD understand wider limitations associated with the fuel poverty support interventions we aim to deliver
- **Set clearer expectations of what we want to achieve through referral partnerships and disseminate learning/best practice**
- **Ensure all core projects utilise WPD's social indicator data** to target the most in-need customers
- **Share this data with potential partners** and support agencies to stimulate new innovative approaches.
- Trial a range of schemes and approaches to **ensure vulnerable customers are supported during a smart future**
- **Explore evaluation techniques to better capture the full social value of our activities** so decisions about future priorities are not driven wholly by financial cost-benefit metrics

# 2017/18 Strategy and Action Plan – what's new?

<b>SOCIAL OBLIGATIONS - Action</b>	<b>Cost</b>	<b>Status</b>
<b>Expand and replicate successful schemes</b>		
<b>Set clear expectations for scheme performance &amp; share best practice across our programme</b>		
Renew WPD's four 'Affordable Warmth' fuel poverty projects (to identify hard-to-reach customers via existing local authority/charity schemes and refer these to WPD). <b>New</b> Introduce more stretching targets and a requirement to target all activities to hotspot areas reveal by WPD's social indicator mapping	£250k	Ongoing
<b>New</b> Launch a PSR/power cut vulnerability Duke of Edinburgh award to engage young people in promoting the PSR	£12k	Dec 17
<b>New</b> Create a new fuel poverty referral scheme with Air Liquide (major oxygen provider) to support customers they identify for PSR that on pre-payment meters	£25k	Dec 17
<b>New</b> Expand work with oxygen providers to ensure worst served areas have adequate oxygen provision	-	tbc
<b>New</b> Replicate these two health sector projects in two new areas	£20k	Jan 18
<b>New</b> Following completion of vulnerable customer training programme for network services staff, re-write PSR Policy & Standard Technique to ensure we capture KPIs for the number of PSR services offered to customers by WPD teams	-	Dec 17
<b>Utilise &amp; share WPD's social indicator mapping data</b>		
<b>New</b> Host a series of events with identified organisations to consult on WPD's current programme, share our social indicator data and invite new innovative approaches	£15k	Feb 18
<b>New</b> Launch a small competition to encourage, reveal and promote innovative ways in which other organisations can use WPD's vulnerability data to meet their purposes	£15k	Feb 18
<b>New</b> Develop a more interactive web-based facility for partners to access this vulnerability data and publicise it widely	-	Dec 17
<b>New</b> Develop new PSR referral partnerships where partners sign-up customers to the PSR directly via their front-line services. Ensure all new schemes. Improve data volumes achieved and reporting of outcomes	£10k	Ongoing
<b>New</b> Establish links with all Water companies in our region to move us towards a 'one-stop-shop' service when customer join any company's PSR	-	Ongoing
<b>Ensure vulnerable customers are supported during a smart future</b>		
<b>New</b> Project with Energy Saving Trust to provide aftercare to vulnerable customers identified during smart meter roll-out	£25k	Tbc
<b>New</b> Develop a trial to enable social housing tenants to share the output from solar PV across multiple fuel poor properties(working with Green Energy)	£25k	tbc

# 2017/18 Strategy and Action Plan

## Questions

- Are they the right priorities/timescales?
- Do you endorse the 'new' actions?
- We want your input/feedback on our areas to improve

# Areas to improve

- Must continue to develop new project innovation as well as embed successes (e.g. Power Up schemes looking exactly the same wont work) – strike a balance.
  - Our initial thoughts:

Area	New innovation	Enduring delivery
<b>Identifying new, hard-to-reach PSR customers</b>	NEF partnership re: DoE	34 PSR referral partners (plus further expansion in 17/18, and trial of “paid for” partnerships)
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# 2017/18 Strategy and Action Plan

To be covered at the December Panel

- Exercise to set challenging targets for all key outputs in our consumer vulnerability programme
- “Hard-to-reach” customers – who are they, where are they, what’s our strategy for engaging them?

