Incentive on Connections Engagement (ICE)
Service Development Plan
Looking back and looking forward report
May 2016
Section 1

Introduction

Our Connections strategy and key outcomes
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- Delivering on the connections RIIO outcomes
- Strategic priorities

UK Power Networks Stakeholder Engagement Strategy

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Once again a big thank you to our customers and stakeholders who have taken the time to give us feedback, and in many cases, helped us shape the services that we offer you.

I am very pleased to share with all of our connections stakeholders our annual Service Development (Incentive on Connections Engagement – ICE) report. This document is in three sections:

- In Section 1 we describe our approach to stakeholder engagement, how and who we engage with, and how we assure ourselves, through an independent audit, that we are providing the best possible opportunity for our stakeholders to develop and improve the services we offer;

- We recap how we developed our 2015/16 plan in Section 2, explain how we delivered the actions and share with you how this benefited our stakeholders;

- Section 3 builds on our 2016/17 workplan, describing some of the challenges we face in the coming year, explaining how we developed our initiatives with you and the outcomes we have committed to delivering.

It is an extremely busy and exciting time to be involved in delivering electrical connections. Whether building new infrastructure to support London’s growth, incorporating new technologies such as battery storage on our network, helping Independent Connection Providers and Independent Distribution Network Operators (ICPs & IDNOs) deliver connections from design to energisation, it has never been more important to ensure that we are focusing our efforts in the right areas. We are proud of the part we have played in enabling the UK to connect some 10GW of renewables, 10 years earlier than planned.

As well as delivering the initiatives described here, in our plan, my team and I review your feedback on the connections we design and deliver on a fortnightly basis responding by addressing issues and implementing improvements in the way we deliver our service to you. You told us we could do more to tell you how your feedback shapes our strategy and we will make sure we communicate more effectively and regularly in this area this year.

Your feedback is essential to us, please don’t hesitate to contact me directly if you would like to share your views. Our plans are reviewed monthly and with your help we can ensure they continually evolve to meet your requirements.
UK Power Networks has an extensive stakeholder engagement programme that has been running for over five years. We understand that every touch point with our customers is an opportunity to learn. From a phone call with a customer about a power cut to talking to fifty people at a large event, we appreciate the importance of engaging with every stakeholder and we know that it’s a crucial step in achieving our vision to be the best electricity distribution group.

We define a stakeholder as any individual, group of individuals or organisation that affects, or could be affected by, UK Power Networks’ activities, services or associated performance. We know we have to focus on putting our stakeholders and our customers at the heart of our business.

We take pride in the fact that our company strategy has been aligned with the international AA1000 Stakeholder Engagement Standard (SES) for many years, a leading international standard. The AA1000 SES guidance is fundamental to our strategy and has helped us develop our four principles which guide our approach to stakeholder engagement. We are audited against this on an annual basis.

This year we sought external assurance for our connections Service Development (ICE) plan against the AA1000 Stakeholder Engagement standard to ensure that our methodology for engaging with our connections stakeholders is robust and incorporates international best practice.

We take pride in the fact that our strategy has been aligned with the international AA1000 Stakeholder Engagement Standard for many years, a leading international standard.

Matt Rudling, Director of Customer Service, UK Power Networks

Our four principles that guide our approach to stakeholder engagement

01 Being proactive in our engagement, seek new views and understand stakeholders perspectives
02 Listen and co-design ideas together
03 Personalise how and what we engage with stakeholders
04 Act on feedback & be responsive to stakeholders’ comments and opinions
The Connections engagement strategy aligns with the UK Power Networks stakeholder engagement strategy by integrating activities and action planning, joining up stakeholder activities and ensuring a consistent approach.

We have business leads from across different teams in the company who plan and coordinate projects and initiatives that have been suggested and/or co-designed by stakeholders.

These business leads record all engagement into our stakeholder engagement database. Stakeholder engagement is on the agenda for our CEO and Executive Management team. This ensures they are aware of progress and can feed into the strategy and plans. Stakeholder engagement is also regularly reviewed with our senior management team.
Identifying and engaging with our connections stakeholders

**Stakeholders we engage with**

We define a connections stakeholder as any individual, group of individuals or organisations that affect, or could be affected by, the services and performance we deliver as a connections business. We know we have to focus on putting them at the heart of our service development strategy.

**How we have engaged different audiences**

We understand that our customers and other stakeholders have very different experiences of our connections business and want to interact with us in different ways. As a company we conducted a detailed review of the best ways to engage each audience, appreciating that no one size fits all. This has resulted in using more local, personal and targeted methods of engagement because meeting face-to-face is the most effective way to understand stakeholders’ views.

**How we engaged this year**

<table>
<thead>
<tr>
<th>Ways we engage</th>
<th>Critical Panels</th>
<th>Forums</th>
<th>Scrutiny Panels</th>
<th>Industry events</th>
<th>Individual face-to-face meetings</th>
<th>Ask the Expert Sessions</th>
<th>Market research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted at</td>
<td>All UK Power Networks stakeholders</td>
<td>Interested connections stakeholders</td>
<td>Regular connections customers</td>
<td>Stakeholders who may be impacted by UK Power Networks connections</td>
<td>• Regular customers • ARPs • Ofgem</td>
<td>Regular &amp; novice customers</td>
<td>All customers</td>
</tr>
<tr>
<td>Example</td>
<td>We held nine sessions in a format customers endorsed</td>
<td>We held six metered forums in three different locations</td>
<td>We held four scrutiny panels where experienced customers challenged our plans</td>
<td>We presented at the Electrical Contractor Association (ECA) events</td>
<td>We held more than 98 meetings with our account managed customers</td>
<td>We held small meetings where customers could ask one of our expert employees technical questions</td>
<td>We held telephone and online interviews with over 900 customers</td>
</tr>
</tbody>
</table>
A focus on personal and local engagement

A best practice review exercise told us that a more localised, personal and targeted engagement approach is effective which has driven our focus this year.

Three examples are:

1. We introduced scrutiny panels of regular, experienced customers across each stakeholder group to challenge our plans and tell us where we could be even more ambitious in delivering excellent service.

2. We extended our surgeries into the metered market segment. These have been fully booked all year and we are looking to extend this format into other market segments in 2016/17.

3. We have taken on 45 new account managed customers in 2015/16 and held 94 face-to-face meetings with our account managed customers as well as hosting many conference calls, our customers continue to tell us that they value this service. On average they rate this service in excess of 88% satisfaction.

However, we know we can do even more to engage with communities and groups that represent our customers and stakeholders.

In 2016/17 we plan to do more to engage with community energy stakeholders working with new partnerships that we have. The first two are set up with Brixton Energy and Community Energy South.
Gathering feedback throughout the year

We will continue to work with our established industry partners such as the Electrical Contractors Association (ECA) and the London Lighting Engineer Group (LoLEG) but want to build new relationships with, for example, the Local Enterprise Partnerships (LEPs) across our region.

It is important that we continue to listen to feedback from a broad base of stakeholders, not just our regular customers, and we refine our initiatives where appropriate. Each time we engage in dialogue with customers is an opportunity for us to gather feedback whether it be in response to a question, resolving an issue or during discussions at one of our arranged forums or customer panels.

We will continue to formally report progress quarterly against our plans, and this year will ensure that relevant initiatives are discussed at account managed customer meetings, and where appropriate at adhoc stakeholder meetings too.

### 2,000+ pieces of feedback collated

- **100 customers attend annually**
- **200 customers attend annually**
- **500 customers attend annually**
- **500 meetings annually**
- **1,200 customers surveyed annually**

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Quarterly scrutiny panels for each market segment

Critical friends panels three times a year

Bi-annual connections forums for each market segment

Regular face-to-face customer and stakeholder meetings

Weekly telephone and online survey
We consulted extensively with our customers and stakeholders on the outputs in the 2015–2023 planning period.

24 of the 77 primary commitments support improving the service we offer to connections customers. Outcomes included developing a Service Delivery Plan, extending our customer surgeries and supporting competition through innovative change. These outcomes are tracked monthly by our Executive Committee and updates published annually to our stakeholders.

Engagement at our critical friends’ stakeholder panels has re-affirmed the importance of our connections activity. It consistently appears in the top four areas that our stakeholders would like us to focus on.

Feedback from our own extensive connections stakeholder engagement programme ensures that we continue to build on the commitments made during the RIIO ED1 planning process and link our RIIO ED1 outputs to our ICE programme.

Stakeholder feedback in 2015/16 determined these four core areas for us to concentrate on:

1. Delivering excellent customer service (79% surveyed, rated this as important)
2. Vulnerable customers and fuel poverty (71% surveyed, rated this as important)
3. Making it easier to connect to our networks (69% surveyed, rated this as important)
4. Embracing low carbon technologies (69% surveyed, rated this as important)

RIIO outcomes (our focus 2015 – 2023)

24 of the 77 RIIO primary commitments are directly attributable to connections.

Including:

- Customer surgeries
- Reduce quote lead times
- Publish generation heat maps
- Introduce convertible quotes

Connections Stakeholder engagement

49 initiatives identified in the 2016/17 Service Development (ICE) plan build on our connections RIIO ED1 outcomes.

Including:

- Customer surgeries through different channels
- Further reduction in quote lead times
- Publish load heat maps
- Re-design quotes for diversions

To find out more about our RIIO ED1 business plan, our commitments and our connections outcomes please visit [www.ukpowernetworks.co.uk/our plan](http://www.ukpowernetworks.co.uk/our plan)
Our connections vision is:

“To offer a range of connection solutions that serve our customers’ diverse needs, encouraging choice and supporting economic growth in the communities we serve”.

We appreciate the diversity of our connections customers and our strategic priorities reflect the areas that they have asked us to focus on:

- **Customers want more choice and flexibility over the services they receive** so that they can make a genuine and informed choice about how their electrical connection is provided.
- **Customers want us to provide pre-application support** to give them the certainty that they are making the best choices available to them to deliver critical electrical infrastructure in a timely and cost effective way.
- **Customers want to be able to access important business information** when they need it through the channel of their choice in a way that works with their own programme of work.
- **Customers want us to reduce our lead times** so that they can make important business decisions in line with their programme not ours.
- **Customers want us to improve the delivery of their electrical connection** to allow them to commit to their programme deadlines minimising delays and disruptions.

Data source: Connections business reporting
UK Power Networks plays an active role in collaborating with other DNOs, the Energy Networks Association (ENA), Ofgem and other utilities to ensure that all customers and stakeholders benefit from great ideas that can be developed and applied across the industry.

This year our connections business has been integral to delivering three industry initiatives:

1. **Competition in Connections Code of Practice (CiC CoP)** – working collaboratively with other DNOs, to support companies entering the connections market place.

2. **Innovation and low carbon readiness** – sharing the learning from the low carbon projects that we have delivered in 2015/16.

3. **Quicker and more efficient connections (QMEC)** – enabling quicker and more efficient connections, particularly in the distributed generation market.

**Competition in Connections Code of Practice**

It has long been a key priority for UK Power Networks to facilitate competition in the UK connections markets and enable customers to exercise their right to a choice of connection provider. In recent years we have introduced a great many improvements to our processes, systems and behaviours in this regard independently within our own area. We therefore welcomed the opportunity during 2015 to engage with other DNOs, Independent Connection Providers and Independent Distribution Network Operators (ICPs & IDNOs) and all connections stakeholders to pool our collective experience and shape this into a code of practice for competition in connections (CiC CoP).

By April 2015 the collaborative development of the CiC CoP was well advanced. We had worked closely with our counterparts across Britain to share our respective approaches to enabling competition in connections to operate effectively. During this process we were keen to promote initiatives that have worked well for us and we were able to promote our initiative to help ICPs’ designers to achieve Approved Designer status as best practice.

The Code of Practice was launched in October 2015 and to date we have had excellent feedback from our stakeholders.

