

# Incentive on Connections Engagement



## Part 2 – Looking back report for 2013/14

Trial for the Distributed Generation (DG) market segments

June 2014

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## Foreword

I am delighted to introduce the UK Power Networks trial submission under the Incentive on Connections Engagement. It is a submission in respect of our three licensed distribution networks:

- Eastern Power Networks plc (EPN)
- London Power Networks plc (LPN)
- South Eastern Power Networks plc (SPN)

This Part 2 report reviews the engagement activities, work plan and key performance indicator outcomes for two Relevant Market Segments (RMS) during the 2013/14 regulatory year and is applicable to both contestable and non-contestable connections activities. Those RMS are in respect of metered premises in which Distributed Generation (DG) is situated:

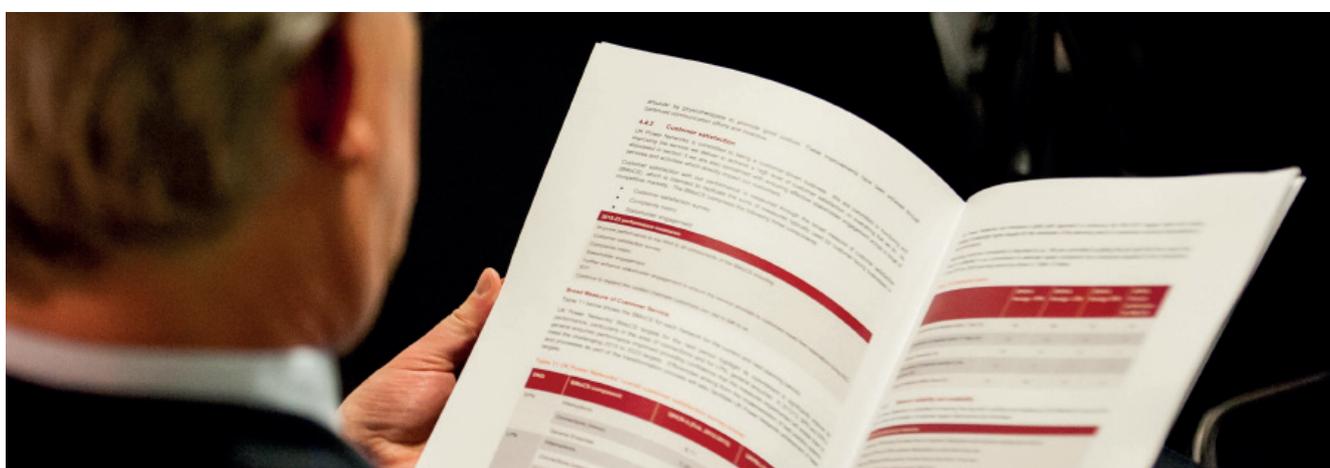
<b>Metered Distributed Generation (DG)</b>	<b>Low Voltage (LV) work:</b> LV connection activities involving only low voltage work.
	<b>High voltage (HV) and Extra high voltage (EHV) work:</b> Any connection activities involving work at HV or above.

At UK Power Networks we believe that every stakeholder has a right to be heard. We take this very seriously and spend time listening to the requirements and preferences of our customers and other stakeholders in every part of our business. This approach supports our vision of being:



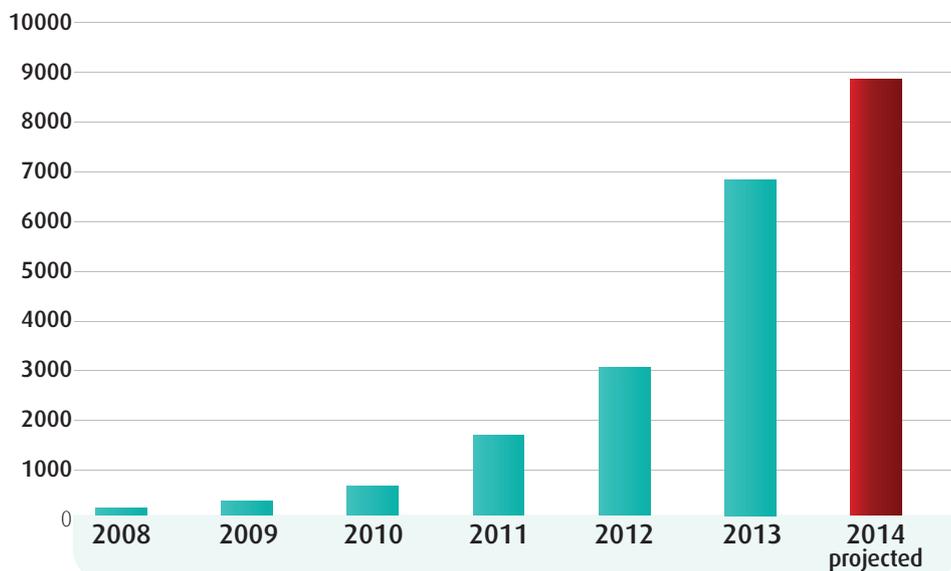
Stakeholder engagement is a critical business activity for us all and we have a structure in place that ensures there is a continuous focus on effective stakeholder engagement by:

