2015-2023

RIIO-ED1 Business Plan Commitments summary report

Year three – 2017/2018

WESTERN POWER DISTRIBUTION

Serving the Midlands, South West and Wales

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Welcome from our CEO

My aim is to make sure that WPD remains the top-performing electricity distribution company in the UK.

After the third year of the current eight-year regulatory price control period, we are on target to deliver the commitments that we made within our business plan for the period from April 2015 to the end of March 2023.

I am delighted that for the seventh year running customers have rated us number one for customer satisfaction. This reflects our focus on customer service and how we improve what we do by acting on stakeholder feedback.

This report demonstrates the positive outcomes that we have delivered.

Among our achievements, we have improved our safety performance, reduced our business carbon footprint, beaten our targets for delivering new connections quickly, and supported over 15,000 customers who were facing fuel poverty to make savings.

Looking ahead, the electricity distribution business faces the biggest change I can remember, where distribution networks will have greater responsibility for balancing energy supply and demand. We are developing the systems and processes to manage the variable output from local generation, provide the power for growth in electric vehicles and make it possible to store energy. During this change we will continue to make sure that the networks remain reliable and customers receive the services they need.

Robert Symons, WPD Chief Executive

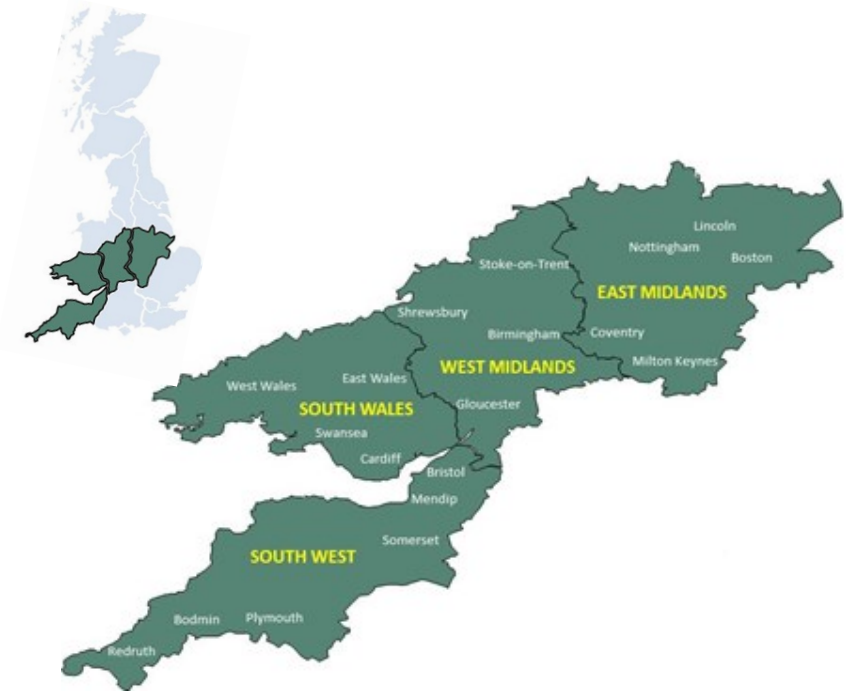
Introduction

Who we are

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

We are not a supplier. We do not buy and sell electricity or directly bill customers.

Our costs account for around 17% of an average customer's yearly domestic electricity bill, which they pay to their supplier.



Our network, which serves 7.9 million customers, is the largest in the UK

What we do:

We keep the lights on by operating our network assets effectively

We maintain equipment so that the network is in a condition to remain reliable

We fix the network if equipment gets damaged or is faulty

We connect customers by upgrading existing networks or building new ones

Purpose of this report

Each year we publish a report for our stakeholders, with details of our progress against our eight-year business plan for the RIIO-ED1 price control (April 2015 to March 2023). In our plan we made 76 commitments in the following six categories.

- Safety – reducing risk to our staff and the general public.
- Reliability – improving the performance of our network.
- Environment – reducing our effect on the environment and supporting the Government's plans for a low carbon energy future.
- Connections – providing an efficient service for customers connecting to the network.
- Customer satisfaction – maintaining excellent customer service.
- Social obligations – supporting customers in vulnerable situations.

Within this report you will find information which demonstrates the commitments we made in our business plan and our performance against these during 2017/2018.

2017/2018 highlights

88.5%
of customers affected by a high voltage fault had their supply restored within one hour

Accident rate fell to **0.87** accidents per 100 staff

48%
reduction in oil leaked from oil-filled cables

99.6%
of customers who contacted us about a non-fault enquiry received a call back in two days

15,000
fuel poor customers supported to save
£5.4 million

733,113
customers provided with safety information

1.84
seconds –
our average response time for customer calls

Online connections application process rated
8.88 out of 10

28,720
webchat conversations

174
alternative connection quotations issued

81,618
schoolchildren attended electrical-safety sessions

8.93
out of 10 for overall customer satisfaction

Customer Panel's statement

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Independent challenge - the Customer Panel's view

"The purpose of the Customer Panel is to critically evaluate WPD's current performance and plans for the future, challenging WPD to deliver their activities in a way that best meets the needs of all customers."

"The Customer Panel makes sure customers' views remain at the heart of decision making at WPD. We are an independent, permanent group of 41 members representing a range of customer areas, including connections, community energy, business and domestic customers, smart networks, fuel poverty, local and national government and the third sector (includes charities, voluntary and community groups).

Through the expertise of members we advise, critically evaluate and co-create solutions with WPD to achieve better outcomes for customers.

We have had full and detailed sight of WPD's performance throughout 2017/2018, including the key areas reported in the Business Plan Commitments summary report. We independently scrutinised performance, raised challenges on behalf of consumers and met with the Chief Executive and senior managers responsible for key output areas.

The panel believe meaningful engagement must lead to action. Over the past year we have discussed and debated various topics at length and influenced 26 actions and improvements.

For example:

Challenge	Actions and outcomes this led to
WPD's vulnerable customer support programme should avoid 'reinventing the wheel' by collaborating with existing schemes wherever possible.	WPD updated their social indicator mapping data (to identify areas of highest potential power cut vulnerability and/or fuel poverty) and published this for other agencies to use. A new strategy for existing fuel poverty outreach schemes ('Affordable Warmth') was introduced to use this data to target the areas of highest need. This led to an increase in savings by fuel poor customers. The panel reviewed WPD's Priority Services Register (PSR) partner referral process and made changes to engage a wider range of organisations. This led to 29 new PSR referral partners being identified and a 24% increase in PSR registrations direct to WPD.
There is a need for better local engagement about WPD's overall £7.1 billion expenditure in the period 2015 to 2023. WPD should do more to explain local investment plans.	WPD created local network investment brochures and held workshops in all local depots, enabling stakeholders to meet WPD's Distribution Managers and Network Planners. Over 170 stakeholders, including local authorities and developers, were engaged on WPD's investment plans. An interactive investment map was launched online, detailing a range of local schemes to improve services for customers.
WPD should do more to explain its charges to customers	WPD launched a new 'Distribution Charging Overview' guide, which was reviewed and approved by the panel.

More detail on the way in which we work with WPD is included in a detailed report that we have prepared for 2017/2018. The report can be found at this link:

www.westernpower.co.uk/customers-and-community/customer-panel

Overall we are confident that WPD has acted on our challenges and comments with a sense of urgency and openness, working collaboratively with us to deliver appropriate solutions. There remains much more for the panel to impact, enhance and refine in the years ahead and we remain confident we will continue to find opportunities to influence WPD's decisions at every stage."

The Customer Panel

Stakeholder feedback

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Updating our plans in line with feedback

Every year we hold stakeholder workshops which provide an opportunity to introduce key topics to a range of stakeholders, and to gather their feedback.

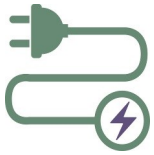
In January 2018, 250 stakeholders attended six separate sessions across our licence areas. We provided an update on our business performance and a brief summary of some new issues that have emerged since our business plan was put together in 2012/2013.

In response to this update stakeholders asked us to include some extra information in our reporting, covering four new topics.

We have incorporated these topics into this summary report and our detailed Business Plan Commitments Report.

Changing to a Distribution System Operator

There is more information on our actions on page 16 of this document.

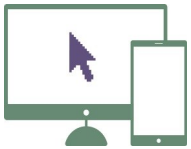


Alternative connection offers

We have expanded the situations where alternative connections can be used.

Electric vehicles

We are investigating how electric vehicles affect the network.



Cyber security

We are making our systems more secure to protect against cyber attacks.

Find out more

Our detailed Business Plan Commitments Report contains more information on our performance against each of the 76 commitments in our business plan and new areas that stakeholders express an interest in. You can read the report at the following link.

www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2017-18

If you would like to take part in one of our stakeholder events, see our contact details on page 28.