To make sure that competition development is embedded in our DNA we are running a comprehensive CiC refresher training programme with more than 2,000 employees from across our business.

Training is reinforced through strong leadership that is visible and focused on explaining to staff the way we will operate to bring the code of practice to life.

“"The CiC team are always approachable and helpful."”

SSE Enterprise Utilities
Innovation & low carbon readiness

Government policy has led to an unprecedented growth in renewable energy installations, such as wind and solar farms. Electricity storage technology is advancing and is expected to play a major role in the next few years, along with a potential increase in the use of electric vehicles in London, and the completion of the smart meter roll out by 2020.

UK Power Networks is leading the way to respond to and shape these changes, and the Low Carbon Readiness project aims to ensure that we are organised and ready to deliver as a business in the next few years.

For example;

- Building on our Flexible Plug and Play project, we are now the leading DNO in implementing flexible DG connections;
- Supporting the Greater London Authority (GLA) in achieving a 60% reduction in CO2 by 2025, by informing the London Energy Plan;
- Engaging with TfL, being pivotal in enabling their infrastructure requirements for the projected uptake of electric vehicles and electrification of public buses in London.

Through delivering our Low Carbon Networks Fund energy storage project, we now have the best experience in this technology and have become storage experts. As a response to the increased interest in storage, we hosted a workshop with over 25 developers on the subject and have facilitated more than 30 visits to our battery storage site in Leighton Buzzard, to share our learning.

Quicker and More Efficient Connections (QMEC)

Just before the start of the regulatory year 2015/16 (the first in RIIO ED1) Ofgem published a consultation document entitled “Quicker and more efficient distribution connections” seeking stakeholder views on arrangements for getting connected to the electricity distribution network. On 30 September 2015 the results of the consultation were published in their document “Quicker and more efficient connections” – next steps.

This document set out a number of actions it expected DNOs to work-on collaboratively. This work was taken-on by the DG-DNO Steering Group under the stewardship of the ENA. There were six high level actions – UK Power Networks led on developing an industry-wide approach to material change. Significant progress has been made in this area. The DG-DNO Steering Group (comprising DNOs and industry stakeholders) has reached consensus and the ENA has published a consultation document outlining its proposals for an industry-wide approach and will determine how best to implement the proposals in June this year.
In order to ensure we have the right approach and to demonstrate impartial endorsement of our stakeholder engagement plans and actions, we were keen to initiate an audit, so early in 2016 we employed the services of ‘AccountAbility’ to review our policies, processes and procedures and the way in which we documented and measured the delivery of our ICE initiatives. As part of the audit process they interviewed a sample of stakeholders and UK Power Networks employees involved in the process.

The findings show that we have a ‘clear, concise and robust strategy for engagement with connections stakeholders’ and that the strategy is aligned with the overarching vision for the RIIO-ED1 period.

The findings state that UK Power Networks has a highly accountable and transparent governance framework for its engagement with connection stakeholders and that external stakeholders, who work with a cross-section of DNOs, have corroborated findings, by suggesting that UK Power Networks is a sector leader with regards to engagement quality.

**AccountAbility** commended UK Power Networks on the quality of their engagement, in particular in the way in which forums are run, and the communication of initiatives, actions and progress.

**AccountAbility** is a leading global organisation providing innovative solutions to the most critical challenges in corporate responsibility and sustainable development. One of their areas of focus is to enable open, fair and effective approaches to stakeholder engagement and at the core of their work is the AA1000 Series of Standards based on the principles of:

- **Inclusivity** – people should have a say in the decisions that impact on them
- **Materiality** – decision makers should identify and be clear about the issues that matter
- **Responsiveness** – organisations should act transparently on material issues

www.accountability.org

**a. Scope of Audit**
The audit covered key aspects of the engagement process – strategy, governance, and systems and controls. This incorporated areas such as engagement planning, capacity building and risks, engagement implementation, and monitoring and communication. The audit considered UK Power Networks approach and attitude and has provided insight, by identifying key strengths and observations against industry best practice, Ofgem’s criteria and has resulted in a series of recommendations.

**b. Process & findings**
In addition to reviewing our systems, polices, procedures and the evidence for our action plan, AccountAbility interviewed customers from each of our core market sectors; Metered Demand, Unmetered, Distribution Generation and CiC. AccountAbility also interviewed a number of staff involved in the process. The audit found that UK Power Networks understands the core principles of awareness, inclusivity and responsiveness that form the basis of the AA1000APS (2008) standard.

The report compliments UK Power Networks on its ability to identify and map a broad range of stakeholders, who are subsequently grouped by interest, stating that the organisation places a clear emphasis on empowering competitors, supporting their efforts and sharing best practice while recognising this is a unique and complex environment.

UKPN are conscientious in their approach with the ultimate aim of broad improvement in mind. 

AccountAbility

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c. Customer feedback
Customers interviewed as part of the independent audit commended UK Power Networks on progress made with specific reference to how the organisation has matured over time as has the quality of stakeholder activities – ‘UKPN are unmatched with regards to their workshops, not only the regularity but additionally the quality’. The ‘individual and personalised’ approach of UK Power Networks was also commended when communicating and engaging with stakeholders and that ‘UKPN still stand out head and shoulders above the rest’ when asked about responsiveness to stakeholder feedback one customer responded by saying ‘without any shadow of a doubt, they are listening and acting!’

“UK Power Networks has a ‘clear, concise and robust strategy for engagement with connections stakeholders’...”
AccountAbility

d. Recommendations
A series of recommendations that resulted from the audit, have been incorporated into the Looking Forward report. They include:

- Conduct regular stakeholder re-segmentation exercises
- Establishing an independently chaired Stakeholder Advisory Panel
- Demonstrate how outcomes have positively benefited stakeholders
- Link the stakeholder strategy with an ‘on the ground’ approach
- Benchmark against other standards such as the Inclusive Service Provision (BSI-18477) and the Plain English Campaign

Please refer to the Appendices for the detailed report of the AccountAbility audit.
Section 2 Looking back at 2015/16

**Introduction summarising the year’s activity and highlights**
- Introduction of CiC CoP
- Helping our customers navigate the DG market
- Supporting economic growth
- Giving customers greater choice

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**How we developed and sought endorsement for our workplan**
- Data from forums
- Insight from customer surveys

Read more page 19 2.2

**Assessing our 2015/16 plan & identifying initiatives to continue into 2016/17**
- Data from forums
- Insight from surveys
- Customer satisfaction data

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**Introduction to the four strategic areas**
- Choice & flexibility
- Pre-application support
- Ease of access to information
- Reducing lead times

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2.1 Introduction summarising the year’s activity and highlights

In our ‘Incentive on Connections Engagement 2015/16 – Looking Forward Report, May 2015’ we set out our intentions for how we would engage with stakeholders throughout the year. We developed 29 actions to improve our service in conjunction with our customers and published these in our Service Development (ICE) workplan 2015/16.

However the initiatives we captured in our work plan were not an exhaustive list. Much of the work that we delivered in the year was as a result of market changes, the emergence of new technologies or in response to customer needs.

Here are some examples of the projects that we delivered with our stakeholders outside of our ICE submission:

**Competition in Connections Code of Practice (CiC CoP)**

In July 2015 Ofgem approved a new code of practice for competition in connections; this had been the result of close collaboration with other network operators, ICPs and customer groups. During the summer we worked hard to make sure we had all the arrangements in place by the time the CiC CoP came into effect on 30 October 2015.

The CiC CoP sets out the provisions we and other Distribution Network Operators (DNO’s) make to enable customers to obtain competitive connections. It provides for a wider scope of work the ICP is able to do, and sets out what we have put in place to enable this to happen. Examples of changes arising from the CiC CoP include independents being able to identify the point of connection to our distribution network, to self-approve their designs and to carry out a greater degree of operational activity such as switching operations.

Attendees at our Autumn workshop for Competition in Connections (CiC) stakeholders in January 2016 gave positive feedback on UK Power Networks’ approach to implementing the CiC CoP. Representatives of leading industry groups rated us at 9 out of 10.

**Attendees’ views on UK Power Networks approach to the CiC CoP compared to other DNOs included:**

“[UKPN] is taking a step ahead of other DNOs in terms of self-point of connection or self-design approvals. Good effort, much appreciated.
ESP Group Ltd

“

The response time of questions raised and the adequacy of the answers provided are always faster and of better standard than other DNOs. Auditing process and procedures are considerably more useful than that of other DNOs.
Electrical Testing

“

UKPN are more open regards to help and access to IT systems.
Blu-3

“

Section 2
Distributed Generation ‘March rush’ & active network management
Low Carbon subsidies for distributed generation change on 1 April each year. These changes have in past years created what we’ve called the ‘March rush’ – developers wishing to ensure their project is connected in advance of 1 April. 2016 was no exception – in the first quarter alone we have connected approximately 400MW of generation to our network.

Five of the schemes energised during this period have been in constrained areas of our network where the customer has allowed us to operate active network management by signing up to one of our flexible distribution generation offers (FDG). These schemes totalling some 25.45 MW would not have been viable without our innovative FDG solution.

Lightsource, a market leader in the connection and management of Solar Photovoltaic (Solar PV) in the UK, provides some insight into the importance of the timely connection of these installations.

Introduction of storage
Through our regular engagement with stakeholders in 2015 it became clear that energy storage was a technology that a number of our customers were interested in exploring.

We have had more than 9GW of enquiries about connecting storage since September 2015 reflecting the interest in the services this technology is able to provide.

We have been quick to share the learning from our Low Carbon Networks Fund energy storage project and hosted a workshop with over 25 developers. One of the key outcomes of that session was learning that storage developers would like to be informed about where in the network they can connect. Working on the premise that such a tool would need energy import and export visibility, we set up a session with some of the storage developers to discuss the technical challenges of developing it. Four companies joined us for this exercise and we received feedback on how it could be improved. We plan to publish this information in the form of a ‘storage heat map’ later this year.

Our DG scrutiny panel also highlighted storage as an area of strategic importance. As a result we have prioritised a number of initiatives relating to storage in our 2016/17 ICE plan. We will continue to support this growing market with customer surgeries and specialist workshops over the coming months.

Across the UKPN regions you have enabled us to switch on 14 new solar parks with a total installed capacity of 170 MW, an amazing achievement. This was only possible with your support and hard work.
Lightsource Renewable Energy Holdings Limited.

Solar Farm in Broxbourne, Hertfordshire

Amber Rudd & Barry Hatton at our Leighton Buzzard storage site

Section 2

UK Power Networks’ Looking back and looking forward report
Supporting economic growth

We continued to see significant economic growth in the South East of England through 2015/16. The number of enquiries that we received from our customers has risen year on year and is now some 50% higher than it was in 2012.

London remains the economic powerhouse of the UK. We are delivering eight new primary substations on our London network, unparalleled in recent times, to support major developments across the City.

In our DG market we continued to deliver a significant number of solar PV projects, connecting some 400MW in the first quarter of 2016 alone. At the same time storage has emerged as a major new technology and we have supported more than 9GW of applications, developing a bespoke application form to help customers with their storage requests.

More choice for customers

In 2015 we commenced a pilot to carry out unmetered connections to overhead lines in the Eastern Power Networks (EPN) and South Eastern Power Networks (SPN) distribution networks. As with our disconnections pilot, this activity was raised in response to Ofgem’s 2014 Code of Practice consultation, in this instance by the Unmetered Connections Customer Group which represents street lighting contractors and customers.

During December 2015, we collaborated with two ICPs to co-design the pilot procedure and documentation. When we updated ICPs at our next stakeholder workshop, a further two ICPs expressed an interest in joining the pilot scheme. In January 2016, a workshop was held with the interested companies to review and finalise pilot arrangements. This workshop was very well received.

Having resolved a number of issues and operational challenges we enabled an ICP to complete the first connection on site in March 2016.