# Crisis Pack Review - Background

- Crisis packs were mentioned at the recent Sia audit following the SECV submission
- Our current pack was created with panel members and reviewed by the panel two years ago
- It currently contains
  - Hat, gloves, socks
  - Flask
  - Reusable hand warmer (branded)
  - Torch and batteries
  - Foil blanket
  - Power cut advice leaflet



# Other Network's items

WPD	WWU	SPEN	SSE	ENW
Hat	Hat		Beanie hat	Hat
Gloves	Gloves			Gloves
Socks				
Flask	Thermal Mug			Flask AND mug
Torch/batteries		Wind Up Torch	Wind up solar torch	Torch
Reusable hand warmer	Single Use Hand Warmers	Hand warmer	Hand warmer	
Foil blanket			Foil blanket	
Branded bag				
Advice leaflet	Advice and Info leaflet			
	Blanket	Blanket		Blanket
	Hot Water Bottle			
	Thermometer		Room thermometer	
	Survey			
		Analogue Phone	Analogue phone	Analogue phone
			Glow stick	
			Fridge magnet	Fridge magnet
				Pad and pen


## Breakdown of costs – total per pack £12.56

ITEM	COST	COMMENTS
Hat	£1.36	No longer branded
Gloves	£1.50	
Socks	£1.75	Thermal – good quality
Flask	£3.75	Most expensive item – could reduce cost with travel mug but is this our USP?
Torch/batteries	£1.75	Can be fiddly to insert batteries – consider wind up?
Reusable hand warmer	£1.39	Do people really reuse it? Consider single use
Foil blanket	£0.75	Wonder if these are used – but cheap
Branded bag	£0.31	Plastic bag – should we use cotton?



# Ideas for inclusion

- Items other networks are using that we are not
  - Blanket
  - Hot water bottle
  - Glow stick
  - Fridge magnet
  - Analogue phone (contact centre do provide – feedback from workshops said not)
  - Pad and pen
  - Thermometer
  - Plug in torch – lights up in the event of a power cut
  
- Other ideas
  - Stay on light bulbs (expensive)
  - Credit card with phone numbers on
  - Sticker for meter
  - Ideas from the Panel?

<b>WPD CUSTOMER PANEL</b>		 <b>WESTERN POWER DISTRIBUTION</b> <i>Serving the Midlands, South West and Wales</i>
Last revised : 04.10.17	<b>Meeting Minutes</b>	Notes by: Nicki Johnson

<b>Date</b>	Thursday 28 September 2017	
<b>Time</b>	10.00-15.00	
<b>Venue</b>	WPD Tipton Office	
<b>Attendees</b>	HC - Hugh Conway, Major Energy Users Council HE - Helen Ewing, Severn Trent Water SG - Sean Gauton, University of Nottingham JG - Jo Giles, Cadent PM - Pauline Mahon, Vulnerable customer representative DM - Duncan McCombie, Yes Energy DP - Daksha Piparia, Independent consultant DR – Dave Ratcliffe, Devon & Cornwall Business Council ASp - Alex Spreadbury, B&Q KT - Kate Trenouth, Citizen's Advice MW - Mike Whittingham, Customer	<b>WPD</b> RS - Robert Symons, Chief Executive AS - Alison Sleightholm, Regulatory & Government Affairs Manager MS - Mark Shaw, Network Services Manager AW - Alex Wilkes, Stakeholder Engagement Manager CH - Carl Henshaw, Emergency Planning Officer KMc - Karen McCalman, Social Obligations NJ - Nicki Johnson, Stakeholder Engagement
<b>Apologies</b>	Craig Anderson (Warm Wales), Mari Arthur (Sustain Wales), Brian Davies (Neighbourhood Watch), Allen Creedy (Federation of Small Businesses), Stew Horne (Citizen's Advice), Ian King (Warwickshire Police), Ron Loveland, (Welsh Assembly), Dr Kerry Mashford (National Energy Foundation), Wally North (Forestry Commission), Nikki Roberts (South West Water), Ben Rhodes (CBI), Michael Rowe (IET), Julie Smith (Action on Hearing Loss), Jim Spriggs (British Red Cross), Cathy Tibbles (Whitwick PC), Bob Weaver (PowerCon UK), Debbie Wright (British Gas), Simon Wright (formerly EST)	

## 1. Alex Wilkes (AW) – Welcome

## 2. Robert Symons (RS) – Performance Update

RS updated the group on our performance to date in 2016/17.