Output performance overview

Safety	
1. Meet health and safety law.	✓
2. Make sure we have safe clearance distances between overhead lines and structures or the ground.	✓
3. Complete inspection and maintenance programmes.	✓
4. Reduce the number of accidents.	✓
5. Contribute to safety initiatives put in place by the Energy Networks Association.	✓
6. Work with trade union representatives to promote safe practices.	✓
7. Investigate the causes of all accidents.	✓
8. Improve security at substations.	✓
9. Run electrical-safety sessions for members of the public.	✓
10. Distribute electrical-safety literature.	✓
Reliability	
11. Improve network performance to reduce power cuts.	✓
12. Reduce the time it takes us to restore electricity after a power cut.	✓
13. Reduce the number of times power cuts last more than 12 hours.	✓
14. Deliver Guaranteed Standards of Performance.	✓
15. Improve standards for customers who experience frequent power cuts.	✓
16. Install flood protection at substations.	✓
17. Speed up our programme for clearing trees that could cause a fault if they fell during a storm.	✓
18. Improve battery life at substations to last 72 hours if there is major, network-wide power loss.	✓

Environment	
19. Improve the time we take to respond to customers connecting low carbon technology to our network.	✓
20. Identify areas where more low carbon technology is likely to be connected.	✓
21. Increase the size of assets in areas where more low carbon technology is likely to be connected.	✓
22. Explore new options to improve the way that we manage the network.	✓
23. Improve our management of the network by implementing 'smart' solutions.	✓
24. Use larger transformers in areas where we expect use of the network to increase.	✓
25. Use larger cables in areas where we expect use of the network to increase.	✓
26. Make sure that replacement vehicles have lower CO_2 emissions than those they replace.	✓
27. Improve the energy efficiency of our buildings.	✓
28. Reduce the amount of waste that we send to landfill.	✓
29. Reduce our carbon footprint by 5%.	✓
30. Reduce the amount of oil that leaks from oil-filled cables.	✓
31. Reduce the amount of SF_6 (a greenhouse gas) that is lost from switchgear.	✓
32. Install containment 'bunds' around equipment which contains large amounts of oil.	✓
33. Replace 55km of overhead lines in AONBs with underground cables.	✓
Connections	
34. Improve the time taken to deliver a new connection by 20%.	✓
35. Provide excellent customer service so that customers rank us as the top-performing DNO.	✓
36. Carry out customer satisfaction surveys with distributed generation customers.	✓
37. Develop our processes for customers applying for a connection online.	✓
38. Provide helpful information for connection customers online.	✓
39. Host 'surgeries' every three months to help connection customers to understand our processes.	✓
40. Work with major customers to identify where our processes can be improved.	✓
41. Aim to achieve no failures of the connection Guaranteed Standards of Performance.	✓
42. Improve customer awareness of other connection providers.	✓
43. Work with other connection providers to extend the types of work that they can carry out.	✓

Key				
	Achieved the yearly output	✓	Output on track, some elements require further input	✓
	Output under review	--	Not met the yearly output	✘

Output performance overview

Customer satisfaction	
44. Continue to be the top-performing DNO for the Broad Measure of Customer Satisfaction.	✓
45. Maintain our certification to show that we meet the Customer Service Excellence standard.	✓
46. Answer phone calls within two seconds.	✓
47. Limit the number of customer calls that are abandoned before we can answer them.	✓
48. Always provide customers with the option to talk to a member of staff when they call our contact centre.	✓
49. Provide a restoration time for every power cut.	✓
50. Call back all customers who have been in contact about a fault.	✓
51. Contact customers within two days of receiving an enquiry which was not about a fault	✓
52. Provide information through 'on-demand' messaging such as text messages and social media.	✓
53. Develop options for customers to find information online.	✓
54. Host a customer panel with our CEO four times a year.	✓
55.Continue to hold at least six stakeholder workshops each year.	✓
56. Provide a stakeholder report every year providing an update on our actions.	✓
57. Resolve at least 70% of complaints in one day.	✓
58. Aim to achieve no complaints where the Ombudsman has to get involved.	✓
59. Send the 'Power for Life' publication to all customers and make sure it promotes GSOPs.	✓

Social obligations	
60. Work with others to improve our understanding of the needs of customers in vulnerable situations.	✓
61. Train staff to recognise the signs of customer vulnerability.	✓
62. Contact customers in vulnerable situations at least once every two years to check their details.	✓
63. Improve the quality of the data that we hold on our Priority Services Register.	✓
64. Co-ordinate meetings with suppliers to agree criteria for vulnerability.	✓
65. Raise awareness of our Priority Services Register.	✓
66. Make 10,000 'crisis packs' available to customers who need extra support during power cuts.	✓
67. Contact customers who rely on a electricity for medical reasons every three hours during power cuts.	✓
68. Provide practical support during power cuts through organisations such as the British Red Cross.	✓
69. Ask for feedback from customers in vulnerable situations to check they are happy with our service.	✓
70. Develop ways of sharing information with local resilience forums.	✓
71. Build a database of regional agencies we can refer customers to for help with fuel poverty.	✓
72. Work with our partners to develop links to and from our website so information is easy to find.	✓
73. Develop joint information with the partners we work with to help customers who are facing fuel poverty.	✓
74. Provide fuel poverty training to our staff who have contact with members of the public.	✓
75. Use data analysis to help identify areas with a high concentration of vulnerable households.	✓
76. Develop local outreach services to help customers who are facing fuel poverty.	✓

Key				
	Achieved the yearly output	✓	Output on track, some elements require further input	✓
	Output under review	--	Not met the yearly output	✘

Safety – Performance summary 2017/2018

Meeting health and safety law

(1) No improvement notices, prohibition notices and prosecutions from the Health and Safety Executive. (See note 2.)	No improvement notices or HSE prohibition notices were issued during 2017/2018. In June 2017 legal proceedings ended in relation to the death of a member of staff as a result of an accident at work in January 2013. We admitted our failings, and paid a fine and costs.
(2) Complete work programmes to meet the Electricity, Safety, Quality and Continuity Regulations (ESQCR) 2002. ESQCR requires that overhead lines are a safe distance from either structures or the ground.	We have completed the programme for clearance distances to structures for all regions. We have completed 100% of the work scheduled for 2017/2018 relating to the required ground clearance distances.
(3) Complete inspection and maintenance programmes every year.	We completed the majority of work scheduled for completion during the year. A small number of tasks could not be carried out due to access issues and we put in place appropriate plans to manage these safely until the work was completed.

Reducing accidents

(4) Reduce our overall rate for the frequency of accidents by 10%. (See note 1.)	Our accident rate in 2017/2018 is better than the 10% improvement target set for the whole of RIIO-ED1.
(5) Continue to play an active part in the ENA's 'Powering Improvement' initiative, which aims to lead to improved safety performance.	Events designed around the ENA 'Powering Improvement' themes took place in 2017/2018, including 'Asset Management' and 'Human and Organisational factors'.
(6) Work with our trade unions to improve safety performance, including the use of more 'Behavioural Safety' initiatives.	We carried out further work to reinforce the principles of behavioural safety, including arranging further training for staff. We carried out trial training sessions with trade union representatives during the year.
(7) Investigate all accidents involving members of the public, contractors or our own staff to make sure that learning points are quickly understood and communicated. (See note 2.)	We investigated all 100 incidents that happened during the year (58 staff accidents, 35 contractor accidents and seven significant incidents involving the public).

Substation security

(8) Improve security measures at 50 substation sites to reduce the number of repeat break-ins. (See note 1.)	To date in RIIO-ED1, the number of repeat break-ins has been lower than expected. We have upgraded security measures at 13 sites that have had repeat break-ins.

Educating the public

(9) Organise and run over 1,000 educational sessions to provide safety information to over 400,000 schoolchildren. (See note 1.)	So far in RIIO-ED1, we have delivered a total of 9,044 educational sessions to 221,204 schoolchildren.
(10) Continue to publish literature on maintaining safety around electrical apparatus and send more than 500,000 copies of this literature to targeted landowners, businesses or leisure operators. (See note 1.)	To date in RIIO-ED1, we have issued over 1.6 million safety leaflets, or made these available through social media, to targeted groups.

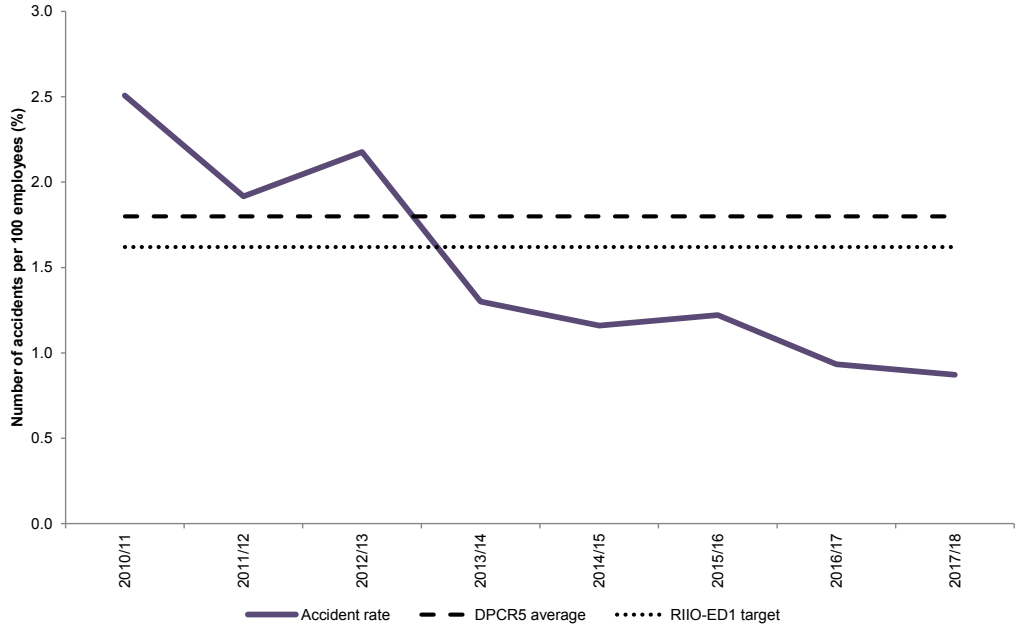
Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Safety

Accident frequency rates

We monitor accident rates and are committed to achieving a 10% improvement in our performance over the course of the price control period. The number of accidents taking place each year is low and we have already achieved our target, but we will not stop there. The accident rate for 2017/2018 was 0.87 accidents per 100 staff. Our progress is shown below.