- Involving staff from across the organisation in our customer events so they hear feedback first hand
- Offering an Account Management service to customers
- Appointing a DG Development Manager who has responsibility to work with DG customers to identify and implement service improvements
- By sharing the feedback received under the Broad Measure of Customer Satisfaction (BMOCS) survey process with everyone in the business on a weekly basis



The DG connections market is an evolving and fast growing environment and we see no signs of this rapid growth slowing down. It is important in this fast changing market that we respond to the needs of our customers and deliver excellent service. We can only do this if we understand the needs and expectations of our DG customers whether they be major solar farm developers, community energy schemes or small DG installers, for us effective engagement is the key to success.

## The growth in DG enquiries since 2008



From this report you will see the considerable amount of work that has gone into working with and listening to our DG stakeholders. The activities range from regular workshops to surgery sessions and include regular targeted communications with the growing DG community. The feedback from our customers continues to be positive and I am pleased to report that the key metrics we use to measure progress have all been exceeded this year.

I hope that by reading this report you will recognise the progress that has been made by UK Power Networks during 2013/14. We are by no means complacent and recognise that we have much more to do if we are to deliver excellent service to our DG customers. However, none of this good progress would have been possible without the open and honest feedback received from our DG customers.

I would like to thank each and every DG customer who has provided feedback to us over the year.

**Mark Adolphus**

Director of Connections  
UK Power Networks



## Engagement activities for DG customers

Within our broader engagement strategy for connections customers there were a number of specific activities aimed at DG customers during 2013/14.

### Customer Experience Workshops

Our senior leadership team host regular forums for DG customers from the DG LV and DG HV market segments. We call these our Customer Experience Workshops (CEW) and they have been in place since October 2012. The sessions are inclusive and we send invites to 460 customers, all DG LV & DG HV segments. We work hard to develop an agenda that is relevant and interesting, we do this by:

- Asking for agenda items in advance of workshops
- Requesting agenda items for the next workshop at each workshop
- Reviewing customer feedback received through the BMOCS survey to identify common themes and then build these into the agendas

Some of the key themes covered in workshops this year were:

- Mapping and data visualisation
- The interactivity process
- The connections process
- The delivery process
- Technical requirements associated with DG connections
- Innovation

We capture feedback at the workshops by asking customers to score the sessions out of 10, with 10 being an extremely positive response, against a number of questions.

We hosted three CEW during 2013/14 attended by 151 DG stakeholders and the feedback responses are detailed in the table below;