Thank you for today’s overhead line (OHL) Pilot workshop, which I felt was very well structured and suitably informative. Your efforts to make these sessions work, stand tall above others.

Electrical Testing
Recap – how we developed and sought endorsement for our workplan

In our Looking Forward report in May 2015 we shared our plans to continue to work closely with connections stakeholders, taking on board their views on how we operate our business and develop our services. Our regular engagement continued through hosted events and personal visits to ensure effective face-to-face conversations and to continually collect feedback and insight.

We engaged with over 400 stakeholders during 2014/15 to inform our service development plan and involved them in key decisions impacting them. We tailored engagement activities to meet stakeholder preferences through face-to-face engagement at workshops, forums or individual meetings, by providing regular communications and newsletters, the provision of account management services and other consultations on specific subjects e.g. network capacity. Our workplan that was published in May 2015 was informed and endorsed by a representative cross section of our stakeholders using valuable feedback from our partners in industry/trade bodies, verbatim comments from customer surveys and feedback received throughout the year.

For our metered demand customers

Endorsement for our 2015/16 ICE workplan was predominantly sought through our hosted events in October 2014 where we proposed initiatives, invited feedback and asked stakeholders to tell us what else we should be doing.

The figure shows feedback from the six forums we held with metered connection stakeholders across our regions. At these sessions we presented, discussed and then asked for feedback on a number of proposed workplan initiatives. Using interactive voting technology customers were asked if the initiative described will improve service. From this session the initiatives receiving a positive response greater than 8 out of 10 were included on the 2015/16 workplan. The remainder were placed on hold to be discussed as part of our future plans to improve service in 2016/17.
For our CiC customers
The majority of CiC actions in our 2015/16 plan arose in the course of developing the CiC CoP. Stakeholders responding to a CiC CoP consultation issued by UK Power Networks in association with other network operators identified a number of potential areas for inclusion in the scope of the CiC CoP and we concluded that some of these were better addressed in the first instance via our ICE plans. This has enabled us to explore options and develop and test solutions locally in association with our stakeholders. Initiatives identified in this way were reviewed and further developed at our CiC forums attended by more than thirty ICPs, IDNOs and other CiC stakeholders in September 2014 and February 2015. These included:

- Commencing a pilot for ICPs to undertake a specified range of low voltage disconnections;
- Commencing a pilot for ICPs to undertake unmetered overhead line connections;
- Consulting with stakeholders during the development of new, or review of existing technical standards associated with connection activities;
- Establishing a process to enable ICPs to carry out signal injection activities on our network; and
- Tracking and publishing timescales for completion of land rights and then aiming to reduce average transaction times by 10%.

For our DG customers
At our DG forum in February 2015 we discussed a number of topics that our customers had told us were important to them. This included the timeliness and transparency of their quotes, how we provide information about constrained areas of our network and how we deal with issues around consents. During the breakout sessions stakeholders discussed the DG Service Improvement plan and initiatives that could be included in the new service development (ICE) workplan. Stakeholders then voted for the topics that were most important to them and their organisations. New initiatives were included in both the ICE and the DG Service Improvement plan.

Outcome of voting for the topics that mean the most to our stakeholders, from the DG forum.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community energy</td>
<td>3%</td>
</tr>
<tr>
<td>Quote – lead time</td>
<td>13%</td>
</tr>
<tr>
<td>Quote – breakdown of costs</td>
<td>41%</td>
</tr>
<tr>
<td>Management of capacity</td>
<td>3%</td>
</tr>
<tr>
<td>Improving heat maps</td>
<td>6%</td>
</tr>
<tr>
<td>Wayleaves</td>
<td>13%</td>
</tr>
<tr>
<td>Stage payments</td>
<td>13%</td>
</tr>
<tr>
<td>Connections agreements</td>
<td>9%</td>
</tr>
</tbody>
</table>

For our Highway Services customers
At our annual Highway Services Customer forum in the autumn of 2014 we shared updates on a number of topics including how we were responding to RIIO-ED1, our Business Transformation Programme and facilitating competition. As a result of the feedback we received, a series of actions were added to the ICE Workplan (2015/16) including the provision of a weekly ‘whereabouts’ for unmetered connections work (action 15.13) and enhanced reporting for unmetered connections customers who manage portfolios of work (action 15.23).
2.3 Assessing our 2015/16 plan & identifying initiatives to continue into 2016/17

It is important to understand how the plan that we delivered in 2015/16 was received by our customers:

• What worked well and what didn’t;
• Where we needed to maintain our focus in 2016/17 and ultimately;
• The impact that the successful delivery of our plan had on our output measures such as customer satisfaction and the volume of complaints we receive.

As well as gathering informal feedback through our regular account managed customer meetings, our customer surgeries and seminars and our customer survey we gathered quantitative feedback at a number of our spring forums.

We asked stakeholders to review the initiatives that we delivered through 2015/16 and tell us where we should stop focusing our attention, and importantly where we should continue to build on what had already been achieved.

Maintaining our focus
Our metered customers told us there were three clear areas where we should continue to maintain our focus in 2016/17. This included continuing to reduce the time taken to provide quotations, improving our e-maps solution and making our Connections Offer even clearer to understand.

Place less emphasis on
In contrast metered customers told us that we could place less emphasis this year on reducing any residual barriers to competition, making any further enhancements to our website or newsletters or providing them any more data about our customer satisfaction scores.

![Diagram showing proposed action areas for 2015/16 and 2016/17]

<table>
<thead>
<tr>
<th>Proposed action area 2015/16</th>
<th>2015/16 %</th>
<th>2016/17 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing quote timescales</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Access to e-maps</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>Reducing legal timescales</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Refining our connections offer</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Improving access to competition</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Developing our website</td>
<td>9%</td>
<td>19%</td>
</tr>
<tr>
<td>Technical standards (with customers)</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Summary satisfaction scores</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Connections newsletters</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Developing our website</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>Improving access to competition</td>
<td>17%</td>
<td>14%</td>
</tr>
<tr>
<td>Technical standards (with customers)</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Refining our connections offer</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>Access to e-maps</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>Reducing legal timescales</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Reducing quote timescales</td>
<td>6%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Maintain the focus
Our unmetered customers told us there were three areas where we should continue to maintain our focus in 2016/17. They agreed with metered customers that we could go further in reducing our lead times and make our Connections Offers clearer. However they would also like to us maintain our focus on making more of our services open to competition and they felt we could do more to make our website easier to navigate.

Place less emphasis on
Our unmetered customers agreed with our metered customers in telling us we give them enough information about customer satisfaction scores and through our newsletter, although a significant minority also said that our offers were already fit for purpose.

“...service UKPN have provided Carillion Telent, including the jointer only and turnkey jobs, and I’d recommend UKPN to any of my colleagues.”
— Carillion Telent

Assessing our 2015/16 plan
Assessing our 2015/16 plan (continued)

Continue to focus on
Our distributed generation customers told us that they wanted us to continue to roll out FDG, develop our ideas around the management of capacity and collaborate further with National Grid. They also wanted us to progress our work with the ENA to enable QMEC.

Continue to focus on
2015 was dominated by the Competition in Connections Code of Practice which resulted in a number of actions on our ICE workplan and was the primary focus of our stakeholder engagement activities for this market segment. We received a great deal of positive feedback from our stakeholders during this time.

We conducted a survey of the ICPs & IDNOs that attended our January 2016 workshop asking them to rate our performance on the implementation of the Code of Practice.

The average score we received was 8.9 out of 10.

Our ICP and IDNO stakeholders told us they wanted us to continue to focus on embedding our overhead line and disconnection trials into business as usual.

How do you rate our overall efforts in implementing the CoP?

<table>
<thead>
<tr>
<th>Rating / 10</th>
<th>ICP A</th>
<th>ICP B</th>
<th>ICP C</th>
<th>ICP D</th>
<th>ICP E</th>
<th>ICP F</th>
<th>ICP G</th>
<th>ICP H</th>
<th>ICP I</th>
<th>ICP J</th>
<th>ICP K</th>
<th>ICP L</th>
<th>ICP M</th>
<th>ICP N</th>
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<tbody>
<tr>
<td>10</td>
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</tbody>
</table>
Learning from our customer feedback

The governance process
Every month customers that have received a quote from us or have had connections work delivered are surveyed randomly to understand their service experience. We take this feedback very seriously and use it daily to improve our business.

Jobs scoring less than eight out of ten are reviewed by the Director of Connections and his management team fortnightly. The objective is to understand where we could have improved our service and ensure we have robust action plans in place to mitigate any areas of weakness in our service strategy. This includes the plans under our ICE initiatives.

Best practice from jobs that score nine or ten out of ten are shared with the wider team. Members of staff that have contributed to these high scoring jobs are nominated for customer services awards.

Overall satisfaction
We speak to customers across our market segments, including customers who have used ICPs & IDNOs (some of whom are our direct customers as well), monthly and track customer satisfaction in a number of key areas. These include timeliness, communications, understanding, value & overall satisfaction with the service received.

Our overall customer satisfaction scores are published monthly to our customers. We aim to survey a minimum of 100 customers a month. Our satisfaction scores have been improving against our target of 8.5 and in March we achieved an average score of 8.6.

Average connections customer satisfaction score across relevant market segments for regulatory year 2015/16

- Score
- Target = 8.5
- Trend

UK Power Networks’ Looking back and looking forward report
Our range of scores
The graph describes the spread of scores that we received during the 2015/16 regulatory year.

To determine the reason for lower satisfaction scores, those that received a score of 8 out of 10 or below, 449 jobs were discussed with the connections management team. 252 of our employees were nominated for a customer service award. We will continue to survey our customers and use the feedback to inform and refine our plans.

Customer complaints
In the same way that we measure customer satisfaction it is also important to monitor, resolve and understand why our customers make formal complaints. Whenever a customer expresses dissatisfaction with our service it is an opportunity to learn and improve our business.

We work hard to ensure any complaints we do receive are addressed, wherever possible, within one day and any long term learnings are shared with the relevant teams to prevent reoccurrence. By addressing complaints promptly and thoroughly we have ensured that no connections complaints have been escalated to the Ombudsman during 2015/16.

I’m really pleased to be able to recognise 252 of our employees for receiving a customer satisfaction score of 10 out of 10 by nominating them for a customer service award.

Mark Adolphus, Director of Connections
Through our engagement sessions culminating at the customer forums in Autumn 2014 we asked stakeholders to prioritise the actions that meant the most to them. This formed the basis of our 2015/16 service development (ICE) plan. The actions in our plan were split between the four strategic areas our stakeholders had identified were important to them.

We used a BRAG (blue, red amber, green) status to keep our stakeholders informed of our progress against delivering each of the actions.

We published quarterly interim reports that updated our stakeholders on our progress through the year. These quarterly updates can be viewed here on our website.

**Choice & flexibility**

For the strategic area of ‘Provide customers with more choice & flexibility over the services they receive’ our stakeholders identified seven specific actions.