We continue to focus on behavioural safety – encouraging staff to take responsibility for their own safety and that of others, and supporting individuals to challenge unsafe behaviour.



Highlights of 2017/2018

Our safety performance is good, but we know that we can always improve. We produce a new safety action plan every year based on accident reports, near misses, and industry-wide incidents and initiatives.

Some highlights from our 2017/2018 action plan are set out below.

- We arranged new behavioural-safety training for staff. The 'Five Traps' workshops explore five common scenarios that lead to accidents, and challenge staff to consider how their actions contribute to accidents.
- We introduced a new safety conference for apprentices – covering a range of safety topics, including learning from past incidents and an introduction to behavioural safety.
- We launched an independent safety climate assessment, which will be carried out by an external consultant. During the first stage, a random selection of employees have been sent surveys asking them to identify areas where safety performance is strong and any areas where improvements could be made.
- We have introduced a range of actions to reduce both emissions from vehicles, and the number of accidents involving vehicles. This has included a trial of dashboard cameras for fleet vehicles.
- We carried out a poster campaign designed to remind staff of the most common causes of accidents – slips, trips and falls.

Educating the public about electrical safety

Children and other members of the public may not always be aware of the possible dangers of the electricity distribution network. We have committed to providing 1,000 educational sessions to 400,000 schoolchildren over the course of RIIO-ED1.

We carry out educational sessions in schools, join forces with other professional services to deliver multi-agency safety education at 'Crucial Crew' and 'Lifeskills' events and lead sessions at five permanent centres, with the aim of teaching children about safety, especially electrical safety.

During RIIO-ED1 **221,204** schoolchildren have attended **9,044** educational sessions

We also attend a range of events such as county shows, which allows us to interact with visitors of all ages, raising awareness of the importance of behaving safely around electrical equipment.

As well as the safety sessions, we have committed to distributing 500,000 safety leaflets over the course of RIIO-ED1 and we've used a variety of methods of communication to reach over 1.6 million people to date. This includes using social media to target groups who may be more at risk of coming into contact with electricity as a result of their leisure activities, and providing safety information to landowners who have our equipment on their property.

Using innovation to promote electrical safety

We are currently trialling a new tool to promote electrical safety to schoolchildren.

In 2017 we started developing a short virtual-reality film experience, which places viewers in a scenario where two teenagers choose to enter a substation site to retrieve a lost drone.

The viewer is immersed in events as though they were a third member of the group, facing questions and comments from the characters. The film demonstrates the very real dangers involved in our sites, and challenges children to understand the potentially life-threatening consequences of their actions.

Over the summer we have been gathering feedback from children and parents attending events such as the Royal Welsh and Bath and West shows. The film is hard-hitting but parents have supported our view that it is extremely important to make clear the dangers associated with our equipment. The current film is aimed at children over 11. In the future we intend to develop an animated film aimed at 7- to 10-year-olds.

We will use the films to support our existing school-education programmes, making young people aware of electrical safety by using a multi-media approach.

Reliability – Performance summary 2017/2018

Network performance

(11) Improve network performance by the end of RIIO-ED1 so that, on average, customers will have 16% fewer power cuts and have their electricity supplies restored 23% quicker. (See note 1.)	Customer interruptions have reduced by 27% and customer minutes lost have reduced by 45% from the underlying performance benchmark calculated for 2011/2012.
(12) Make sure that at least 85% of customers have their power restored within an hour of a high voltage fault happening. (See note 2.)	88.49% of customers had their power restored within one hour of a high voltage fault.

Guaranteed Standards of Performance (GSOPs)

(13) Reduce by 20% the number of customers experiencing a power cut which lasts for 12 hours or more. (See note 1.)	The number of customers without electricity for more than 12 hours (where the GSOP applied) was 52, an improvement of over 99% on our 2012/2013 benchmark performance. Customers received a set payment where we failed to achieve the GSOP.
(14) Achieve no failures on all other GSOPs. (See note 2.)	We had no failures against most GSOP categories. However, we failed to notify eight customers of planned interruptions to their electricity supply and failed to meet the standard for restoring supply following a main fuse failure for one customer.

Worst served customers

(15) Reduce by 20% the number of customers classified as worst served. (See note 1.)	To date, projects to reduce the number of worst served customers have been put in place for 10,453 customers. Our target for the whole of RIIO-ED1 was 6,812 customers.

Making our network more resilient

(16) Apply flood defences to 75 substations, reducing the risk of both damage to equipment and power cuts due to flooding. (See note 1.)	To date, we have installed flood defences at 48 substations. We are on track to achieve our RIIO-ED1 targets.
(17) Speed up the programme of tree clearance (specifically related to storm resilience) by 40%, with the aim of clearing 700km of overhead lines per year (delivering the programme five years earlier than suggested by Government guidelines). (See note 1.)	We beat the tougher targets we set ourselves, clearing trees from 777km of overhead lines in 2017/2018.
(18) Improve substation battery life to last for 72 hours if there is a major, network-wide power loss. (See note 1.)	All programmes are ahead of plan. Protection batteries – 50% of eight-year programme complete. SCADA batteries – 50% of eight-year programme complete. Telecommunications sites – 90% of eight-year programme complete.

Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Continuing to improve our network reliability

We have challenging targets to reduce the number of power cuts that our customers experience and the length of time that these power cuts last.

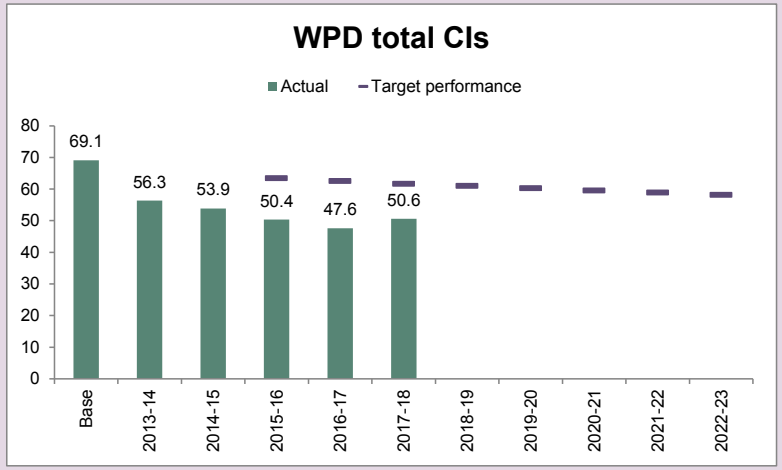
To make sure that our network performs effectively, we regularly inspect and maintain equipment, replacing any that is in a poor condition. We reinforce the network to make sure that it can cope with the demands placed on it. We also clear away trees to prevent them from coming into contact with equipment.

Automation is used on the network to redirect supplies and we reduce the time that power cuts last by promoting a culture which prioritises restoring customers' electricity supplies quickly. All of these actions mean that our performance continues to be better than the targets.

Two key performance indicators are shown below.

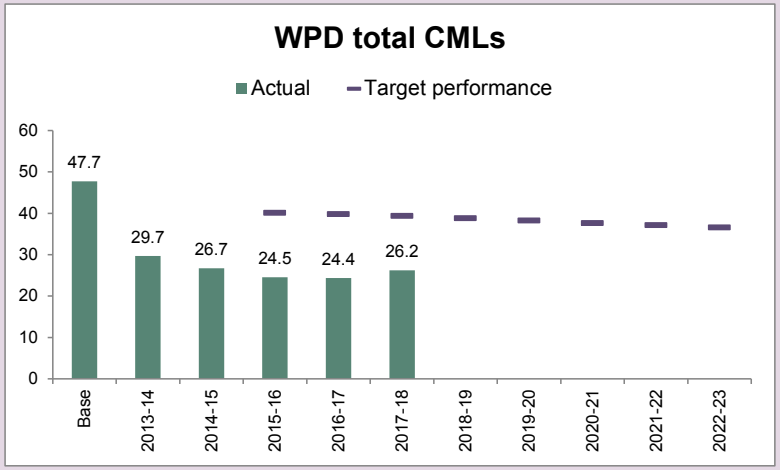
Customer interruptions (CIs)

Customer interruptions measure the average number of power cuts per 100 customers. We are already beating the target we agreed to deliver by the end of RIIO-ED1 – achieving a 27% improvement on our base performance.