### CEW feedback 2013/14

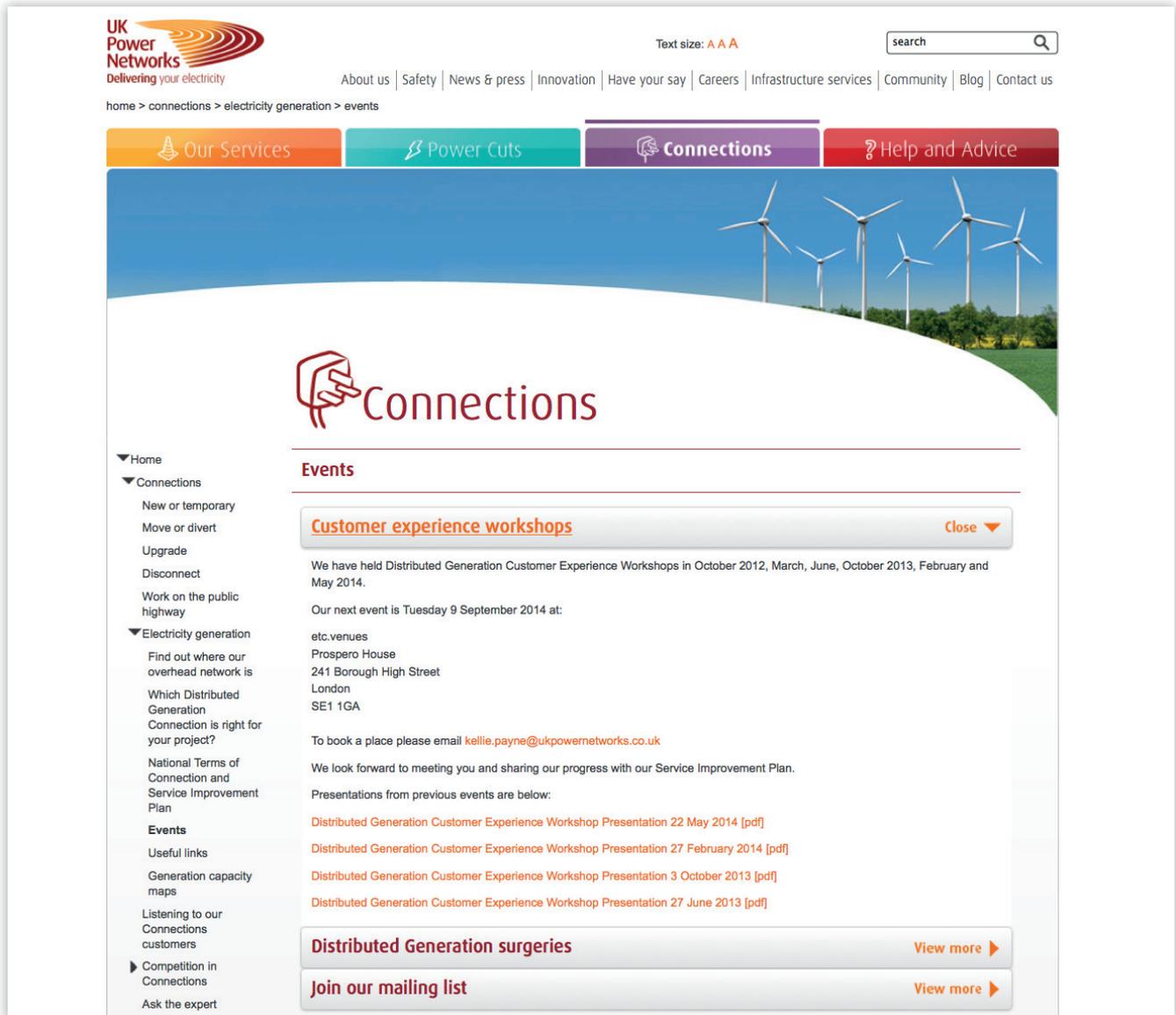
Event	Jun 2013	Oct 2013	Feb 2014	Average
Number of Stakeholders attending	44	57	51	<b>50</b>
The location & facilities were accessible & satisfactory	9.16	8.98	9.18	<b>9.10</b>
The workshop was appropriate for my job role	8.90	8.56	8.59	<b>8.68</b>
The information coverage was relevant & necessary	8.58	8.42	8.41	<b>8.47</b>
The facilitator(s) responded to questions in an informative & satisfactory manner	8.97	8.88	8.59	<b>8.81</b>
I felt engaged throughout the workshop	8.39	8.60	8.12	<b>8.37</b>
The facilitator(s) encourage healthy & effective discussions	8.77	8.98	8.65	<b>8.68</b>
Overall I felt the session was productive and valuable	8.77	9.02	8.53	<b>8.78</b>
Would you be interested in attending future DG CEW?	9.23	9.49	9.12	<b>9.28</b>

## Customer comment

*Excellent initiative - well done for putting so many specialists forward to answer questions.*

Feedback from CEW October 2013

We host three CEW each year and these are advertised on our web site with invites sent to everyone registered under our DG e-mail update service. Following each CEW a copy of the workshop presentation is published on our web site.