Reliability - HC asked why there was a difference in network performance targets set by Ofgem between licence areas and RS explained the network is different with respect to rural/urban, OH/UG networks, etc.

The group talked about network differences across licence areas and the cost of connecting to the network. DM asked if we use incentive earnings to invest in the network and RS explained we invest in line with our allowance and business plan commitments.

DM asked when the 105 number came in to use and AW confirmed it was September 2016 so the statistics in the slide from January 2017 cover the period when the number was in use. RS talked about the contact centre and its importance – it is vital our staff are well trained to not just deal with power cuts but to answer safety questions and deal with vulnerable customers, etc.

### Transition to a Distribution System Operator

RS talked the Panel through the transition from a DNO to a DSO including the drivers for change and the steps we are taking through the DSO Strategy and Transition Plan.

DR mentioned a pilot in Cornwall with 100 houses with batteries and solar panels being run independently. Members talked about battery storage, current cost issues and ways it can be used more economically. MS mentioned that lots of storage, including that used by independent connectors, has been connecting in the West Midlands recently.

DM asked if there will be one DSO model for all networks or a broad baseline with regional tweaks? RS said he is expecting WPD and other DNOs to work with the ENA to get a consistent model. We wouldn't want to quell inventiveness but a consistent approach is required.

The group talked about Smart Metering and the information meters provide to networks companies. We have asked for 'last gasp notification' so we know customers are off supply and consumption data (not individual data but data aggregated to the cable that supplies customers, anonymised). The members discussed new regulations and noted that the ICO (Information Commissioner's Office) supports our proposals and customers don't mind us receiving the data if we don't share it.

SG mentioned he attended the recent round table stakeholder workshop at Pegasus - he noted that the plan is fully costed but the group didn't discuss the skill set required to cover the programme. RS agreed the Panel should discuss what WPD is doing to ensure we have the right skillset. DR noted that workforce demographics are important, alongside the changing business model and aging workforce. RS noted that we take on 130 apprentices annually plus have a graduate intake scheme, so don't have issues that some companies do.

**ACTION - A skills planning session will be arranged for the next Panel - NJ to arrange.**

### **3. Robert Symons (RS) – Connection update**

RS gave the group an update on connections performance and the recent Ofgem consultation proposing to penalise all DNOs. KT asked how the fine works and AS confirmed it is a reduction in our allowance so will be passed through to customers as a reduction in bills.

The group talked about local councils and their concerns about investing ahead of need.

DM asked about the HS2 project and what WPD must do in advance of this. MS explained it is a huge project. National Grid are looking after the agreement and WPD will do the required work as 'business as usual'. HS2 can put their own contractors in on 11kv and below.

DM noted the water sector has a service incentive mechanism for customers who contact them (like our Broad Measure) and Ofwat are now approaching customers who have NOT contacted a water company. DM wondered if this might happen at WPD and AS suspected not because we have over one million contacts a year so there is no need - we can get lots of feedback from the customers we connect/talk to.

### **4. Nicki Johnson (NJ) – a review of June Actions**

NJ took the group through the actions of the June meeting and talked about future agenda items. It was agreed a draft 18 month agenda plan would be circulated and maintained going forward.

**ACTION - Draft 18 month plan to be drawn up and circulated – all members welcome to comment. Please send comments/ideas/requests to DM – NJ/All.**

## **5. Carl Henshaw (CH) – Black Start**

Carl Henshaw gave the group an update on Black Start, what it means for WPD and what we do in the event of a black start. Discussions were also held on cyber security.

DM asked if there was a strategy in place for ensuring staff had fuel during shortages. CH confirmed there was a National Fuel Plan in place allowing us, as category two responders, along with blue light organisations to obtain fuel from pre agreed locations.

The group talked about testing of the process, vulnerable customers and scenarios for local and national incidents. CH said there was a test a few years ago, a government exercise to understand the impact and this moved up the risk register as a result.

Discussions were held about generation, security and fuel storage at our local depots.