Customer minutes lost (CMLs)

Customer minutes lost measure the average length of time that each customer is without power. We have beaten our targets by reducing the amount of time power cuts last by 45% on our base performance.



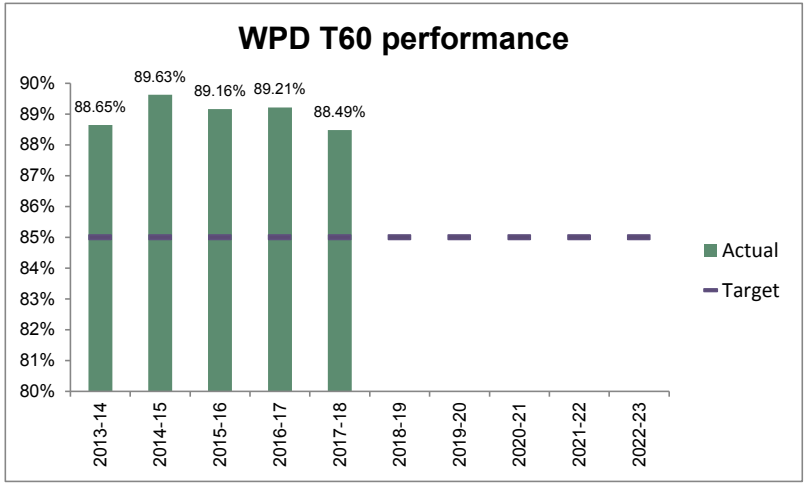
Beating our restoration targets

Our 'Target 60' initiative makes sure that over 85% of customers have their electricity supply restored within one hour when there is a high voltage (HV) fault. We continue to beat this target.

When there is a fault on the HV network, engineers in our control centres are automatically notified and restore most electricity supplies immediately using remotely controlled switches to redirect the route of electricity.

In many cases, computer-controlled sequence switching works straight away to restore large blocks of customers. We will also send staff to the site of the fault to carry out local switching. Our priority is to get our teams to the source of the problem and restore customers' electricity supplies.

Clear management focus on restoring electricity supplies quickly has led to industry-leading performance in this area of our work.



Restoring power during a storm

During Storm Emma and 'the Beast from the East', we dealt with high winds and heavy snowfall. Spanning six days in February and early March 2018, the two events brought logistical challenges to teams across the areas we cover. For the first time in five years the Met Office issued a red weather warning for the South West and South Wales.

In the South West, the weather caused 1,151 incidents during the six days. All 115,885 affected customers had their power restored within 48 hours (in line with Ofgem's standard for category-two storms). In the other three network areas the number of incidents ranged from 500 to 800, with all customers having their power restored within 12 hours.

Our thorough preparation made sure that extra resources were available in the worst affected areas. Our control centre, contact centres and local depots all had extra staff on duty to make sure we could continue to provide excellent service in challenging circumstances.

3.1 seconds – average call answer speed

4,699 calls to priority services customers

40,680 calls taken by our call centres

Environment – Performance summary 2017/2018

Make it possible for more people to use low carbon technologies (LCTs)

(19) Improve by 20% the time taken to provide a response to customers who want to use LCTs. (See note 1.)	We have introduced new processes to allow us to report on LCT response times and will compare response times to this benchmark performance in the future.
(20) Identify LCT hotspots using information from smart meters, expert organisations and local authorities, and use this information when making decisions.	Information on the location of LCT hotspots has been added to our systems.
(21) Selectively replace assets using larger assets in areas where more LCTs may be connected to our network.	We carried out 27 asset replacement projects, using larger assets, as a result of using information about LCT hotspots.
(22) Reduce costs for future customers by developing smart solutions to provide alternative and innovative techniques for managing our network.	We had 26 innovation projects in progress during the year.
(23) Provide additional network capacity by using traditional or 'smart' methods.	We issued 174 alternative connection quotations and connected five sites. We launched our strategy for changing to the role of Distribution System Operator.

Reduce technical network losses

(24) Install oversized transformers when replacing assets in areas where demand for power may become higher than our equipment can cope with.	We installed 25 oversized transformers.
(25) Use larger cables when installing new network in LCT hotspots.	We installed 500 metres of larger cable in LCT hotspots.

Improve appearance in National Parks and Areas of Outstanding Natural Beauty (AONBs)

(33) Replace 55km of overhead lines in National Parks and AONBs with underground cables. (See note 1.)	To date during RIIO-ED1, we have replaced 16.7 km of overhead lines with underground cables.

Reduce the carbon footprint of the business

(26) Make sure all replacement vehicles have lower CO_2 emissions than those they are replacing.	We have procurement processes in place to make sure that replacement vehicles have lower emissions. We are trialling the use of alternative fuels in work vehicles.
(27) Make sure all new or substantially refurbished buildings meet, as a minimum, the 'excellent' standard under the Building Research Establishment Environmental Assessment Method (BREEAM). (See note 2.)	One new depot achieved the 'excellent' standard under BREEAM. One refurbished depot achieved the 'very good' standard, the maximum rating for a refurbished building.
(28) Reduce the amount of waste sent to landfill by 20% over the first two years of RIIO-ED1 and 5% per year after this.	We have seen a reduction in the amount of waste that we produce as a business. However, we are slightly above our target for the year for reducing the amount of waste sent to landfill.
(29) Reduce our carbon footprint by 5%. (See note 1.)	Our business carbon footprint has reduced by 13% compared with 2012/2013. We have beaten our in-year target.

Reduce the environmental risk of leaks from equipment

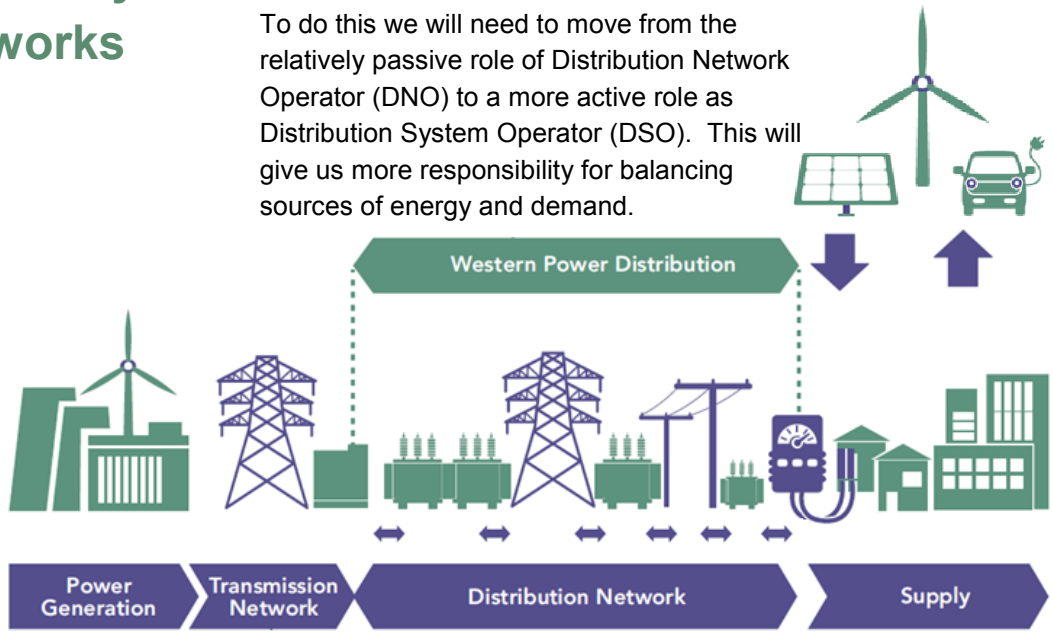
(30) Reduce by 75% the amount of oil lost through leaks from oil-filled cables. (See note 1.)	To date, the amount of oil lost from oil-filled cables has reduced by 47.6% from our benchmark performance.
(31) Reduce by 17% the amount of SF_6 gas that is lost from switchgear. (See note 1.)	The amount of SF_6 gas lost as a percentage of the total amount of SF_6 used on our network has reduced from 0.47% in 2015/2016 to 0.26% in 2017/2018 for the whole of our area. However, we missed our in-year targets in the South West and South Wales.
(32) Install effective oil containment 'bunds' around plant containing high volumes of oil. (See note 1.)	We have completed work on 113 new and refurbished bunds so far in RIIO-ED1, going further than our forecast of 104 bunds.

Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Planning for the future of electricity networks

The way energy is produced and how customers use energy is changing. As a result we will need to change the way we run our network. We will have a greater need to forecast energy production and use, and actively manage energy flows across the network.

To do this we will need to move from the relatively passive role of Distribution Network Operator (DNO) to a more active role as Distribution System Operator (DSO). This will give us more responsibility for balancing sources of energy and demand.



Many large power stations are closing as they come to the end of their lives.