### Initiatives and outcomes (ICE 2015 – 2016 workplan)

<table>
<thead>
<tr>
<th>Reference no.</th>
<th>Actions</th>
<th>Target Date</th>
<th>Measure</th>
<th>BRAG status</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.4</td>
<td>Introduce ‘convertible quotes’ as the standard connection offer for all schemes comprising contestable and non-contestable works.</td>
<td>Jun-15</td>
<td>Full implementation complete</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.11</td>
<td>Roll-out Flexible Distributed Generation Connections to the Eastbourne/Lewes zone.</td>
<td>Jul-15</td>
<td>Opportunity to register interest in zone commences on time in June 2015</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.15</td>
<td>Ensure compliance with new Competition in Connections Code of Practice</td>
<td>Oct-15</td>
<td>Fully compliant to Code of Practice</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.18</td>
<td>Commence pilot for Independent Connection Providers to undertake a specified range of low voltage disconnections.</td>
<td>Sep-15</td>
<td>Pilot developed and available to all ICPs</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.21</td>
<td>Extend the March/Peterborough Flexible Distributed Generation Connections zone.</td>
<td>Oct-15</td>
<td>Opportunity to register interest in extended zone commences on time in October 2015</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.24</td>
<td>Commence pilot for Independent Connection Providers to undertake unmetered overhead line connections.</td>
<td>Dec-15</td>
<td>Pilot developed and available to all ICPs</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.25</td>
<td>Establish process to enable Independent Connection Providers to carry out signal injection activities on our network.</td>
<td>Dec-15</td>
<td>Procedure published service available to all ICPs</td>
<td>COMPLETE</td>
</tr>
</tbody>
</table>
Case Study 1 – The introduction of convertible quotes

Action 15.4 – Introduce ‘convertible quotes’ as the standard connection offer for all schemes comprising contestable and non-contestable works

We introduced Convertible Quotes in 2015, as the standard connection offer for works in the metered connections competitive market. This gives our customers the maximum opportunity to take advantage of the competitive market place. Our convertible quote offers customers three options, including one where we will do the non-contestable works and the non-contestable final closing joint. This took us further than anyone other DNO in the development of our convertible quote and recognises that a number of ICPs and IDNOs are not in a position to complete the works required on the final closing joint.

Co-designing a new quote with our customers

Customers had been telling us that the quotes they receive are over complicated, too long and with many often stating it’s difficult to understand, so we reviewed the quote format and stripped out content that was deemed surplus to requirements. We engaged with customers to test the proposed format and, in October 2015 during our customer forums, we shared the proposed changes to our connections quote letter with more than 100 customers. Customers gave us specific recommendations to further refine the quote which we implemented before launching our new version in January 2016. Customer feedback through our surveys and one to one engagements has been very positive. This feedback was affirmed at our spring forums in 2016. However customers have suggested we could make further refinements which we will be implementing in 2016/17.

We have;

- Simplified and significantly shortened the quote (on average from 44 pages down to 12 pages);
- Simplified the way in which we describe the different quote options;
- Improved the transparency of the price breakdown in the quote;
- Created an online knowledge centre to access your customer and technical information.

CUSTOMERS HAVE BENEFITED FROM OUR NEW, SIMPLER QUOTE

MORE THAN 4000
Examples of how we completed the actions (continued)

Case Study 2 – Disconnections pilot

**Action ref 15.18 – Commence pilot for Independent Connection Providers to undertake a specified range of low voltage disconnections**

This action, in common with the majority of our CiC-related actions in 2015/16, arose from items identified in stakeholders’ responses to Ofgem’s consultation during the development of the CiC CoP, when several respondents highlighted their interest in DNOs opening up disconnections to competition.

We invited interest at a stakeholder workshop in Autumn 2014 and began discussion with Blu-3, the ICP that became the first to undertake LV service disconnections under the pilot. From this point we worked closely with Blu-3 to enable them to undertake LV Service disconnections. During December we collaborated to review and finalise our draft procedures for the pilot. Once we had a framework agreement in place with Blu-3 to enable them to work under the CiC CoP, we met them in February to formally initiate the pilot. To date nine disconnections have been completed.

In March 2016 we invited Blu-3’s Steve Lappin to attend the our metered customers forum where he was able to talk to customers about his new offering.

A further four ICPs are now in the process of joining the pilot programme, with one of these having recently made an application to carry out work under the pilot.

I would like to commend UKPN and their staff, for the foresight in being the first DNO to approve the procedure for allowing ICP to work with yourselves on disconnections of LV metered services. This pilot has run smoothly and efficiently between both sides.

Blu-3
Case study 3 – Flexible Distributed Generation Connections (FDG) roll out & successes

**Action 15.11 – Roll-out Flexible Distributed Generation Connections to the Eastbourne/Lewes zone.**

Our Flexible Plug & Play (FPP) project is now business as usual in many parts of our network. To date, we have connected over 125 MVA of generation that has delivered direct savings in connection charges of over £70m to over 30 of our larger customers. Not only are they saving money and making their projects viable, but by avoiding extensive reinforcement they can connect their projects faster, which is exactly what customers told us they wanted.

Later this year we are bringing flexible connection solutions to another four areas of our network and expect to be able to connect a further 30 MW.

We worked with National Grid on a series of technical studies to understand how additional generation could be allowed to connect in this zone and what technical conditions would be applicable. The studies were completed in January. As a result UK Power Networks and National Grid (NGET) are preparing a proposal for a Network Innovation Competition (NIC) funded project for submission to Ofgem by the end of July 2016. The purpose of this project is to demonstrate a whole systems approach to implementing smart solutions as cost effective alternatives to network reinforcement in South East of England.

In response to these events, we decided to bring forward the opening of the Kemsley/Sittingbourne zone for Flexible Distributed Generation Connections. The Expression of Interest process began on 1 July 2015.

The constraints on the opening of the Eastbourne/Lewes zone, and the early opening of the Kemsley/Sittingbourne zone were discussed with 62 stakeholders at the DG Customer forum on 30 June 2015. In addition an e-mail update was issued to 722 DG Stakeholders on 1 July 2015 and our website updated on 16 July 2015.
Pre-application support
For the strategic area of ‘Improve our pre-application support’ our stakeholders identified six specific actions.

<table>
<thead>
<tr>
<th>Reference no.</th>
<th>Actions</th>
<th>Target Date</th>
<th>Measure</th>
<th>BRAG status</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1</td>
<td>Introduce pre-application ‘Ask the Expert’ surgeries for metered connection customers.</td>
<td>Apr-15</td>
<td>Average feedback score from surgery sessions</td>
<td>9.71</td>
</tr>
<tr>
<td>15.2</td>
<td>Develop our DG Mapping tool to provide visibility of network capacity by including ‘Heat Map’ functionality and grid &amp; primary sub-station capacities in the tool.</td>
<td>Jun-15</td>
<td>Enhanced DG mapping tool on-line</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.7</td>
<td>Provide access to UK Power Networks e-maps system for developers, consultants and house builders.</td>
<td>Jun-15</td>
<td>E-map access available on request</td>
<td>More work to do, carried forward to 2016/17 ICE Workplan</td>
</tr>
<tr>
<td>15.8</td>
<td>Provide an Account Management service to DG customers with multiple schemes.</td>
<td>Jun-15</td>
<td>Number of new DG customers signed up to Account Managed service</td>
<td>90</td>
</tr>
<tr>
<td>15.9</td>
<td>Publish the ‘Contracted DG Connections Register’ on-line.</td>
<td>Jun-15</td>
<td>Contracted DG Connections Register published</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.14</td>
<td>Develop, consult on and publish a Community Energy strategy to support the development of Community Energy schemes.</td>
<td>Sep-15</td>
<td>Publication of Community Energy strategy document on time in September 2015</td>
<td>COMPLETE</td>
</tr>
</tbody>
</table>
Case Study 1 – Pre-application surgeries

Action 15.1 – Introduce pre-application ‘Ask the Expert’ surgeries for metered connection customers

Our customers told us that they would like more technical support from us before they submit their applications. To provide this support we introduced pre-application surgeries with our Ask the Expert team, in April 2015, at various locations across our network areas. The dates of the surgeries are advertised on our website and at our customer forums, customers simply email our experts with their desired surgery date and location which is then confirmed by phone.

Benefits of the surgeries include:

- Face-to-face interaction with technically competent UK Power Networks experts;
- Customers can work with our experts to assess the viability of their project;
- Together customers and our experts can work to find the best electrical solution for both parties and submit their applications.

Customers told us that they would like us to expand this service and so our 2016/17 plan includes:

- Introduce pre-application ‘Ask the Expert’ surgeries for new unmetered connection customers;
- Offer connection ‘surgeries’ to customers through different channels including web share and video conferencing.

A great format for open discussion and very useful to help us understand how to make the application process smoother.

Peter Brett Associates

They were most helpful and professional, certainly ‘going the extra mile’ in their interest and diligence on providing as much information as possible to give me an updated capacity review of selected areas. In fact it was one of the best experiences with a DNO in a long time.

Green Frog Connect Ltd

TO DATE, OUR EXPERTS HAVE FACILITATED OVER 40 FACE-TO-FACE SURGERIES

CUSTOMERS HAVE GIVEN AN AVERAGE SATISFACTION SCORE OF 92%
Case Study 2 – DG Mapping tool

Action 15.2 Develop our DG Mapping Tool to provide visibility of network capacity by including ‘Heat Map’ functionality and grid & primary substation capacities in the tool.

We had provided our customers with static ‘heat maps’ since May 2013 and whilst these proved useful, feedback received told us that these were not being updated often enough.

We held a breakout session at our spring 2015 DG forum where we discussed the improvements that our customers would like to see made to the static heat maps. These improvements fell into three broad areas:

- Regular and frequent updates to the heatmaps;
- More detail on the DG mapping tool;
- Information on network constraints.

We decided to include a ‘heat map’ layer on our existing DG mapping tool making the information readily available in one place. This facility provided us with an opportunity to update our ‘heat map’ layer more regularly, which assisted our customers with identifying the parts of our network with available capacity. Our customers wanted more information from us on where known network constraints existed, we included this information within the DG mapping tool so substations with available capacity but network constraints could be identified easily. We also provided a link to our Contracted Connections registers so customers could see existing generation connected to substations along with projects that were in ‘contracted’ (accepted) status.

I would like further information on updates to Capacity Availability/Constraint/Heat Map Updates to be included at the next forum please.

Green Frog Connect Ltd

Examples of how we completed the actions (continued)
## Provide ease of access to important business information

For the strategic area of ‘Provide ease of access to important business information’ our stakeholders identified nine specific actions.

### Initiatives and outcomes (ICE 2015 – 2016 workplan)

<table>
<thead>
<tr>
<th>Reference no.</th>
<th>Actions</th>
<th>Target Date</th>
<th>Measure</th>
<th>BRAG status</th>
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</thead>
<tbody>
<tr>
<td>15.10</td>
<td>Publish UK Power Networks-specific Distribution Safety Rule variances and operational procedure updates</td>
<td>Jun-15</td>
<td>All updates published externally</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.13</td>
<td>Introduce a weekly ‘whereabouts’ process for unmetered connections</td>
<td>Jun-15</td>
<td>New weekly process implemented</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.16</td>
<td>Improve the explanation of Connections Charges by introducing a clearer breakdown of the cost elements included in a quotation.</td>
<td>Sep-15</td>
<td>Full implementation of improved quotation breakdown format complete business wide</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.17</td>
<td>Introduce an enhanced website, to include a new knowledge centre to improve access to key information. This release will also include the first phase of a new self-serve portal to support connections applications associated with small works.</td>
<td>Sep-15</td>
<td>New website available on time</td>
<td>COMPLETE</td>
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<tr>
<td>15.22</td>
<td>Introduce a new quarterly newsletter for connections stakeholders covering all aspects of service as well as sector specific updates and assess the usefulness of the updates by surveying the audience.</td>
<td>Dec-15</td>
<td>Survey of communication audience to measure ‘usefulness of updates’</td>
<td>COMPLETE</td>
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<tr>
<td>15.23</td>
<td>Provide Unmetered Connections customers who manage portfolios of work with enhanced reports covering their entire portfolio.</td>
<td>Dec-15</td>
<td>Enhanced reports available in December 2015</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.26</td>
<td>Review our Construction, Adoption and Connection Agreements to align with industry best practice</td>
<td>Dec-15</td>
<td>Review completed and any recommended changes implemented</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.27</td>
<td>Consult with Connections stakeholders during the development of new or review of existing technical standards associated with connections activities.</td>
<td>Mar-16</td>
<td>All materially changed or new standards are published externally for consultation</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>15.28</td>
<td>Monitor and publish the customer satisfaction scores associated with the connections activities of UK Power Networks.</td>
<td>Mar-16</td>
<td>Average satisfaction score</td>
<td>8.15</td>
</tr>
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</table>
Case Study 1 – Knowledge Centre

**Action 15.17 - Introduce an enhanced website, to include a new knowledge centre to improve access to key information. This release will also include the first phase of a new self-serve portal to support connections applications associated with small works.**

Customers told us that the help articles on our website can be difficult to locate and also that it can be hard to find related articles. To aid customers with help and advice we launched a wiki-style help and advice site in April 2015. The site houses over 65 articles which offer advice and guidance on a range of frequently asked questions by both novice and frequent UK Power Networks customers.