The Panel was told that all DNOs who have a black start power station in their patch have a plan and conversations with National Grid. MS noted that DNO business plans had to include contingency plans for black start, flu pandemics, etc. and said all depots are set up for emergencies with sleeping bags/showers/spare clothes, etc.

## **6. Duncan McCombie (DM) – An update on the Panel's Spotlight Report**

DM thanked the Panel for their help in pulling together the two documents:

- WPD Customer Panel Statement on WPD's Business Plan Commitments - 2016/17
- WPD Customer Panel Independent Annual Report - 2016/17

The document includes what the panel has learned and what went well and will be written annually. DM feels the Panel is doing a good job bringing other DNOs up to speed by challenging WPD.

**ACTION – NJ to send out the final reports to the Panel.**

**ACTION – The panel will pick something from each meeting to feed into spotlight report as the meetings are held, e.g. black start, workforce renewal - DM**

## **Nicki Johnson – Panel Surgery Session A – Social Obligations**

Alex Wilkes gave the group an update on the recent SECV incentive results and took the members through our proposed strategy going forward. The Panel endorsed our proposed new innovations and suggestions for enduring delivery (see slides). It was agreed the Panel's assistance would be sought on the challenging targets WPD need to set going forward and this will be captured at the next meeting.

**ACTION - NJ will share links to the SECV submission with the September minutes**

**ACTION – A session on target setting will be included during the December meeting**

KT explained the Citizen's Advice are running winter resilience schemes and have created a toolkit setting out how partners can better liaise with the health sector.

**ACTION - KM to follow up with KT to see if any best practice.**

PM talked about fire and rescue services being a relevant front line service and wondered if they could be used to help us reach vulnerable customers on their lists or who they meet due to a home fire safety check. AW agreed and explained we are working with some fire and rescue services already. AW mentioned the new partnership with Air Liquide and agreed to update the Panel at the next meeting.

**ACTION: Air Liquide project to be covered at the December Social Obligations Surgery**

MW asked about adding a message to customers 'from a customer' about the panel in the next WPD 'Power for life' document that goes to all 7.8 million customers.

**ACTION - NJ will pass this feedback to WPD Communications Team and offer assistance as required.**

### Crisis Pack review

Nicki conducted a review of the current WPD crisis pack contents. The panel talked about the current items, other DNO offerings and costs. Technology has improved so new/different items need to be considered and the Panel have been asked to give this some thought.

**ACTION – Members to email NJ confirming which items they feel should be included in packs - all**

## **Alison Sleightholm – Panel Surgery Session B – Connection**

The group discussed:

- Ofgem/BEIS smart flexible energy plan
- Ofgem charging review (Significant Code Review- Targeted Charging Review)
- Cost of energy review
- Electricity Mid Period Review
- Ofgem RIIO-2 consultation
- Ofgem ICE penalty consultation
- BEIS consultation on A&D fees
- WPD DSO strategy
- WPD Connections application forms update

**ACTION – Panel members to email NJ with any comments on the new connection application forms - All**

### **Summary of actions**

1. A skills planning session will be arranged for the next Panel - NJ
2. Draft 18 month plan to be drawn up and circulated – Panel to comment to DM– NJ/All
3. Panel's independent Annual Report and Statement on WPD's Business Pan Commitments 2016/17 to be circulated to the Panel - NJ
4. Members to pick something from each meeting to feed into spotlight report as the meetings are held, e.g. black start, workforce renewal - DM
5. NJ to send a link to the recent SECV submissions to the Panel
6. A session on target setting will be included during the December meeting
7. KM to follow up with KT on best practice with respect to partners and the Health sector
8. Air Liquide project to be covered at the December Social Obligations Surgery
9. WPD to consider message for customers about the panel from a customer in the next power for life – NJ
10. Panel members to email NJ with any comments on the new connection application forms  
Alison shared – All
11. Future agenda to include an explanation of the closed panel session – DM/NJ
12. Members to email NJ confirming which items they feel should be included in crisis packs - all

### **Meeting dates for 2018**

Thursday 22 March 2018	- Birmingham
Thursday 21 June 2018	- Stoke
Thursday 27 September 2018	- Pegasus
Thursday 13 December 2018	- Worcester