Different forms of electricity generation are now directly connected to the distribution network. Changing weather conditions make the output of solar and wind generation difficult to predict.

We expect to see rapid changes, with new forms of electricity demand – such as electric vehicles and battery storage. These could disrupt traditional patterns of energy use.

Our DSO actions so far

- In June 2017 we published our strategy for moving to the role of DSO, describing how we will provide quicker, more efficient connections by actively managing energy flows across the network.
- We engaged with over 5,000 stakeholders about our plans. We used their feedback to publish an updated strategy in December 2017.
- We published a Distribution System Operability Framework (DSOF), which assesses the technical issues facing DNOs as they become DSOs. We aim to share learning and highlight areas where customers may be able to help us develop solutions.
- We published Regional Strategic Investment Options reports that assess potential growth in distributed generation and demand so that we can make strategic network planning choices for the future.
- We carried out a consultation to understand the potential scale of growth of energy storage.
- We published a Regional Development Programme with National Grid for our South West region. Strategic studies such as these allow us to take a joined-up 'whole-system' approach to meeting future network capacity requirements.
- We expanded our range of alternative connection options. Originally designed for generation customers, we now also cover demand and battery-storage connections.

There is more information on our website at:

www.westernpower.co.uk/our-network/strategic-network-investment/dso-strategy

Environment

Reducing the effect of our activities on the environment

Our activities can affect the environment in a variety of ways. This includes the energy we use in our buildings, the fuel we use in vehicles and leaks of insulating oils and gases. We take many steps to reduce our effect on the environment. We produce a dedicated report each year, which you can read on our website at:

www.westernpower.co.uk/About-us/Our-Business/Environment.aspx

Technical losses on the network

The amount of energy that enters an electricity network is more than the amount delivered to customers. The main reason for this is that an electricity network uses energy while delivering power to customers. This is known as a 'technical loss'.

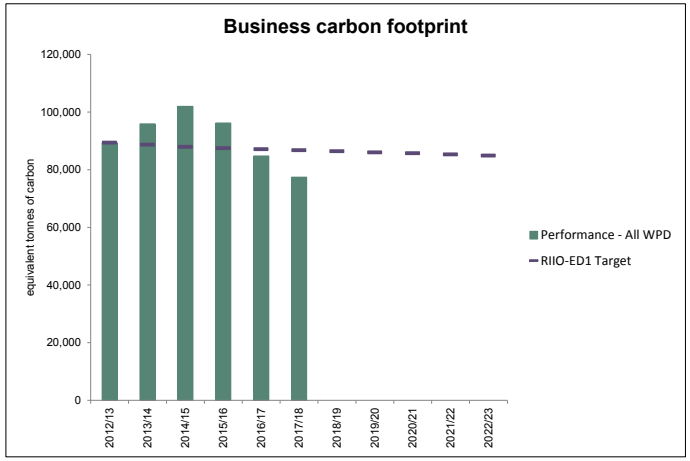
The environmental effect of this is that more electrical energy has to be generated to deal with the effect of the losses. In line with our licence obligations we must keep losses as low as reasonably possible.

We use innovation projects to build our understanding of how and when losses happen and to make sure that we are at the forefront of improvements in technology that help us to reduce technical losses. Every year we engage with stakeholders and issue a revised losses strategy.

For 2017/2018, new developments include considering how electric-vehicle charging affects losses, and encouraging DNOs to work together.

Business carbon footprint

Business Carbon Footprint (BCF) is a calculation that brings together information on activities that affect the environment. Each year we compare our performance against a benchmark year of 2012/2013, and we have committed to reducing our BCF by 5% during RIIO-ED1. In 2017/2018 we have achieved a 13% (like-for-like) reduction in our business carbon footprint compared with 2012/2013.



This performance means we are beating the targets we set for RIIO-ED1. However, certain aspects of our BCF will continue to be a challenge. For example, during 2017/2018 we have seen increases in leaks of SF_6 gas (a greenhouse gas that is used in some types of switchgear). The targets that we set ourselves for reducing the leakage rate of SF_6 have been missed during 2017/2018 for our South West and South Wales licence areas.

We continue to work to improve our performance in this area. We have invested in new detection equipment to quickly find SF_6 leaks when they happen, and we have carried out research projects to test the effectiveness of other gases, but at present there are no suitable alternatives.

Connections – Performance summary 2017/2018

Provide a faster and more efficient connections service

(34) Improve the overall time taken to deliver a connection by 20%. (See note 1.)	We achieved Ofgem's targets for 'time to quote' and 'time to connect' for both LVSSA (single domestic connections) and LVSSB customers (two to four domestic connections and single small commercial connection projects).
(35) Provide excellent customer service so that customers continue to rank us as the top-performing DNO group in customer satisfaction surveys. (See note 2.)	We are the top-performing DNO for the Connections Customer Survey in Ofgem's Broad Measure of Customer Satisfaction, scoring an average of 8.78 out of 10 across our four licence areas.
(36) Carry out surveys with distributed generation customers to find out if they are satisfied with our service and identify where we could improve.	We achieved a score of 8.83 out of 10 for distributed generation customer satisfaction surveys. We have specified a range of improvements within our work plan for the Incentive on Connections Engagement (ICE).

Improve communication with customers

(37) Develop and improve the way we process online connection applications and make it easier for customers to track the progress of their application online.	We have made amendments to our online connections information in line with stakeholder requirements. These have been published in our ICE work plan.
(38) Make sure that the information we provide in documents and online is effective.	We achieved a satisfaction score of 8.88 out of 10 from customers using our online application service.

Improve our engagement with major customers

(39) Host 'surgeries' every three months to help connection customers to understand our processes.	50 customers attended nine surgeries across our four licence areas.
(40) Work with major customers to identify where our processes can be improved and quickly put in place any changes.	We engaged with over 16,000 stakeholders through events and over 2,000 through customer satisfaction surveys. The actions in our ICE work plan are based on suggestions we received from these events and surveys.

Guaranteed Standards of Performance (GSOPs)

(41) Aim to achieve no failures of the connection GSOPs. (See note 2.)	There was only one failure against the connection Guaranteed Standards of Performance during 2017/2018. This was related to the time it took to provide a quote for a high voltage demand connection.

Further developing a competitive market

(42) Improve customer awareness of other connection providers and regularly check that customers understand the options available to them.	We provide clear information for customers explaining that they can use other connection providers. We carry out a yearly survey to measure customer awareness. The 2017/2018 survey showed that 81% of customers who had a new connection were aware of other providers.
(43) Work with other connection providers to extend the type of work they can carry out, including high voltage and reinforcement work.	In 2017/2018, we introduced a new group to focus on the specific needs of other connection providers. Sessions take place three times a year and we use feedback from stakeholders to improve our processes.

Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Connections

Providing a fast and efficient connections service

The overall speed of connection to the network is important for customers and we measure our performance against Ofgem targets for minor connection customers – this includes single domestic connections (referred to as LVSSA) and projects which require two to four domestic connections or a small commercial connection which doesn't need reinforcement work (referred to as LVSSB).

The targets measure the time taken to provide a quote and, once the quote is accepted, the time taken to provide the connection.

In 2017/2018 we outperformed all the targets for LVSSA and LVSSB.

To achieve this we carry out regular reviews of our processes across all connection types to make sure that timescales are as short as possible and that we provide the services customers want.

During 2017/2018 we have increased the amount of information available to customers, helping them to choose where to connect, the possible cost of connections, and areas where the network could be restricted.

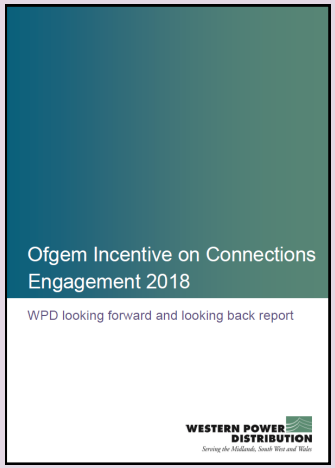
Minor connections	Time to quote (average number of days)		Time to connect (average number of days)	
	LVSSA	LVSSB	LVSSA	LVSSB
West Midlands	4.14	4.47	28.08	40.28
East Midlands	3.51	4.91	28.16	35.21
South Wales	3.30	4.93	28.35	38.51
South West	4.87	5.40	25.73	29.94
Ofgem target	**8.21**	**11.73**	**42.08**	**52.70**

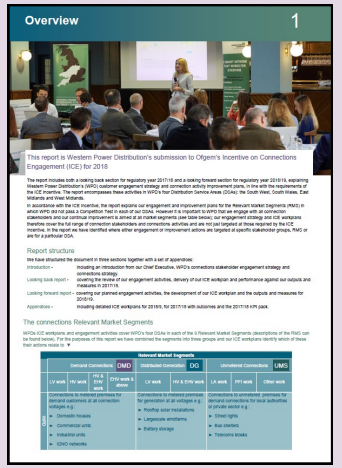
Ofgem's Incentive on Connections Engagement

Under the Incentive on Connections Engagement (ICE), DNOs must engage with customers, develop improvement plans and put changes in place. Every year, we submit reports to Ofgem explaining the actions we have taken and our plans for the future.