The screenshot shows the UK Power Networks website. The header includes the logo, navigation links (About us, Safety, News & press, Innovation, Have your say, Careers, Infrastructure services, Community, Blog, Contact us), a search bar, and text size options (AAA). The main navigation bar has buttons for 'Our Services', 'Power Cuts', 'Connections', and 'Help and Advice'. The 'Connections' section is active, displaying a large image of wind turbines and the 'Connections' logo. A left-hand navigation menu lists various services and links. The main content area features an 'Events' section with a 'Customer experience workshops' card. This card includes a 'Close' button, text about past workshops (October 2012, March, June, October 2013, February and May 2014), the next event date (Tuesday 9 September 2014), venue details (Prospero House, 241 Borough High Street, London, SE1 1GA), a booking email (kellie.payne@ukpowernetworks.co.uk), and a list of presentation links for previous workshops (22 May 2014, 27 February 2014, 3 October 2013, 27 June 2013). Below the 'Events' section are links for 'Distributed Generation surgeries' and 'Join our mailing list', both with 'View more' buttons.

## Customer comment

*Good subject spread & especially enjoyed the insight on future developments - storage & mapping.*

Feedback from CEW June 2013

## Case Study – More flexibility on connection charge payment terms

At our February 2013 CEW we heard from our DG customers that the financial commitment associated with an up-front connection charge payment at such an early stage of a new generation project was a considerable burden for many organisations. Although we offered a facility for staged payment for schemes above £250k our customers felt that a move to offer staged payments at a lower charge threshold was important.

Having reviewed options and following further discussion at the June 2013 CEW, we launched a trial staged payment mechanism from July 2013 for schemes of less than £250k. The mechanism offered was;

- Initial Payment: A deposit of the lesser of £50k or the total connection charge
- Final Payment: The connection charge balance within 12 months from initial payment (or before the connection is made if this is within 12 months of the initial payment)
- Applicable to all new quotations from 1 July 2013

The appropriate initial payment threshold was the subject of much further discussion at our October 2013 and February 2014 CEWs, with the majority of our DG customers agreeing that £50k was a reasonable level.

This flexibility has been popular with DG customers with the majority of all post July 2013 quotations now paid and accepted in this way. Following recent review of the DG staged payment trial and based on the feedback received this approach is now part of our standard service offering for DG customers.

## DG Surgeries

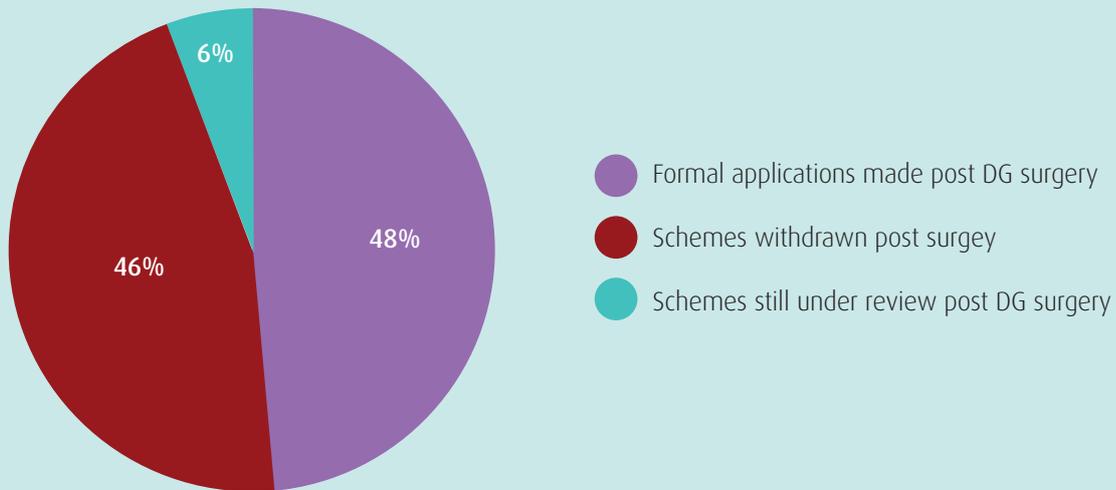
One of the early outcomes from our CEW was that our DG customers told us that they would welcome the opportunity for early engagement with us. They felt that this would allow them to better understand the potential cost implications of electrical connections at the scheme planning and feasibility stage.