Articles include:

- What’s the difference between a single-phase or three-phase electricity supply?
- What’s the G83 connection procedure?
- What type of plans and maps do you need when I’m applying for electrical connection work?

Benefits of the wiki-style help and advice site include:

- Consistent information and advice is being viewed and used by both employees and customers;
- Articles are regularly updated to reflect any changes in policy or procedure;
- We are able to link articles to one-another so that customers can find all related advice.

We are constantly working to improve this site and customers are invited leave feedback on each article. This helps us to identify new articles and changes to existing ones.

“The site provides another choice of channel for our customers.”

Connections Gateway employee, UK Power Networks
Case Study 2 – Keeping customers updated

**Action 15.22 – Connections update newsletter**

Customers have frequently fed back that they would like to know what is going on within our business. To provide customers with regular updates we introduced a quarterly Connections update newsletter. The newsletter is published on our website and emailed to all Account Managed customers four times a year to provide both technical and business information. Articles that have been in our newsletters include:

- Introducing your new Connections quote;
- Competition in Connections Code of Practice;
- New Low Voltage Earthing labels.

A special edition Connections update newsletter was published following the go live of the Competition in Connections Code of Practice to ensure that all stakeholders were appropriately informed.

Case Study 3

**15.23 – Provide Unmetered Connections customers who manage portfolios of work with enhanced reports covering their entire portfolio**

Through a series of customer meetings and feedback, we identified the need for customers with large portfolios of work to have an enhanced reporting option. Working with those customers we developed an understanding of their requirements and, through a number of iterations, agreed a report with them. Following refinement we started to send the report on a regular basis. The customers benefiting from improved reporting have told us that this has significantly helped them deliver their work programmes, offering greater visibility of their work in progress and providing them with information they had previously been requesting.

“...you [UKPN] managed our requirements of the ‘jointer only’ extremely well, especially with the tight timescales imposed on the streetworks permits for our works.

Twenty Twelve Civils LTD”
Reducing our lead times
For the strategic area of ‘Reduce lead times associated with connection activities’ our stakeholders identified seven specific actions.

<table>
<thead>
<tr>
<th>Reference no.</th>
<th>Actions</th>
<th>Target Date</th>
<th>Measure</th>
<th>BRAG status</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.3</td>
<td>Introduce a Service level Agreement of 30 working days for provision of fault level information.</td>
<td>Jun-15</td>
<td>% of requests met within SLA timescale</td>
<td>93.75%</td>
</tr>
<tr>
<td>15.5</td>
<td>Introduce process to support earlier completion of Connection Agreements during the application and design stage of schemes.</td>
<td>Jun-15</td>
<td>% of Connections Agreements issued in advance of physical connection completion</td>
<td></td>
</tr>
<tr>
<td>15.6</td>
<td>Introduce a Service level Agreement of 20 working days for provision of switchgear protection settings</td>
<td>Jun-15</td>
<td>% of requests met within SLA timescale</td>
<td>66.66%</td>
</tr>
<tr>
<td>15.12*</td>
<td>Agree standard templates for Independent Connection Provider/Independent Network Operator designs to reduce design approval timescales</td>
<td>Jun-15</td>
<td>% of ICP/IDNO schemes utilising standard designs</td>
<td></td>
</tr>
<tr>
<td>15.19**</td>
<td>Publish a standard setting out when Letters of Authority from the premise owner/occupier will be required with connection applications.</td>
<td>Sep-15</td>
<td>Standard published in September 2015</td>
<td></td>
</tr>
<tr>
<td>15.20</td>
<td>We will track and publish our timescales for the completion of land rights up until September 2015, we then aim to reduce this average transaction time by 10% between October 2015 and March 2016</td>
<td>Sep-15</td>
<td>Average transaction time for land right completion</td>
<td>18 weeks</td>
</tr>
<tr>
<td>15.29</td>
<td>Reduce our quotation turnaround timescales by at least 5% on 2014/15 performance.</td>
<td>Mar-16</td>
<td>5% improvement on 2014/15 quotation timescales</td>
<td>26.1 working days</td>
</tr>
</tbody>
</table>

*15.12 - closed as action superseded by provision in the CiC Code of Practice
**15.19 - Incorporated into the ENA led industry QMEC proposals
Examples of how we completed the actions

Case study 1 – Reducing timescales  
**Action 15.20 – Reducing timescales for completion of land rights**

Customers have been telling us that it takes too long for us to turnaround land rights and so, during 2015, we took steps to reduce these timescales in an attempt to meet our customers’ requirements.

By introducing a series of initiatives we achieved a reduction in the average transaction time for land rights of over two weeks – a 10% reduction.

To do this we:

- Introduced a new balanced approach to the risk profile associated with UK Power Networks’ consent requirements. This has led to the introduction of a new Consent Acquisition Policy;
- Aligned the Property & Consents resource to focus specifically on Connection Work Streams i.e. section 16 Project, Small Services & CiC to minimise any conflict in priorities;
- Completed a review to standardise and simplify UK Power Networks legal documentation across all three DNOs.

But, we recognise the need to continue with more improvements to reduce the timescales further so our 2016/17 plan includes a similar initiative with further improvements planned including:

- Incorporating a streamlined process for the delivery of ‘1st Party’ consents;
- Continual review and refinement of UK Power Networks’ legal documentation;
- Reorganising the Property & Consent Department to better focus on the requirements of the Connections business;
- Increasing focus of UK Power Networks’ external lawyers on completion timescales;
- Introduction of a ‘Prompt’ mechanism to chase up the customer/landowner once UK Power Networks’ Solicitor has been instructed.

Case study 2 – Reducing quote lead times  
**Action 15.29 – Reducing overall time to quote**

Through our Business Transformation Programme, during 2015 we introduced a new SAP based solution that we now use as our quotation platform. Our design teams have been organised to respond to customers’ requests in the most efficient and effective way managed locally. Using internal SLAs and weekly tracking with jeopardy reporting we have maintained a focus on the lifecycle and timescale to prepare and send a quotation.

In addition the improved quality of applications received, supported through the introduction of pre-application surgeries, has helped our design teams to focus on preparing quotations.

**Reduce our lead times**
Reducing the time taken to quote: enquiry to quote sent (average number of days across applicable market segments)

![Graph showing reduction in quote lead times 2013-2015](image-url)
Summary and lessons learned

During 2015 we learnt a great deal about how we can work with our stakeholders to ensure the service we offer improves and that the improvements we make address areas that matter most to them. Customers want to be involved not only in prioritising actions, but in the design and development of the solutions.

In 2016/17 we will be asking more stakeholders to be involved in the co-design of initiatives. We will continue to test ideas through the year at our forums, panels, surgeries and one-to-one meetings to ensure that every initiative meets our customers’ expectations before it is implemented.

The actions completed in the 2015/16 work plan benefited a cross section of market segments, all actions were completed and through engagement with customers and stakeholders, we have identified those actions that continue to remain high priority. These are discussed in Section 3, the ICE Looking Forward report.

### Aligning our initiatives to our market segments

<table>
<thead>
<tr>
<th>Connections activity</th>
<th>Relevant market segment</th>
<th>Stakeholders strategic priorities to improve service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Choice and flexibility</td>
<td>Pre-application support</td>
</tr>
<tr>
<td>Metered demand</td>
<td>Low Voltage (LV)</td>
<td>4/4</td>
</tr>
<tr>
<td></td>
<td>High Voltage (HV)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HV &amp; Extra High Voltage (EHV)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EHV and above</td>
<td></td>
</tr>
<tr>
<td>Metered Distributed Generation (DG)</td>
<td>LV</td>
<td>6/6</td>
</tr>
<tr>
<td></td>
<td>HV &amp; EHV</td>
<td></td>
</tr>
<tr>
<td>Unmetered Connections</td>
<td>Local Authority</td>
<td>5/5</td>
</tr>
<tr>
<td></td>
<td>Private Finance Initiative (PFI)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other work</td>
<td></td>
</tr>
</tbody>
</table>

Note: The figures quoted above compare the number of actions completed vs. the number of actions planned by market segment. Please see Appendix 2 for the full mapping of 2015/16 initiatives by market segment.
Section 3  Looking forward to 2016/17

Introduction
- Managing network constraints
- Integrating storage and low carbon technologies
- Supporting communities with their energy strategies

How we developed and sought endorsement for our workplan
- Recap of the process
- Metered data
- Unmetered data
- CiC data
- DG data

Our workplan
- Choice & flexibility
- Pre-application support
- Ease of access to information
- Reduce lead times
- Improving delivery

Next steps and continued engagement
- Who to contact

Read more
Page 40
Page 41
Page 47
Page 55
We face some exciting challenges in the regulatory year 2016/17. The year-on-year increase in the volume of connections enquiries shows no sign of slowing, driven by strong economic growth in London and the interest in new technologies such as energy storage.

Demand for advice and pre-application support on complex schemes has never been higher against a backdrop of an increasingly constrained network. Customers, however, would like us to continue to work at providing their quotations quicker with a more detailed and accurate breakdown of prices.

Here are some of our areas of focus in 2016/17.

Managing network constraints
UK Power Networks, through the support of the Ofgem initiated Low Carbon Network Fund, carried out the ground breaking £9million tier 2 Low Carbon Network Fund Flexible Plug and Play project which developed innovative ways to connect wind and solar DG schemes in an area of Cambridgeshire using active network management.

This approach to flexibility has now become standard business practice and last year we rolled out flexible connection solutions to new areas in our eastern region. To date, we have connected over 125 MVA of generation that has delivered direct savings in connection charges of over £70m to over 30 of our larger customers. Not only are they saving money and making their projects viable, but by avoiding extensive reinforcement they can connect their projects faster, which is exactly what customers told us they wanted.

Later this year we are bringing flexible connection solutions to another four areas of our network and expect to be able to connect a further 30 MW.

Integrating low carbon technologies
UK Power Networks has a vision for our future network to provide expertise and guidance to empower individuals, businesses, local communities and the public sector to embrace a low carbon future and to use our engineering skills and experience to shape energy policy for a better, low carbon Britain.

As an example, we are leading the way in London to support the move to electric transport. We approached Transport for London (TfL) to see how we could help deliver their ambitious target of converting eight bus garages to become fully electric by 2020, with a fleet totalling 300 buses.

We held a forum with TfL and the major bus operators, including Go-Ahead, Stagecoach, Metroline and Arriva. This resulted in them having a better understanding of our connections process, and us having visibility of the information requirements for stakeholders who are not used to working with the electricity distributor.

More recently we have approached companies such as UPS and Hertz to share our previous experience with the bus operators and proactively discuss their electricity connection requirements. Additionally, we have engaged with the rapid charge point team at TfL, and potential providers, to discuss alternative locations for their charging points and cost implications of achieving their target of deploying a rapid charge network, that includes 150 charging points, by 2018.

We will continue to engage with more and more companies in this way in 2016/17, encouraging those with major transport fleets to embrace electric vehicles.

Supporting communities with their energy strategies
88% of stakeholders surveyed told us that working with community energy groups should be an integral part of our business, so we engaged with three groups to better understand the sectors’ objectives, aspirations and diverse needs. We have undertaken interviews with Hertford Energy Now in the east of England, Brixton Energy in London and Community Energy South in the south east.