To find out more about the work we do to improve our connections service, and to see our reports, please visit our website.

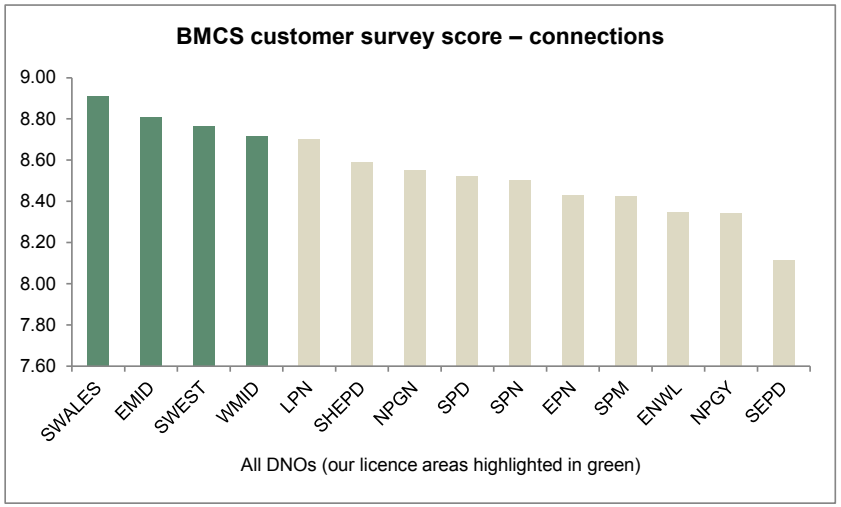
www.westernpower.co.uk/Connections/ICE





Customer satisfaction for connections customers

We assess the satisfaction of connections customers using Ofgem's Broad Measure of Customer Satisfaction (BMCS). Part of the BMCS includes a customer satisfaction survey for customers who need a minor connection. The table below shows our performance (and that of the other DNOs). Our licence areas have achieved the top four scores. We promote the importance of customer service to our staff, and the strong results shown below reflect this focus.



We carry out two further surveys to test the opinions of customers who need major connections and distributed generation customers. For 2017/2018, we continued to score highly for all three customer groups.

8.78 BMCS (minor connections)

8.65 Major connections

8.83 Distributed generation

Acting on customer feedback

We regularly hold stakeholder events so that our connections customers can help us to identify possible improvements to our processes.

During 2017/2018 we engaged with over 16,000 stakeholders through a variety of events.

170 ICE workplan actions completed

We make sure that our work with stakeholders is purposeful. Some of the changes that we have put in place as a result of feedback in 2017/2018 are set out below.

- We improved our online capacity map (which helps customers to identify where it is possible to connect) by adding new information, including information for energy-storage customers.
- We increased the number of options available to other companies who want to carry out connections work independently on our network.
- We published new information flow charts explaining our connection processes step by step.
- We simplified application forms for customers who want to make a connection to our network.
- We updated our 'Generation Portal', a website which provides background information for electricity generation companies. We published new information, including an annual summary of planned power cuts and limits on the network for the year ahead.

Customer satisfaction – Performance summary 2017/2018

Customer service

(44) Continue to be the top-performing DNO group across all elements of the Broad Measure of Customer Satisfaction. (See note 2.)	We achieved the top four scores for overall customer satisfaction across all of the DNOs. This overall rating combines results of the three surveys for supply interruptions, connections and general enquiries.
(45) Maintain certification to show that we meet the Customer Service Excellence standard. (See note 2.)	We were awarded 'Compliance Plus' status for 43 of the 57 standards. We were the highest-scoring organisation out of all those accredited.

Telephone response

(46) Respond to phone calls quickly, answering them within two seconds. (See note 2.)	Our average response time for customer calls was 1.84 seconds.
(47) Limit the number of calls that are abandoned before we can answer them to less than 1%. (See note 2.)	Only 0.13% of calls were abandoned.
(48) Always provide customers with the option to talk to a member of staff when they call our contact centre.	Our systems allow us to make sure that customers are always provided with the option to talk to a member of staff.

Communication with customers

(49) Provide a restoration time for every power cut. (See note 2.)	All power cuts have an estimated restoration time which is updated as further information is provided by field teams.
(50) Call back all customers who have been in contact about a fault. (See note 2.)	We called back 99.7% of customers who contacted us about a fault.
(51) Contact customers within two days of receiving an enquiry which was not about a fault. (See note 2.)	We contacted 99.6% of customers who contacted us with an enquiry which was not about a fault within two days.
(52) Provide 'on-demand' messaging through text and social media for customers who want to be kept informed in other ways, rather than a phone call.	We provided on-demand messaging through text and social media. We sent 623,348 text messages during high voltage power cuts.
(53) Develop 'self-service' options for customers to find information online.	We hosted 28,720 webchat conversations, our app for reporting power cuts was downloaded 4,515 times and we had over one million hits on our online map showing power cuts.

Involving stakeholders

(54) Continue to host a customer panel where our CEO will meet with our expert stakeholders four times a year.	Four customer panel meetings were scheduled during the year. One panel meeting was cancelled due to heavy snow.
(55) Continue to host at least six stakeholder workshops each year.	We hosted six general sessions, attended by over 250 stakeholders across our licence areas.
(56) Continue to produce a stakeholder report every year providing an update on the actions we have taken as a result of stakeholder involvement.	This yearly Business Plan Commitments summary report and the separate detailed report replace the stakeholder report.

Complaints

(57) Resolve at least 70% of complaints within one day. (See note 2.)	We resolved 85% of complaints within one day.
(58) Continue to have a target of no complaints where the Ombudsman has to get involved. (See note 2.)	There were no complaints referred to the Ombudsman.

Guaranteed Standards of Performance awareness

(59) Continue to send the 'Power for Life' publication to all 7.9 million customers and make sure it promotes the GSOPs. (See note 2.)	We issued 'Power for Life' to all 7.9 million customers in September 2017. It included information on the GSOPs.

Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

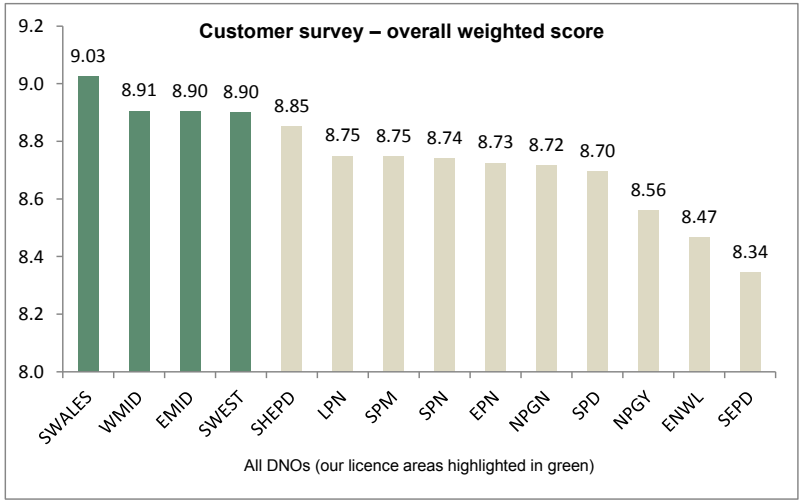
Customer satisfaction

Customer satisfaction survey results

Providing excellent customer service to our 7.9 million customers is one of our main business objectives. Ofgem's Broad Measure of Customer Satisfaction (BMCS) provides one way of measuring our success in this area.

Every year a random selection of our customers are surveyed by an independent survey company to find out how they rate the service we provide.

Customers are asked to provide feedback on supply interruptions (power cuts), connections and general enquiries. The individual scores from each category are combined to produce an overall score out of 10. For 2017/2018, for the seventh year running, our four licence areas were rated in the top four positions when compared with the other electricity Distribution Network Operators.

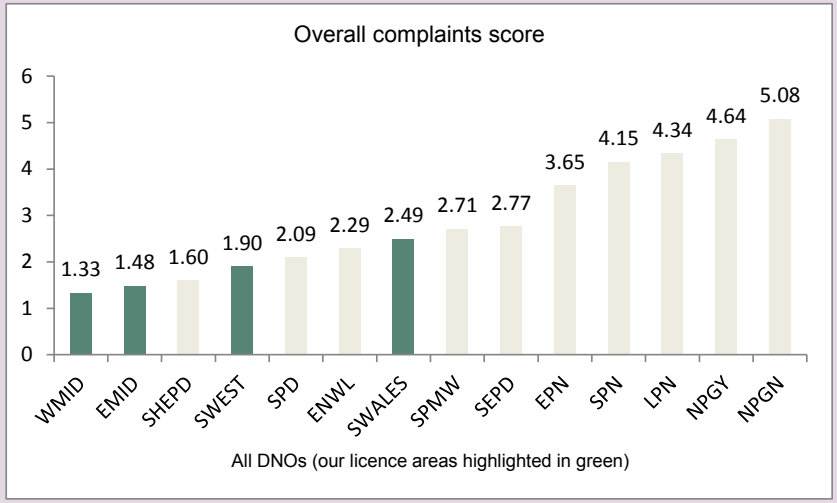


Resolving complaints

We try to get things right first time, but sometimes things can go wrong. When we receive complaints we treat them with urgency and aim to deal with them to the customer's full satisfaction as quickly as possible. During 2017/2018 we resolved 85% of complaints within one day.