In response we introduced our DG Surgery initiative, initially in EPN which had the highest DG activity level, where customers could arrange to visit our offices and discuss specific plans and proposals for new generation sites. This proved extremely popular, particularly with developers of large scale wind and solar generation. In view of the positive response we extended the concept to SPN and increased the frequency of the sessions to meet customer demand.

During 2013/14 we have hosted 28 DG surgeries, engaging with 74 organisations and reviewed 666 schemes at the pre-application stage. In total around 46% of the schemes reviewed would involve complex or costly electrical connections and following review have been curtailed or withdrawn by developers. This has the significant benefit for potential applicants of avoiding the costs associated with planning applications and the acquisition of land rights that these uneconomic schemes can incur.

At present there is no significant pre-application support demand from DG Developers in London and we respond to requests for specific site pre-application discussions on an ad-hoc basis in our LPN region.

## DG Surgeries outcomes 2013/14



The feedback from these DG Surgery sessions has been overwhelmingly positive:

- ‘Would you be interested in attending another DG Surgery’ receiving a positive 9.7 out of 10 response.
- ‘Overall I felt the session was productive and valuable’ receiving a positive 9.3 out of 10 response.

Our DG surgery sessions are advertised on our web site and customers can request a time slot convenient to them on the dates available.

The screenshot shows the UK Power Networks website interface. At the top, there is a navigation bar with links for 'About us', 'Safety', 'News & press', 'Innovation', 'Have your say', 'Careers', 'Infrastructure services', 'Community', 'Blog', and 'Contact us'. Below this is a breadcrumb trail: 'home > connections > electricity generation > events'. The main navigation menu includes 'Our Services', 'Power Cuts', 'Connections', and 'Help and Advice'. The 'Connections' section is highlighted, and the 'Events' sub-section is visible, listing 'Customer experience workshops' and 'Distributed Generation surgeries'. The 'Distributed Generation surgeries' event is further detailed with dates for South Eastern and Eastern regions.

## Case Study – DG Surgeries via webinar

From their launch, effective DG surgery sessions were hosted in UK Power Networks offices so that we could access network data and records to inform pre-application discussions. Towards the end of 2013 customer feedback showed that whilst they understood the need to meet on a UK Power Networks site the travel burden associated with attending face-to-face meetings was often onerous.

In response we offered to host a DG surgery session via a webinar as a trial. This allows customers to participate from their own office but still interact with our staff and share information over the web. This trial proved to be successful with positive feedback received from DG customers and since the end of 2013 has been part of our standard DG Surgery offer. This engagement mechanism is increasing in popularity and around 45% of all sessions hosted between January and March 2014 were completed via webinar.

### Customer comment

*The Webinar facility was a complete success. Saved travelling, saved time and hopefully the application made following the conference call will provide a productive result. This must be the way to go for initial discussions and pre-applications.*

Feedback from webinar DG Surgery February 2014

## Regular email updates to the DG community

We provide an update service to our DG stakeholders, anyone can join by registering their contact details via our web site. We have issued 29 e-mail updates to this group during 2013/14 and the subject matter has included:

- Updates on new releases of our on-line generation heat maps
- A summary of our Customer Experience Workshop feedback
- Updates on changes to our Design Standards
- Service Improvement Plan updates
- Notification of Customer Experience Workshops and DG Surgery dates

This has proved to be an effective communications and engagement mechanism and as at the end of March 2014 we have 460 customers signed up for this service, a significant increase on the 30 customers registered in March 2013.

## Service improvement for DG customers

During 2012 UK Power Networks surveyed its DG customers to gain an understanding of their needs and expectations. From this survey we recognised that to effectively meet their needs we needed to produce a **DG Service Improvement Plan (DGSIP)** to allow customers to hold us accountable to a set of initiatives designed to improve service.

The DGSIP is produced annually and published on the UK Power Networks web site, an update is issued quarterly and sent to OFGEM. Progress to plan is reviewed at each Customer Experience Workshop and copies of the plan and updates to it are sent to our DG community.