It is clear from our discussions that we can work with the community energy sector and together we can really help each other. Brixton Energy has already set up a generation scheme for estates in South London with more to come through its framework agreement with Lambeth Council. They are also working with many other local authorities including; Harrow, Kensington and Chelsea, Croydon and Hackney.

We will act as an enabler for community energy schemes, by providing access to the learning from our innovation projects such as local storage and distributed generation.
We have been in regular dialogue with our customers and stakeholders throughout 2015 and the feedback they have provided has shaped the development of our 2016/17 ICE Workplan. Building on the success of service improvement in 2015/16, we have reflected on the actions we identified in 2015/16 and asked our customers and stakeholders to identify where we should continue to focus our efforts along with identifying new initiatives to work on.

At our annual forums we asked customers what matters most to them, what they would like us to continue to work on and what else we can do to improve the service they receive. Finally we asked customers to tell us what priority each of the initiatives carries for them and their respective organisations utilising voting and ensuring we address the consensus top priority items. We also regularly ask customers to provide feedback through surveys and at regular meetings and engagement sessions that all feeds into producing our forward work plan.

This year we have introduced an additional step. In March we held a series of customer scrutiny panels where we invited a small subset of customers and stakeholders to talk through our draft work plan with us in detail and challenge our initiatives and measures. This process resulted in a number of changes and improved definition on some of the initiatives and confirmed to us that our plan focusses on the right areas for improvement.

…the discussion was constructive on both sides; customers want UKPN to improve service and processes and see the benefit in investing their time to make things better for all.

Noveus
1. Throughout the year during engagement opportunities (face to face, forums, feedback via survey) we gather feedback and ensure this feeds in to our service improvement plans.
2. Utilising feedback, previous plans and by identifying best practice across the industry we draft a list of proposed improvement areas.
3. Our spring forums are tailored to suit the requirements of the target audience. Over 2,000 customers and stakeholders are invited to take part and those who attend review our draft proposals and shape the initiatives that will feed into our service development plans.
4. The forum feedback is collated and populates the initial draft service improvement plan (ICE) workplan.
5. NEW for 2016! A subset of customers and stakeholders, by market segment, are invited to review each initiative in detail and support the development of the measure and outcomes.
6. We ensure that the feedback we have received from our stakeholders is incorporated, and that the work plan is updated as required. Prior to publication, the plan is circulated for one final stakeholder review.
7. The plan is published on our website and sent to Ofgem and the wider stakeholder community of over 2,000 stakeholders.

‘We believe UK Power Networks has the most inclusive and comprehensive engagement mechanisms of any utility we work with.’
Premier Energy Services
1. Developing our initiatives
Our plan is built on new ideas that have been gathered through the year and on feedback given about the initiatives that were delivered in 2015/16.

2. Continuing to focus on
At our annual Highway Services forum we asked Customers and Stakeholders to tell us what we should continue to focus on. Reducing the time to provide quotations, making improvements to our website and improving access to competition were voted as the top three.

3. New initiatives for 2016/17
For our Highway Service customers we ran one forum to encompass all regions where we discussed technical standards, learnings from the Kingsway Incident as well as developing our service improvement plan. The attendees engaged in an exercise to prioritise key service improvement areas resulting in a prioritised list.

4. Refining the workplan
We discussed our draft workplan in more detail with individual stakeholders and LoLEG. The results of those discussions informed the final version of the workplan.
3. New initiatives for 2016/17

We used the spring 2016 forums where we engaged with more than 100 stakeholders to discuss and critique our ideas. Stakeholders then voted for the initiatives that they wanted us to continue to develop from the 2015/16 plan and the new initiatives they wanted us to deliver.

4. Refining the workplan

We discussed our draft workplan in detail with a group of representative stakeholders who had been at the forums, ensuring we prioritised the initiatives that the forum attendees had said were particularly important to them.

As a result of the scrutiny panel we refined one of the initiatives to include the provision of a delivery plan at quote stage and the introduction of a new initiative to provide clarification of the legal process.
1. Developing our initiatives
We worked with 45 stakeholders from over 30 companies at three interactive workshops during 2015/16 to identify areas of priority for our 2016/17 plans. We subsequently tested and modified these plans with a representative subset of 5 stakeholders resulting in 16 initiatives relating to CiC customers.

2. Continuing to focus on
For customers and stakeholders involved in the competitive connections market, specifically ICPs and iDNO and their associated customers, we will continue to find new ways to support competition for example extending the pilots we completed during 2015/16 with the aim to make them available to all. This includes disconnections and overhead line unmetered connections.

The engagement with ICPs and IDNOs continues to centre on a collaborative approach with more than 20 workshops having been held, this will continue.

3. New initiatives for 2016/17
We will continue to comply with, support and actively promote the CiC Code of Practice.

We will undertake an independent review, with our customers and stakeholders, of our performance against the code of practice. Stakeholders specifically asked us to review the scope of our provisions for ICPs to identify a point of connection to our network, and the arrangements by which we support ICPs in becoming an Approved Designer.

At our recent workshops customers have supported the introduction of new initiatives for the 2016/17 workplan. These include:

• Reviewing the scope for Point of Connection (PoC) self-determination
• Providing familiarisation training for ICP staff to carryout linking and fusing under personal supervision
• Reviewing arrangements for design approval

4. Refining the workplan
We discussed our draft workplan in detail with a group of representative stakeholders who had been at the workshops, extending the scope of one initiative and adding one additional item.

At a recent workshop we shared the ICE workplan and asked stakeholder whether they understood what we are doing to facilitate competition.

UKPN’s approach is, I believe of a higher standard in both engagement and access to information. Open and helpful. Works well with the ICP to improve service to clients. Great working relationships with UKPN staff.

SSE Lighting

Section 3
1. Developing our initiatives
Our plan is built on new ideas that have been gathered through the year and on feedback given about the initiatives that were delivered in 2015/16.
These are:

- 162 CUSTOMERS AT DISTRIBUTED GENERATION SURGERIES INTERACTED WITH
- 720+ DG CUSTOMERS ON OUR MAILING LIST
- 31 CUSTOMER LEARNING VISITS TO OUR STORAGE SITE IN LEIGHTON BUZZARD

2. Continuing to focus on
We used our spring DG 2016 forum where we engaged with more than 50 stakeholders to discuss and critique our ideas in breakout sessions.
Stakeholders then came to a consensus in their groups on the initiatives we should focus on. We then gave them an opportunity to provide individual feedback about things they wanted us to continue to develop from the 2015/16 plan and the new initiatives they wanted us to deliver in 2016/17.
Stakeholders told us to continue developing our proposals on the management of capacity and to continue to roll-out our FDG zones.

3. New initiatives for 2016/17
Almost a third of stakeholders wanted us to prioritise storage. In response we have accelerated our initiative to publish a storage technical policy and develop a storage heat map. These will now be delivered in May and September respectively. In addition we will be holding further storage workshops to help our customers bring this important technology to market.

4. Refining the workplan
We brought together a small group of customers and stakeholders with a range of technical and commercial experience across all technologies to challenge our plans and review the 21 initiatives. As a result we took out eight initiatives including three initiatives to roll out the new FDG zones. The panel felt that this was a BAU activity. Six new items were added including agreeing a kick off meeting with customers (45.16) and implementing a process to identify DUoS charges (29.16).

### All DNOs

<table>
<thead>
<tr>
<th>Initiative</th>
<th>%</th>
<th>Included in 2016/17 ICE Workplan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of Capacity</td>
<td>22.8%</td>
<td>✔️</td>
</tr>
<tr>
<td>Flexible Distributed Generation</td>
<td>14.9%</td>
<td></td>
</tr>
<tr>
<td>Collaboration with National Grid</td>
<td>14%</td>
<td>✔️</td>
</tr>
<tr>
<td>Wayleaves and Easements</td>
<td>10.5%</td>
<td>✔️</td>
</tr>
<tr>
<td>Distributed Generation mapping tool</td>
<td>8.8%</td>
<td></td>
</tr>
<tr>
<td>The legal process</td>
<td>7.0%</td>
<td>✔️</td>
</tr>
<tr>
<td>Distributed Generation surgeries</td>
<td>6.1%</td>
<td></td>
</tr>
<tr>
<td>Contracted connections register</td>
<td>4.4%</td>
<td>✔️</td>
</tr>
<tr>
<td>Distributed Generation customer forums</td>
<td>4.4%</td>
<td></td>
</tr>
<tr>
<td>Staged payments</td>
<td>4.4%</td>
<td></td>
</tr>
<tr>
<td>Energy Networks Association</td>
<td>4.4%</td>
<td></td>
</tr>
<tr>
<td>Distributed Generation Forum</td>
<td>4.4%</td>
<td></td>
</tr>
</tbody>
</table>

- Storage
- Quicker & more efficient connections
- Queue Management
- Reinforcement vs optimal charging
- Innovation
- Export limiting devices
- G81 standards database
- Journey to a Distribution System Operator
- Faults/outages
- Low carbon technologies
- Niche workshops

CUSTOMER LEARNING VISITS TO OUR STORAGE SITE IN LEIGHTON BUZZARD
CUSTOMERS AT DISTRIBUTED GENERATION SURGERIES INTERACTED WITH
DG CUSTOMERS ON OUR MAILING LIST
#3.3 Our workplan

## #1 strategic area – choice and flexibility

### Service Development Plan #1

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.16</td>
<td>Provide customers a single point of contact if their project requires more than one service i.e. capital works, diversions and disconnection</td>
<td>100% of customers appointed a single point of contact where they request more than one service</td>
<td>Dec-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
<tr>
<td></td>
<td>2.16</td>
<td>Improve the accuracy, quality and transparency of the price within our budget estimates</td>
<td>New budget estimate co-designed with customers &amp; achieve 85% customer satisfaction from independent customer survey by target date</td>
<td>Sep-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
<tr>
<td></td>
<td>3.16</td>
<td>Improve the quality of our diversion quotations including the transparency of the price breakdown</td>
<td>New diversion quotations co-designed with customers &amp; achieve 85% customer satisfaction from independent customer survey by target date</td>
<td>May-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
<tr>
<td></td>
<td>4.16</td>
<td>Continue to refine our Connections Offer in conjunction with our customers including providing a high level/indicative delivery plan</td>
<td>Co-design delivery plan with customers and achieve 85% customer satisfaction from independent customer survey by target date</td>
<td>From Jul-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
<tr>
<td></td>
<td>5.16</td>
<td>Develop and implement an improved process for dealing with faults on unmetered equipment (in particular where the fault has been paused)</td>
<td>Co-design faults process with customers and implement by target date</td>
<td>Dec-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
<tr>
<td></td>
<td>6.16</td>
<td>Implement trial of timed/profile connection agreements</td>
<td>Implement trial by target date and publish findings within six months</td>
<td>Jun-16</td>
<td><img src="Unmetered" alt="Unmetered" /> <img src="Metered" alt="Metered" /> <img src="CiC" alt="CiC" /> ![Distributed Generation](Distributed Generation)</td>
</tr>
</tbody>
</table>

### Initiative 2.16 – Improve the accuracy, quality and transparency of the price within our budget estimates

To review the current budget estimate with our customers and stakeholders they receive and co-design an improved version of this to ensure improvements are made in line with their requirements. This will include improvement to the accuracy and transparency of the price of the budget estimate.