Ofgem assesses how we handle customer complaints, taking into account the number of complaints resolved within one day, complaints which were not settled after 31 days, repeat complaints and the number of complaints where the Ombudsman has decided against the DNO. Ofgem combines scores from all of these elements and assesses each DNO's performance against a target of 8.33.

We are beating this target and the results below show that we have some of the lowest complaints scores across all of the DNOs.



Customer satisfaction

Maintaining customer satisfaction

We consistently achieve excellent levels of customer service. We are proud of our performance and work hard to promote a strong culture of customer service.

- We respond to calls quickly. During 2017/2018 our average response time was **1.84** seconds.
- We called back **99.7%** of customers who contacted us about a fault.
- We sent **623,348** text messages during high voltage power cuts to keep customers up to date.
- We contacted **99.6%** of customers who contacted us with an enquiry which was not about a fault within two days.
- We **always** provide customers with the option to talk to a member of staff when they call our contact centre.

Independent assessment

To gain an extra, independent view of our performance, we are assessed against the Government's **Customer Service Excellence Standard.**

The standard assesses customer service across a range of areas, for example how we work to understand our customers' needs, how we make information accessible to customers, how we monitor standards and how we respond to feedback and deal with any problems.

In 2017/2018, following a rigorous two-day audit, we were successfully assessed against the standard. We were the highest-scoring organisation out of 590 companies.

New communication options for customers

We provide customers with a range of communication methods so that they can access information quickly and easily without necessarily having to call our contact centres.

On every page of our website, customers can access a 'webchat' facility which allows them to communicate online, in real time, with a member of staff based in our offices in the UK. The webchat facility is used regularly with 28,720 'chats' taking place in 2017/2018. On average, 93.3% of customers were satisfied with the information they received.

During 2017/2018, we added a number of new functions to the website to make it more user-friendly for our customers. Here are some examples.

- 'ReciteMe' has a range of features including the ability to convert text to speech, reading out the text to the user. The programme allows translation into 103 languages and a text-only view which provides a reading ruler and adjustable colour schemes for people with dyslexia and eyesight difficulties.
- 'Interpreternow' allows deaf customers to contact us in British Sign Language (BSL), using an online interpreter.
- A series of animated customer information videos include BSL features.

Social obligations – Performance summary 2017/2018

Improving understanding of vulnerability

(60) Work with expert partners to improve our understanding of the needs of customers in vulnerable situations.	We worked with a wide range of expert partners and were accredited with the British Standards Institute (Standard BS18477), which specifies requirements for responding to customers in vulnerable situations.
(61) Train staff to recognise the signs of vulnerability.	We provided specialist training to the Priority Services Register (PSR) teams and contact centre staff. We provided field staff with refresher training on referring customers in vulnerable situations to the PSR.

Improving the services provided for customers in vulnerable situations

(65) Raise awareness of the Priority Services Register.	We worked with a range of organisations, including water utilities and gas distribution networks, to raise awareness of the PSR.
(66) Make 10,000 crisis packs available. (See note1.)	To date we have issued 5,494 crisis packs over the RIIO-ED1 period.
(67) Contact all customers who depend on a power supply for medical reasons every three hours during power cuts. (See note 2.)	During power cuts we prioritise contacting customers who depend on a power supply for medical reasons. We made 170,254 calls to PSR customers (including those who depend on a power supply for medical reasons) during power cuts.
(68) Continue to provide practical support through the British Red Cross and other organisations as appropriate.	We provided British Red Cross support during 21 prolonged power cuts and once during a planned interruption.
(69) Ask for feedback from customers in vulnerable situations about our service.	We achieved customer satisfaction ratings of 9.20 out of 10 from customers on the PSR who had received a routine call to check their personal details.
(70) Develop ways of sharing information with local resilience forums.	We worked with 19 forums across our four licence areas. This included providing guidance to support businesses to plan for power cuts.

Note 1: This target is for the full eight-year RIIO-ED1 period, not for each separate year
Note 2 : This target is for each year of RIIO-ED1

Improving the data held on the Priority Services Register

(62) Contact customers in vulnerable situations at least once every two years to check the details we hold on the Priority Services Register.	We contacted 955,664 PSR customers during 2017/2018.
(63) Improve the quality of Priority Services Register data by working with other agencies and sharing information.	We developed new methods for referring people to the Priority Services Register, with a focus on direct sign-ups. We hosted best-practice sessions with our 63 referral partners.
(64) Co-ordinate meetings with suppliers to agree criteria for vulnerability.	27 new 'common needs codes' are now in use across the industry.

Reducing fuel poverty by supporting customers to access help

(71) Build a database of regional agencies we can refer customers to for help.	There are fuel poverty projects in all our areas, working with a network of support agencies. During 2017/2018 we introduced a new project with Air Liquide, who provide medical equipment in our areas.
(72) Work with partners to develop links to and from our website.	Details on our fuel poverty projects and links to partner organisations are available on our website.
(73) Develop joint information and awareness campaigns, and co-ordinate with partners to provide customers with help.	We have four 'Power Up' fuel poverty schemes to support customers who are facing fuel poverty. We supported 8,021 customers to save over £2.1 million a year.
(74) Provide fuel poverty training to our staff who have contact with members of the public.	We provide field staff and staff in our contact centre with customised training on fuel poverty and customers in vulnerable situations.
(75) Use data analysis to help identify areas with a high concentration of vulnerable households.	In 2017/2018, we refreshed the data analysis that we use to identify areas with a high concentration of vulnerable households. We also carried out further analysis on the types of organisations that currently work with customers in vulnerable situations.
(76) Develop local outreach services.	'Affordable Warmth' and other outreach services helped 7,208 customers to save over £3.3 million a year.

Identifying and supporting customers in vulnerable situations

Our Priority Services Register

We have a Priority Services Register (PSR) which records the details of customers in vulnerable situations who may need extra support during a power cut. We aim to make sure that every eligible customer is given the opportunity to register.

We have created a network of trusted organisations that work with customers in vulnerable situations every day. As part of their work, they ask customers for permission to add their names to the PSR. In the last year we have significantly increased the number of referral partners from 34 to 63. We've also carried out 'social indicator mapping' to identify areas with high levels of customers eligible to be included on the PSR. This allows us to target the areas of greatest need.

As a result of this work, 23,035 new PSR customers registered directly with us in 2017/2018.

During 2017/2018 we've taken a range of extra steps to promote the PSR.

- We promoted the PSR in our yearly 'Power for Life' newsletter, which we sent to all our 7.9 million customers.
- We created a short, animated, internet-based learning tool for the PSR, to help our partners with the work they do with customers in vulnerable situations.
- We launched a scheme for young people completing the volunteering section of the Duke of Edinburgh award, supporting them to promote the PSR to customers in vulnerable situations.

1.6 million customers are registered on the PSR. In 2017/2018 we contacted **170,254** PSR customers during power cuts to offer support. Overall we contacted **955,664** PSR customers to make sure that the details we hold are correct. We offer **every** PSR customer that we contact the opportunity to be referred for advice on fuel poverty.

Addressing fuel poverty

We consider a wide range of factors that can affect vulnerability, including cold homes and struggling to afford energy.

In the last year, we helped **15,229** customers who were facing fuel poverty to save **£5.4 million**.

We have an extensive programme of support schemes to provide practical support for customers living in fuel poverty, including help with switching energy tariffs and arranging funding for energy efficiency measures. We work with over 85 expert agencies including Citizens Advice and the Energy Saving Trust.

In 2017/2018, we introduced a number of new partnerships to help customers living with health issues made worse by living in cold homes. These new schemes supported 409 customers to save a total of £193,000 in the first year.

Social obligations

Supporting customers during power cuts

When there is a power cut we work to support customers, particularly those who may be more vulnerable without electricity.

During prolonged power cuts we call customers who depend on electricity for medical reasons to give them an update on when we expect their power to be restored and to find out whether they need any extra support.

During 2017/2018 we issued 1,914 crisis packs, each containing a flask, a torch with batteries, gloves, a hat, a reusable hand warmer, a foil blanket and an information leaflet.

We also work with the British Red Cross, who can provide warm meals, drinks and general welfare checks. We used this support 22 times during 2017/2018.

Using innovation to support customers in vulnerable situations

We have introduced some new features to support customers in vulnerable situations.

- The latest smart meters can tell us when a customer has lost power. We contacted every PSR customer with a smart meter installed to ask whether they would like us to call them during a power cut, whatever the time. (Under our sociable hours policy, we only call people between 9am and 8pm.)
- A new 'power cut alarm' feature has been added to our power cut reporter app for smartphones and tablets. This feature raises an alarm if power to the device is lost. The feature was developed following feedback from a sleep apnoea sufferer on our PSR register whose monitoring equipment does not have a built-in alarm. The app is used to wake customers up when there is no power for their medical equipment. We have promoted the app to 8,569 PSR customers with sleep apnoea.