The DG customer feedback received from our various engagement activities is used to build each DGSIP. A critical stage in the development of the plan is endorsement by our DG customers and our 2013/14 plan was reviewed and discussed at the CEW in March 2013. This approach means we are responding to customers in a way that meets their needs and improves their service experience.

The initiatives within the DGSIP are designed to improve service and help us meet our 2013/14 objective of achieving an average Broad Measure of Customer Satisfaction survey score of 8.0.

Our 2013/14 DGSIP consisted of 32 actions, grouped under 7 key themes as developed in conjunction with Renewable UK (a DG Trade Association):

- Customer service – actions to improve the customer experience
- Application process – to simplify the process or reduce timescales
- Information provision – to improve access to network information and business updates
- Technical – to develop and improve our technical solutions
- Charging – to introduce consistent charging arrangements
- Choice – provide increased flexibility and choice for customers
- Feedback – to capture and act on customer feedback

We measure success against plan by assessing whether each action has been completed in full within the timescale committed to in the plan, a measure we call On-time In-Full (OTIF). Of the 32 actions on our 2013/14 plan, 31 were completed OTIF, an overall plan delivery success rate of 97%.

The only initiative not delivered during 2013/14 was the introduction of Convertible Quotes. Following a trial deployment across part of the SPN region our customers told us that the format and clarity of the convertible quotes issued was complex and muddled and not at all customer friendly. We considered ways to improve the convertible quote but ultimately identified limitations in the flexibility of our current IT systems and therefore have a dependency on an upgrade which is due in Quarter 4 2014. We have now committed to introduce convertible quotes during Quarter 4 2014 as part of our 2014/15 DGSIP.

### Customer comment

*Just felt I had to drop you a quick note after my DG surgery. Wow! For me this was the best use of 90 minutes this year! Your guys did a fantastic job in reviewing sites with me, their assistance, knowledge and customer friendly approach is much appreciated.*

Feedback from face to face DG Surgery September 2013

## Our 2013/14 DG Service Improvement Plan outcomes

Theme	Improvement Activity	Target (all 2013)	Progress	Outcome
Customer Service	Simplify offer documentation	End Q1	COMPLETE 	Clearer pricing to allow customers to compare an alternative price for the contestable works (e.g. from an ICP).
	Develop & implement segmentation strategy	End Feb	COMPLETE 	DG thresholds amended to align more closely with departmental load thresholds; workloads more balanced; improved customer service.
	Introduce BMoCS style DG specific survey	Jan-13	ONGOING 	BMoCS now being measured for DG customers specifically.
	Develop best practice and standardise processes	End April	COMPLETE 	Harmonisation and improvement of some processes delivered. UK Power Networks' Business Transformation Process will deliver more widespread improvements by mid 2014.
	Deliver DG training	End May	COMPLETE 	Frontline staff at our call centre trained.
	Develop DG best customer service operating model	End Q2	COMPLETE 	Harmonisation and improvement of some processes delivered. UK Power Networks' Business Transformation Process will deliver more widespread improvements by mid 2014.
	Define SLAs for best practice	End Feb	COMPLETE 	Measured improvement to new processes/procedures reflected in DG customer service score.
	Review operating model	End Aug	COMPLETE 	Changes reviewed, further enhancements implemented where necessary to deliver planned improvements.

Theme	Improvement Activity	Target (all 2013)	Progress	Outcome
Application process	Communicate project ownership	End Jan	COMPLETE ●	Customers now receive a letter up-front, advising name of PM/PD who is responsible for the project.
	Introduce surgeries	by Feb	ONGOING ●	Customers have opportunity to discuss projects pre-application stage, to gain a view on the technical and commercial viability of their projects - reduced applications.
	Review individual/team targets to align with service improvements	End 2012	COMPLETE ●	Project Managers referring to new targets when communicating internally but volumes continue to increase.
	Additional resources to shorten timescales	End Q1	COMPLETE ●	Over 20 additional people have been recruited to deal specifically with DG projects. Rising volumes remain challenging.
	Early engagement to discuss project viability	End Feb	COMPLETE ●	Customers able to speak with Project Managers in advance of surgery and/or formal application.