### Initiative 5.16 – Develop and implement an improved process for dealing with faults on unmetered equipment (in particular where the fault has been paused)

Define a process that ensures faults on equipment and assets supplied via an unmetered connection are rectified as soon as possible (within agreed SLAs) and that there is transparency of progress throughout.
### #1 strategic area – choice and flexibility (continued)

#### Service Development Plan #1

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Provide customers with more choice &amp; flexibility over the services they receive’</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.16</td>
<td>Define a process to allow a queue position to be gained from budget estimate requests</td>
<td>Co-design process with customers and published consultation by target date</td>
<td>Aug-16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.16</td>
<td>Allow ICPs to carry out all non-emergency service transfers in EPN and SPN without 10-day Site Specific Permission (SSP) notice where there is no damage to the DNO’s assets</td>
<td>Activity available to all ICPs by target date</td>
<td>May-16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9.16</td>
<td>Complete Disconnections pilot and transfer to business as usual (BAU)</td>
<td>Activity available to all ICPs by target date</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.16</td>
<td>Complete unmetered overhead line connections pilot, explore viability of scope extension and transfer to BAU</td>
<td>Activity available to all ICPs by target date</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.16</td>
<td>Review scope for PoC self-determination</td>
<td>Review complete and findings published</td>
<td>Dec-16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.16</td>
<td>Review arrangements for design self-approval</td>
<td>Review complete and findings published</td>
<td>Dec-16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>13.16</td>
<td>Assess scope for allowing ICPs to carry out live jointing on Steel Wire Armoured (SWA) LV service cables</td>
<td>Decision issued and any changes implemented</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>14.16</td>
<td>Carry out a 12 month review of how the Code of Practice is operating</td>
<td>Review complete and findings published</td>
<td>Dec-16</td>
<td></td>
</tr>
</tbody>
</table>

#### Initiative 6.16 – Implement trial of timed/profile connection agreements

We will work with a customer to trial a timed/profile connection agreement reducing their price to connect. The results will be shared with the DG stakeholders with a view to rolling out to a larger number of customers.

Customers want more choice and flexibility over the services they receive so that they can make a genuine and informed choice about how their electrical connection is provided.
#2 strategic area – pre-application support

## Service Development Plan - continued #2

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve our pre-application support</td>
<td>15.16</td>
<td>Publish load capacity, export and import guidance information on heat map</td>
<td>Publish heat map by target date</td>
<td>Sep-16</td>
<td>🌍🔍🔍</td>
</tr>
<tr>
<td></td>
<td>16.16</td>
<td>Introduce pre-application ‘Ask the Expert’ surgeries for new unmetered connection customers</td>
<td>Surgeries available to customers by target date</td>
<td>Apr-16</td>
<td>🌍🔍🔍</td>
</tr>
<tr>
<td></td>
<td>17.16</td>
<td>Offer connection ‘Surgeries’ to customers through different channels including web share and video conferencing</td>
<td>Surgeries available to customers through different channels by target date</td>
<td>Mar-17</td>
<td>🌍🔍🔍</td>
</tr>
<tr>
<td></td>
<td>18.16</td>
<td>Make web chat available to our connections customers</td>
<td>Web chat available to customers by target date</td>
<td>Dec-16</td>
<td>🌍🔍🔍</td>
</tr>
</tbody>
</table>

### Initiative 15.16 – Publish load capacity, export and import guidance information on heat map

Customers have found our distributed generation heat maps useful when considering options and understanding where could be economically viable to connect to our network and with new technologies, e.g. storage (that import and export) means the customers have a greater need to understand constraints that might exist on our network. Improving the facility of heat maps will provide customers with a greater level of understanding allowing them to make informed decisions.

### Initiative 17.16 – Offer connection ‘Surgeries’ to customers through different channels including web share and video conferencing

Surgeries have been welcomed by many of our customers but as they are not always easy to attend in person we are looking at ways through video conferencing etc. to hold the meetings remotely while continuing to offer the same level of support and pre application advice. This will need to include reviewing site plans and specific details while having a 3 or 4 way conversation.

Customers want us to provide pre-application support to give them the certainty that they are making the best choices available to them to deliver critical electrical infrastructure in a timely and cost effective way.
## Service Development Plan #3

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide ease of access to important business information</td>
<td>19.16</td>
<td>Improve the accessibility and usability of the UK Power Networks e-maps system and make it available to customers on request</td>
<td>e-maps solution co-designed with customers and 85% customer satisfaction achieved from independent customer survey</td>
<td>Mar-17</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>20.16</td>
<td>Develop, publicise and host technical forums at customer request</td>
<td>85% customer satisfaction achieved from each forum</td>
<td>From May-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>21.16</td>
<td>Ensure that all customers are given the opportunity to discuss the design and scope of works as early in the process as possible, and the cost of the connection before the quote is issued</td>
<td>&gt;90% customers receiving a call before quote issued</td>
<td>Jul-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>22.16</td>
<td>Improve the visibility of the legal process and contacts associated with the work, when they are appointed</td>
<td>Application form amended, Legal contacts communicated for all schemes on project acceptance</td>
<td>Jun-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>23.16</td>
<td>Publish details of ICPs that have gained approved designer status</td>
<td>List published by target date</td>
<td>May-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>24.16</td>
<td>Work with customers to improve the ease of use and information available on the UK Power Networks website</td>
<td>New and/or revised pages published and 85% customer satisfaction achieved from independent customer survey</td>
<td>Sep-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>25.16</td>
<td>Provide greater transparency over our UMC pricing strategy and give customers advance warning of proposed price changes</td>
<td>Price changes to be shared four months before implementation</td>
<td>Nov-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
<tr>
<td></td>
<td>26.16</td>
<td>Develop an enhanced suite of UMC reports in collaboration with our customers</td>
<td>Reports available to customers and 85% customer satisfaction achieved from independent customer survey</td>
<td>Sep-16</td>
<td>🛡️ ⚠️ ⚡</td>
</tr>
</tbody>
</table>

### Initiative 19.16 – Improve the accessibility and usability of the UK Power Networks e-maps system and make it available to customers on request

As our current e-map solution is limited we have agreed to investigate alternative solutions to enable an improvement to this service. We will work with our customers to agree requirements and involve them throughout the procurement process prior to implementation.

### Initiative 24.16 – Work with customers to improve the ease of use and information available on the UK Power Networks website

Our highway services customers have told us sometimes they find it difficult to navigate our website. We will work with customers to develop requirements and customer journeys and implement improvements to ensure the information they require is more easily accessible.

Customers want to be able to access important business information when they need it through the channel of their choice in a way that works with their own programme of work.
### #3 strategic area – ease of access to important business information

#### Service Development Plan - continued #3

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>27.16</td>
<td>Publish quarterly updates to Contracted Connections Register (CCR)</td>
<td>Updates made in line with target date</td>
<td>Quarterly from Jun-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28.16</td>
<td>Statement of Works (SoW) – introduce arrangements to advise customers on project progress/status through SoW process</td>
<td>SoW process implemented by target date</td>
<td>Dec-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.16</td>
<td>Implement process to identify DUoS charges up-front identifying potential red zones</td>
<td>Charges provided with all quotes by target date</td>
<td>Aug-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30.16</td>
<td>Publish quarterly updates to Contracted Connections Register (CCR) and separately details of cancelled and withdrawn offers. (Include capacity absorbed with LV/G83 connections)</td>
<td>Quarterly updates made in line with target date</td>
<td>Quarterly from Jun-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31.16</td>
<td>Provide queue position and technology type of projects ahead of you in the interactive queue in our quotes</td>
<td>Quotes to contain technology type by target date</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32.16</td>
<td>Publish outcome from QMEC works relating to queue management explaining our milestones and how they will be enforced. (inc. information re: project termination)</td>
<td>Publish policy by target date</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33.16</td>
<td>Develop storage policy/guidance document with customers and publish</td>
<td>Publish policy by target date</td>
<td>May-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34.16</td>
<td>In addition to existing CiC workshops, provide interim workshops that can be one-to-one or focussed on specific topics</td>
<td>Workshops held as and when required but the first workshop to be held by target date</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Initiative 33.16 – Develop storage policy/guidance document with customers and publish**

Customers have asked us to provide simple, clear and accessible information about how to connect storage to our network. We will co-design the guidance document(s) with our customers and make them widely available.

**Initiative 34.16 – In addition to existing CiC workshops, provide interim workshops that can be 1-2-1 or focussed on specific topics**

This was raised as a suggestion for improvement at a Competition workshop. We recognise that a ‘one size fits all’ approach is not always suitable for our customers. We plan to work with our stakeholders to understand their individual preferences and structure workshops and other engagement channels to meet those needs.
#4 strategic area – reduce lead times

## Service Development Plan #4

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35.16</td>
<td>Develop, introduce and report on a set of voluntary standards for the provision of quotes for diversionary work</td>
<td>Standards introduced, measured and the results communicated to customers by target date</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>36.16</td>
<td>Reduce the average transaction time for the completion of land rights</td>
<td>A 10% reduction between April 2016 &amp; March 2017</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>37.16</td>
<td>Reduce the average time to send quotations</td>
<td>A 10% reduction between April 2016 &amp; March 2017</td>
<td>Mar-17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>38.16</td>
<td>Develop, introduce and report on a set of voluntary standards for the provision of quotes for UMC work</td>
<td>Standards introduced, measured and the results communicated to customers by target date</td>
<td>Mar-17</td>
<td></td>
</tr>
</tbody>
</table>

### Initiative 35.16 – Develop, introduce and report on a set of voluntary standards for the provision of quotes for diversionary work

We will work with our customers to agree a series of voluntary standards for the provision of quotes for diversionary work as this work is deemed as important as the capital works. Customers would like to ensure this work attracts the same level of priority even though they are not Guaranteed Standard of Performance (GSoP) applicable reportable.

### Initiative 37.16 – Reduce the average time to send quotations

A reduction in lead times for the provision of a quotation were reduced by 7% in 2015 but customers have told us that this remains a top priority and we are therefore committing to a further 10% reduction in those lead times.

### Initiative 38.16 - Develop, introduce and report on a set of voluntary standards for the provision of quotes for UMC work

Highway Services customers have asked us to develop and commit to a set of voluntary standards for the provision of quotations that exceed the current guaranteed standards of performance (GSoP).

Customers want us to reduce our lead times so that they can make important business decisions in line with their programme not ours.
#5 strategic area – improve our delivery activities

## Service Development Plan #5

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Reference</th>
<th>Initiative</th>
<th>Measure</th>
<th>Target Date</th>
<th>Market segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.16</td>
<td>Call all customers, or their site representatives, 10 days and 2 days before the works are due to commence (roll out in SPN initially)</td>
<td>All calls made and recorded and 85% customer satisfaction achieved from independent customer survey</td>
<td>From Jun-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40.16</td>
<td>The Operations Manager to make a call to every customer after the work has been completed to get feedback about the quality of the delivery of the job (roll out in SPN initially)</td>
<td>All calls made and recorded and 85% customer satisfaction achieved from independent customer survey</td>
<td>From Jul-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42.16</td>
<td>Improve the process to discuss and agree with customers any variations to the works delivered before the job is completed</td>
<td>85% customer satisfaction achieved from independent customer survey of financial closure process</td>
<td>Dec-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43.16</td>
<td>Provide details of history of outages/planned outages on request</td>
<td>Provide details to customers on request by target date</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44.16</td>
<td>Post connection assessment of Active Network Management (ANM) schemes</td>
<td>Assessment complete and any recommendations documented and published by target date</td>
<td>Jul-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45.16</td>
<td>Agree kick-off meeting with customers within 4 weeks of project acceptance and subsequently agree construction programme within a further 4 weeks</td>
<td>Construction programme issued within 8 weeks of acceptance for all jobs</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46.16</td>
<td>Review application form requirements for linking and fusing to remove duplication</td>
<td>Simplified application process agreed with customers and in place by target date</td>
<td>Sep-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47.16</td>
<td>Provide familiarisation training for ICP staff to enable them to carry out linking and fusing under personal supervision</td>
<td>Training developed and available to all ICPs by target date</td>
<td>Jun-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48.16</td>
<td>Issue reminder to request a diversion quote when making an application; proactively liaise with ICP where potential associated works are identified</td>
<td>Reminder issued and new arrangements in place</td>
<td>May-16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49.16</td>
<td>Explore options for treatment of defects liability in legal arrangements between customer, ICP and DNO including consideration of tripartite agreements</td>
<td>Complete review and publish proposals for consultation</td>
<td>Mar-16</td>
<td></td>
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</tbody>
</table>

**Improve the communication and transparency associated with the delivery of connections activities and the management of outages**

---

Section 3
#5 strategic area (continued)

Initiative 39.16 – Call all customers, or their site representatives, 10 days and 2 days before the works are due to commence (roll out in SPN initially)
To reduce the level of aborted calls and ensure a greater success of jobs proceeding without issue first time customers have asked us to contact them 10 and 2 days prior to the work commencing.