Working with gas and water companies

Our customers have told us that they want to be able to join the Priority Services Register with one company and for their details to be easily shared with other utility companies. As a result, we have introduced new processes to securely share information with other companies working in our region.

- We now ask for customers' permission to share their details with other utility companies on their behalf. We have shared information in this way for nearly 700,000 PSR customers in the last year.
- We worked with Welsh Water to launch the UK's first PSR data-sharing process between an electricity distribution and water network company. This saved nearly 14,000 customers the effort of needing to register separately with each company.

Sharing information means that the utilities industry is better able to support customers during power cuts.

Costs

Tracking our costs

In the RIIO-ED1 Business Plan we proposed to spend £9.2 billion over the eight-year period.

£7.1 billion of this was related to costs under our control, referred to as Totex (which includes capital spending, network operating costs and business overhead costs).

The remaining £2.1 billion covers costs such as rates, licence fees and transmission charges which are not included as Totex because they relate to costs that DNOs do not have control over.

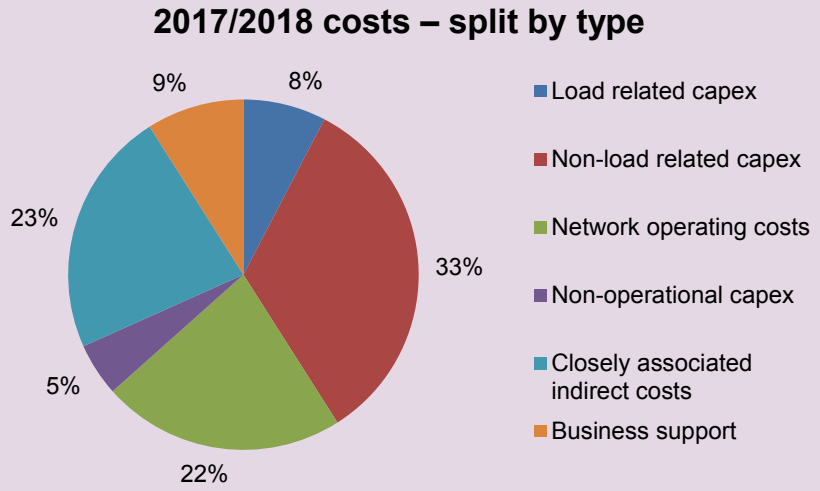
In 2017/2018, our spend was 2% lower than Totex allowances for costs within the price control period. This follows the first two years of RIIO-ED1, when costs were higher than allowances. We forecast that costs will be within our overall allowance for the eight-year RIIO-ED1 period as a whole. We continue to focus on delivering our business plan work programmes and commitments.

Our costs compared to Totex allowances in 2017/2018:

Total costs (Totex) for 2017/2018 (based on 12/13 prices) £million					
Licence area	West Midlands	East Midlands	South Wales	South West	WPD Total
Totex actual costs 2017/2018 (£million)	251.2	255.7	122.8	208.6	838.3
Totex allowance 2017/2018 (£million)	253.2	248.2	140.0	210.5	851.9
% of allowance spent	99%	103%	88%	99%	98%

How we split costs

- Load related capex – costs related to providing extra capacity on the network.
- Non-load related capex – capital investment in the network, two-thirds of which relates to replacing and refurbishing assets which are in poor condition.
- Network operating costs – includes inspections, repair and maintenance, faults and tree cutting.
- Non-operational capex – includes buying new IT systems, property, vehicles and small tools and equipment.
- Closely associated indirect costs – the costs of staff and systems that allow us to carry out work on the network, such as network design activities.
- Business support – teams such as Human Resources and Finance.



How to contact us

Working with us

If you have any questions about our work, or you would like to take part in future stakeholder events, please contact us.

Email: awilkes@westernpower.co.uk

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

Reporting a power cut

If you have a power cut, please call us on **105** (available on landlines and most mobile providers). You can also call us on **0800 6783 105.**

Or, download our free **power cut reporter app** from the App Store and Google Play onto a smart device. Register for severe weather updates.

Making a complaint

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

- Please call us free on 0800 0556 833.
- Visit our website at www.westernpower.co.uk/Contact-us/Complaints.
- Email us at complaints@westernpower.co.uk.
- Write to us at Tony Taylor, Information Centre Manager, Western Power Distribution, Avonbank, Feeder Road, Bristol BS2 0TB.

Please tell us your address and postcode and provide a phone number.

Find out more

There is more information on our performance against each of our 76 commitments in our detailed Business Plan Commitments Report, which is available at:

www.westernpower.co.uk/WPD-Business-Plan-Commitments-Report-2017-18

Copies of previous reports are available at:

www.westernpower.co.uk/Previous-performance-reports

Glossary

Affordable Warmth	WPD outreach scheme which offers fuel poverty support through a network of partner organisations.
AONBs	Areas of Outstanding Natural Beauty.
Automation	Remotely controlled devices which allow electricity supplies to be quickly rerouted without the need to send a person to the site.
Behavioural safety	An approach to safety which goes beyond setting rules and making sure people keep to them. It focuses on changing attitudes so that staff take responsibility for their own safety and that of others.
Broad Measure of Customer Satisfaction (BMCS)	An incentive scheme made up of a customer satisfaction survey, an assessment of how complaints are dealt with and a review of stakeholder engagement.
Bund	A containment wall built around items of plant which contain large amounts of oil, to prevent oil leaking into the environment.
Business carbon footprint (BCF)	A calculation which represents the effect our work has on the environment. We measure and report BCF using equivalent tonnes of carbon dioxide to express the effect of energy use in offices, emissions from vehicles and the release of greenhouse gases.
Capacity	The amount of power that can be distributed through an asset or the network.
Contestable work	Other organisations can carry out connections work in competition with the DNO. Work that can be carried out by a competitor is referred to as contestable.
Customers in vulnerable situations	Customers who are vulnerable for various reasons, including those who depend on electricity for medical reasons, have special communication needs or who struggle to afford to pay for energy.
Distributed generation	Electricity generation connected to the distribution network. It includes wind turbines, domestic solar panels, large-scale photo-voltaic farms, hydro-electric power and biomass generators.
Distribution Network Operator (DNO)	A DNO is a holder of an electricity distribution licence. There are 14 DNOs which are owned by six different ownership groups.
Distribution System Operator (DSO)	A development from the role of DNO, the DSO will be responsible for forecasting energy production and use, along with balancing demand and generation on the distribution network.
ENA	The Energy Networks Association – the industry body for Distribution Network Operators.
Engagement	The process by which an organisation involves people who may be affected by the decisions it makes, or can influence the way in which actions are delivered.
ESQCR	Electricity, Safety, Quality and Continuity Regulations 2002. The ESQCR specify safety standards, which aim to protect the general public and customers from danger.
Fuel poverty	Circumstances where customers struggle to afford electricity.
Guaranteed Standards of Performance (GSOPs)	Minimum service levels which DNOs must meet across a range of activities covering supply interruptions, appointments and connections.
Health and Safety Executive (HSE)	The Government organisation responsible for enforcing health and safety legislation.
Low carbon technology (LCT)	Devices that reduce the amount of carbon being used for heating, transport and generating power. LCT includes electric vehicles, heat pumps and solar generation.
Power Up	Our referral service which arranges for a partner organisation to provide help for customers who are struggling to pay for energy.
Powering Improvement	An industry strategy which aims to achieve continuous improvement in safety and occupational health in the energy generation and network sectors.
Price control	We are a regional monopoly – our customers are our customers because of where they live and work. We are regulated by Ofgem to make sure that we provide a high level of service for the money we are allowed to charge. The money we can earn is set for a specific period of time, referred to as a 'price control'. The current price control period (RIIO-ED1) runs from 1 April 2015 to 31 March 2023.
Priority Services Register (PSR)	A database that records details about customers in vulnerable situations so that we can provide extra support if needed.
Protection batteries	Most circuit breakers on the network rely on batteries to provide the power to monitor the network and initiate tripping and reclosing actions. These batteries are separate to SCADA batteries that provide the power for communication systems between sites and central control centres.
Reinforcement	Providing more network capacity by installing extra assets or installing higher rated assets.
Resilience	The ability of the network to withstand extreme events such as storms and flooding and have the ability to recover quickly from widespread power black outs.
RIIO-ED1	The price control period that runs from 1 April 2015 to 31 March 2023.
SCADA batteries	Batteries which provide the power for system communication between sites and central control centres.
SF_6	Sulphur hexafluoride – a greenhouse gas which is used as insulation in some types of switchgear.
Switches/ switchgear	Devices on the network can be turned on or off and are used to alter the routing of electricity. Some can be operated remotely by central control engineers. Others need to be operated manually on site by authorised staff.
Transformer	Converts electricity from one voltage to another.
Worst served customers	Customers who experience 12 or more higher voltage power cuts over a three-year period, with at least three in any one year.

Western Power Distribution (East Midlands) plc number 2366923

Western Power Distribution (West Midlands) plc number 3600574

Western Power Distribution (South West) plc number 2366894

Western Power Distribution (South Wales) plc number 2366985

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www.westernpower.co.uk @wpduk