Theme	Improvement Activity	Target (all 2013)	Progress	Outcome
Information Provision	Customer self service	End Q4	COMPLETE ●	See below for introduction of heat/capacity maps and public access to network records.
	Website content/structure and functionality improvement	End Feb	COMPLETE ●	Ownership now with DG Development Manager. Significant improvements made, links updated/added. Q&A functionality added.
	Introduce Q&A capability	End Jan	COMPLETE ●	Q&A functionality added to webpage; emails being received; SLA for response 3 working days.
	EPN capacity maps	Jan	COMPLETE ●	Fourth iteration published.
	SPN capacity maps	Mar	COMPLETE ●	Second iteration published.
	Public access to network diagrams	End Q2	COMPLETE ●	DG mapping tool launched 25 October 2013.
	Newsletters	End Q1	COMPLETE ●	Introduced initially but we have now replaced this with a DG mailing list to which all updates are sent.

Theme	Improvement Activity	Target (all 2013)	Progress	Outcome
Technical	Design Standards publication	End Feb	COMPLETE ●	Design standards published.
	Introduce weekly teleconference	Dec-12	COMPLETE ●	Greater visibility of projects "in the system", enabling our delivery teams to better plan work to maximise efficiencies.
	Identify opportunities to lead/input to industry groups	End Feb	COMPLETE ●	Member of DG-DNO steering group; delivered presentations at numerous events.
	Review design tools	End Q1	COMPLETE ●	Complete evaluation of design systems. Proposals submitted for standardisation across all three DNOs.
	Work management visibility	End Feb	COMPLETE ●	Improved work planning.
	Develop DG training material	End Q1	COMPLETE ●	Frontline staff better able to deal with enquiries.
	Create outstanding Design Standard Documents	End Feb	COMPLETE ●	Clearer guidance for ICPS/IDNOs to design/develop their own projects.
	Maximise FPP opportunities	End Q4	ONGOING ●	On-going project results will be analysed/published.
	Improve witness testing response times	End Apr	COMPLETE ●	More resources/reduced lead-in time for witness testing.
Charging	Standardise witness testing charges	End Jan	COMPLETE ●	Standardised charges.
Choice	Introduce convertible quotes	End Q2	DELAYED ●	Full review of existing trial. Delivery delayed.
Feedback	DG Workshops	On-going	COMPLETE ●	Three CEWs held in 2013; good feedback received from customers. Further three planned for next year.

## Key Performance Indicators

We have used the following key performance indicators to track progress during 2013/14.