Initiative 40.16 – Introduce a delivery plan for all projects which has been developed in conjunction with our customers
Customers have suggested it would be of huge benefit to have an indicative timescale or plan that they can coordinate with the other site activities. This plan will be co-designed with customers and stakeholders to ensure it is the right level of detail.

Initiative 43.16 – Provide details of history of outages/planned outages on request
To provide a greater level of information regarding outages to our network on customers request. A process will be introduced to enable customers to request this.

Initiative 49.16 – Explore options for treatment of defects liability in legal arrangements between customer, ICP and DNO, including consideration of tripartite agreements
This action was raised by a renewables customer during a competition workshop when we invited ideas for our 2016/17 plan. Our legal team will work with a group of stakeholders to explore options, including assessing the approach taken by other DNOs.

Customers want us to improve the delivery of their electrical connection to allow them to commit to their programme deadlines minimising delays and disruptions.
3.4 Next steps and continued engagement

We will regularly engage with our stakeholders and customers, seek feedback and ensure the initiatives we are implementing continue to meet their needs and requirements.

We will work with our stakeholders and customers throughout 2016/17 to ensure we deliver each of the initiatives contained in our service development plan.

We will provide regular updates and share progress of how we are doing against each initiative.

We are interested in your feedback on this workplan and any of the initiatives we are implementing, please contact us at ConnectionsServiceDevelopment@ukpowernetworks.co.uk or any one of our helpful team below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position:</th>
<th>Email address:</th>
<th>Mobile number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark Adolphus</td>
<td>Director of Connections</td>
<td><a href="mailto:mark.adolphus@ukpowernetworks.co.uk">mark.adolphus@ukpowernetworks.co.uk</a></td>
<td>07875 118004</td>
</tr>
<tr>
<td>Neil Madgwick</td>
<td>Head of Service Delivery</td>
<td><a href="mailto:neil.madgwick@ukpowernetworks.co.uk">neil.madgwick@ukpowernetworks.co.uk</a></td>
<td>07875 119389</td>
</tr>
<tr>
<td>Antony White</td>
<td>Stakeholder Engagement &amp; Account Manager</td>
<td><a href="mailto:antony.j.white@ukpowernetworks.co.uk">antony.j.white@ukpowernetworks.co.uk</a></td>
<td>07875 115589</td>
</tr>
<tr>
<td></td>
<td>(Metered Demand)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steve Halsey</td>
<td>Distributed Generation Development Manager</td>
<td><a href="mailto:steve.halsey@ukpowernetworks.co.uk">steve.halsey@ukpowernetworks.co.uk</a></td>
<td>07875 116241</td>
</tr>
<tr>
<td></td>
<td>(Distributed Generation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sue Jones</td>
<td>Competition Development Manager</td>
<td><a href="mailto:sue.jones@ukpowernetworks.co.uk">sue.jones@ukpowernetworks.co.uk</a></td>
<td>07875 111861</td>
</tr>
<tr>
<td></td>
<td>(Competition in Connections)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharon Alexander</td>
<td>PFI Programme Manager</td>
<td><a href="mailto:sharon.alexander@ukpowernetworks.co.uk">sharon.alexander@ukpowernetworks.co.uk</a></td>
<td>07875 114870</td>
</tr>
<tr>
<td></td>
<td>(Unmetered Connections / Highway Services)</td>
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</tbody>
</table>
Appendices
## Appendix 1 – Independent audit of our work

### Strategy

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Key Strengths</th>
<th>Feedback from Stakeholder Interviews</th>
<th>Actions to address audit feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK Power Networks has a clear, concise and robust strategy for engagement with connections stakeholders. The strategy is based on five core pillars: Prepare; Engage; Record; Assess; and Respond. The organisation places a clear emphasis on empowering competitors, supporting their efforts and sharing best practice.</td>
<td>The organisation could better define how the core strategy pillars drive its on-the-ground approach to engagement. The organisation could demonstrate how these pillars have driven improvements over the past year.</td>
<td>Interviewee 2 commended UK Power Networks for evidencing how stakeholder feedback has informed strategic change. “At one of the forums I spoke about this issue and subsequently their policy in this area changed. Prior to the panels we wouldn’t have been able to implement this without the communication we have now.” Interviewee 4 commented “[UK Power Networks should be] commended for the structure and quality of their hosted stakeholder events… we are not informed of how feedback and outcomes inform longer-term strategic changes”.</td>
<td>ACTION: Share our strategic goals and how stakeholder feedback is having a tangible impact on the way we do business. We will provide this feedback in our quarterly ICE plan updates</td>
</tr>
</tbody>
</table>

### Governance

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Key Strengths</th>
<th>Feedback from Stakeholder Interviews</th>
<th>Actions to address audit feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation has a highly accountable and transparent governance framework for its engagement with connection stakeholders enhanced through the cross-functional Stakeholder Engagement Steering Committee, and the ICE plan which provides a base for bi-weekly catch ups on progress and monthly governance meetings. Account meetings are additionally held on a daily basis. UK Power Networks’ CEO has placed a considerable emphasis on embedding and integrating a stakeholder-centric culture.</td>
<td>UK Power Networks’ governance framework would benefit from improved consistency, particularly across EPN, LPN and SPN. UK Power Networks cannot be seen to communicate the process behind identifying engagement owners and how their requisite skills are suited to engagements. The organisation could consider graphically representing its governance framework, which in turn may highlight potential avenues to enhance consistency across the organisation’s three licensed distribution networks.</td>
<td>Interviewee 1 commended UK Power Networks for their individualised and personalised approach to engagement. And summarised their opinion of UK Power Networks’ performance in comparison to other DNOs. “My general overview regarding UK Power Networks in relation to others, for me they are the most unchallenging DNO to work with. Definitely the most reasonable of all that I have anything to do with anyway”.</td>
<td>ACTION: Define the governance framework and publish this in quarterly ICE plan updates</td>
</tr>
</tbody>
</table>

### Processes, Systems and Controls – Engagements Planning

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Key Strengths</th>
<th>Feedback from Stakeholder Interviews</th>
<th>Actions to address audit feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK Power Networks provides ample evidence of identifying and mapping a broad range of stakeholders, which are subsequently grouped according to interests. The organisation can be seen to utilise a wide range of engagement levels and means. UK Power Networks additionally adds emphasis to personalised engagements, as exemplified through its account management service.</td>
<td>UK Power Networks does not clearly provide an explanation of its stakeholder mapping process and methodology. The organisation demonstrates an awareness, but does not fully explain why engagement means and levels are tailored to particular stakeholder groups.</td>
<td>Interviewee 2 detailed UK Power Networks’ individualised and personalised approach to communicating with stakeholders. Interviewee 3 commented that UK Power Networks has “made tremendous efforts to listen to feedback... detailed that “UK Power Networks still stand out head and shoulders above the rest” with regards to responding to stakeholder feedback. “Without any shadow of a doubt, they are listening and acting.”</td>
<td>ACTION: Provide an overview of stakeholder mapping and the overall approach to identify and ‘target’ specific stakeholder groups – Publish to stakeholders and on UK Power Networks Website</td>
</tr>
</tbody>
</table>
# Appendix 1 – Independent audit of our work

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Key Strengths</th>
<th>Feedback from Stakeholder Interviews</th>
<th>Actions to address audit feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Processes, Systems and Controls – Capacity Building &amp; Engagement Risks</strong></td>
<td>UK Power Networks demonstrates an awareness of engagement risks and capacity building and makes clear efforts to ameliorate inequitable input at stakeholder events. External stakeholders, who work with a cross-section of DNOs, have corroborated findings by suggesting that UK Power Networks is a sector leader with regards to engagement quality.</td>
<td>Interviewee 2 added to previous points raised about UK Power Networks’ responsiveness and individualised approach to communicating outcomes to stakeholders. The stakeholder commended UK Power Networks for the structure of their events and engagement quality. The stakeholder explained how a variety of engagement means are utilised. For example, surgery sessions, workshops, informal sessions.</td>
<td><strong>ACTION:</strong> Define and publicise engagement risks and mitigating actions</td>
</tr>
<tr>
<td><strong>Processes, Systems and Controls – Engagement Implementation</strong></td>
<td>External stakeholders, who work with a cross-section of DNOs, suggested that UK Power Networks is a sector leader with regards to the timeliness of its invitations and the quality of its briefing materials. The organisation demonstrates that it has established a thorough action plan, through its ICE workplan. The organisation tracks and publishes performance against KPIs on a quarterly basis, through its Service Development Plan updates. External stakeholders corroborated findings by suggesting that UK Power Networks leads other DNOs with regards to its responsiveness and personalised approach to reporting actions and outcomes.</td>
<td>Interviewee 4 commended UK Power Networks for the structure and quality of their hosted stakeholder events. The stakeholder mentioned that UK Power Networks is amongst the leaders within the sector with regards to their engagement planning and quality.</td>
<td><strong>ACTION:</strong> Ensure regular communications to update on progress and outcomes of actions completed are thorough and contain sufficient level of detail against each initiative</td>
</tr>
<tr>
<td><strong>Processes, Systems and Controls – Engagement Monitoring &amp; Communication</strong></td>
<td>As part of its ICE workplan, the organisation provides a thorough action plan. The plan details the action point, target date, metric, applicable market segment and alignment to the organisation’s service improvement strategy. External stakeholders have corroborated findings by stating how stakeholder feedback is captured, measured and utilised to inform strategic change. The organisation has a robust internal audit function to review and assess the progress of the 29 initiatives within the workplan. Progress is colour-coded. The findings are communicated to account coordinators and senior management on a quarterly basis.</td>
<td>Interviewee 2 suggested that the communication of outcomes is not consistent across all engagements. Moreover, the stakeholder highlighted how they are not informed of how feedback and outcomes inform longer-term strategic changes. Interviewee 1 suggested that UK Power Networks is a sector leader with regards to the personalisation, timeliness and responsiveness of communicating outcomes to stakeholders. The stakeholder commented how they receive regular update documents on progress against targets, regular update emails and is provided with opportunities to respond and comment on provided answers.</td>
<td><strong>ACTION:</strong> Ensure more comprehensive feedback against each initiative is provided regularly throughout 2016/17 for all stakeholders</td>
</tr>
</tbody>
</table>
## Appendix 2 – Mapping of 2015/16 actions to applicable market segments

<table>
<thead>
<tr>
<th>Connections activity</th>
<th>Relevant market segment</th>
<th>Choice and flexibility</th>
<th>Stakeholders strategic priorities to improve service</th>
<th>Reducing lead times</th>
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<td>Pre-application support</td>
<td>Access to important business information</td>
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<td>Metered demand</td>
<td>Low Voltage (LV)</td>
<td>15.4 15.15 15.18 15.25</td>
<td>15.1 15.7</td>
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<td>High Voltage (HV)</td>
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<td>HV &amp; Extra High Voltage (EHV)</td>
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<td>EHV and above</td>
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<td>Metered Distributed Generation (DG)</td>
<td>LV</td>
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<td>HV &amp; EHV</td>
<td>15.4 15.15 15.21 15.25 (HV)</td>
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<td>Unmetered Connections</td>
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<td>Other work</td>
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