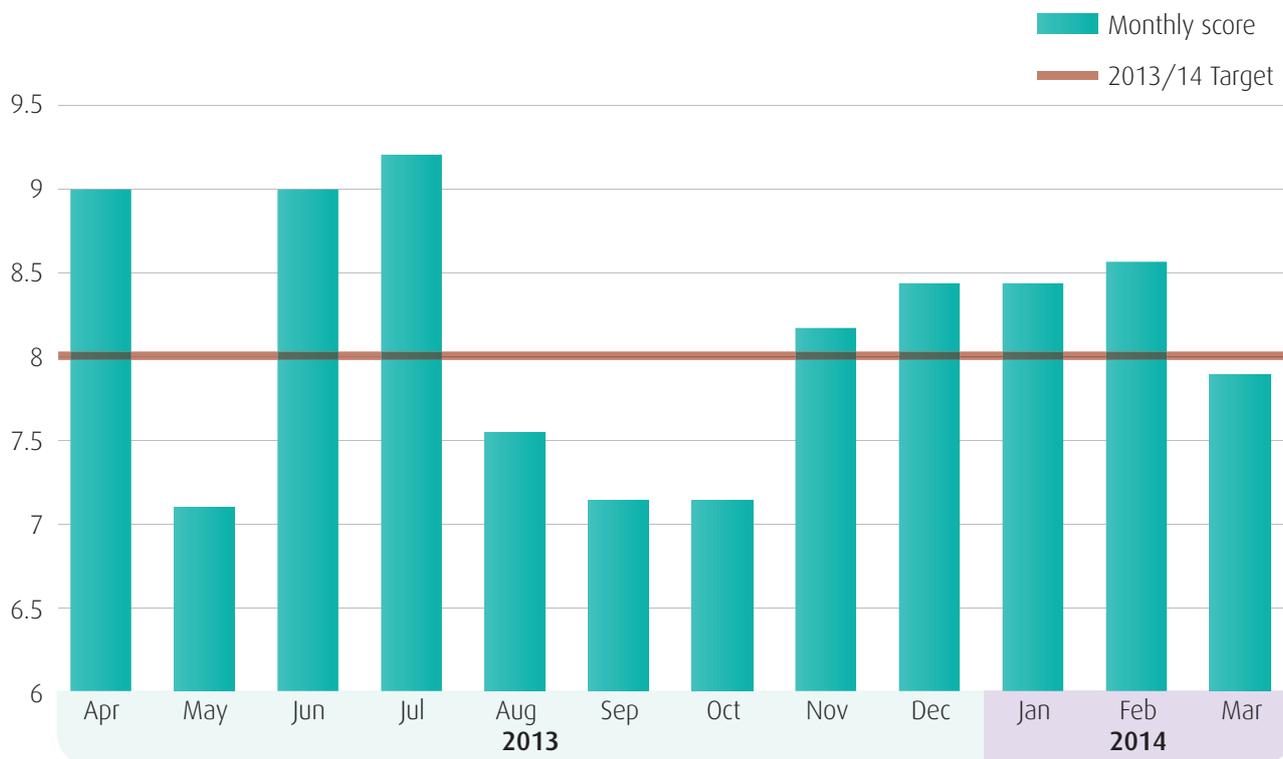
Key Performance Indicators	Measure	2013/14 Target	2013/14 Outcome
'I felt the session was productive and valuable' score from Customer Experience Workshops	Score out of 10	8.5	8.78
'Interested in attending a future event' score from Customer Experience Workshops	Score out of 10	8.5	9.28
'I felt the session was productive and valuable' score from DG Surgeries	Score out of 10	8.5	9.3
'Interested in attending a future event' score from DG Surgeries	Score out of 10	8.5	9.7
Shadow BMOCS survey score for DG customers	Score out of 10	8.0	8.13
DG Improvement Plan milestones achieved	% of plan completed OTIF	85%	97%

Although DG customers are submitted under the BMOCS survey process the DG segment is only one small element of the overall connections sample. This means that due to the random nature of the survey DG customers are infrequently surveyed through BMOCS. To ensure we capture quality feedback and insight into the growing DG market we took the decision to run a shadow survey for DG customers only that follows the same process and question protocol as the BMOCS survey. This process is conducted by an independent survey organisation and has been in place since January 2013. Through this mechanism we have successfully surveyed 25 DG customers per month and across the 2013/14 year we have received an average satisfaction score of 8.13 from our DG customers, our target was 8.0.



The graph below shows the tracks of these scores during 2013/14, the UK Power Networks target was 8.0.

### 2013/14 Satisfaction score for DG customers from the shadow survey



#### DG Customer comment

*You and your colleagues have taken the initiative to engage with generation developers and this approach has de-mystified grid availability and undoubtedly made the process more clear, efficient and cost effective. Well done.*

August 2013



A 23MW solar farm in Suffolk

## Summary

This report shows that we have a clear and inclusive strategy for engagement with our DG customers. Our strategy includes face to face workshops, one to one discussions at DG surgeries, an independently managed capture of service satisfaction and regular business updates to DG stakeholders. Our DG customers have responded positively to our engagement activities during 2013/14 with strong endorsement of our CEW and DG workshops and continuing interest in attending future events a clear theme of the feedback received.

Our workplan for 2013/14 has been delivered through the DGSIP, with one activity carried over following customer feedback from a trial of the convertible quote concept where we identified a system upgrade dependency. Our overall achievement to plan was 97% of actions delivered OTIF compared to a target of 85%.

In terms of the overall service experience of our DG customers whilst there is still room for improvement an overall satisfaction rating of 8.13 against a target of 8.0 is a positive outcome for the year.

Our ability to respond to emerging customer feedback is evidenced by the introduction of our webinar option for DG Surgeries and our Flexible payments options, both of which were initiatives introduced mid-year following specific customer feedback.

## If you have any questions or want to discuss any aspect of this report:

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