

# SP Energy Networks

## Incentive on Connections Engagement (ICE) Ofgem Submission

May 2016



## CEO Foreword



“ We are delighted to present our Looking Back and Looking Forward Report detailing our improvement work plans.

Our 2015/16 plan, which was published last May and updated in October, was recognised as ambitious, stretching, and was fully endorsed by customers and stakeholders. We are proud to have delivered that plan, and believe it illustrates our commitment to facilitate quicker and more efficient connections.

This report also contains details of our connections strategy, stakeholder engagement and Looking Forward plan for 2016/17 which looks to leverage what was delivered in 2015/16, and address emerging issues that stakeholders have asked us to focus on. ”

Frank Mitchell, Chief Executive Officer, SP Energy Networks

### Driving Change to Meet Customer Needs

We support Ofgem in its efforts to influence the market to stimulate competition, improve customer service and facilitate connections. We are at the forefront of driving change to meet evolving customer demands, and adapting to a changing market environment.

This is particularly important for our Distributed Generation (DG) customers, who, UK wide, are experiencing challenges, specifically in terms of subsidy reductions and gaining connections to areas of the network that are becoming constrained.

Our experience in working with DG customers is second to none. We have been managing constraints on our network for over ten years and have built up strong relationships and ways of working to support our customers getting connected to the network.

Our Accelerating Renewable Connections (ARC) project concludes this year and I am pleased that the ARC project has to date, accelerated 113MW of distributed generation projects within the trial area through the deployment of a range of Alternative Connection and Commercial solutions. In addition to the ARC project, SP Energy Networks were the first DNO to retrofit Active Network Control to an existing 48MW wind farm which at the time of commissioning was the largest single actively managed generation site throughout the UK.

We are at the forefront of industry groups such as the ENA DG Steering Group and are leading change on key issues such as a streamlined Statement of Works Process, moves to release under-utilised capacity and formalising an approach to standard milestones, stalled projects and queue management.

We have focussed on providing choice through delivering the Code of Practice changes, which provides our customers with more options in selecting competitive connection services. The implementation of our new District structure has introduced a local geographic model that has significantly improved engagement with customers.

We realise innovation is key to driving change, and are proud to have been recognised by peers in winning the Utility of the Year Award at the Smart Metering & Grid Awards, 2015.

The stakeholder engagement we have undertaken this year tells us that our 2016/17 plan will continue to deliver on the strategy to facilitate a competitive market, provide quicker and cheaper connections to our customers, and to improve our communication and flexibility.



# CEO Foreword

“ Within SP Energy Networks there has been a momentous shift in our culture – in our values, practices and behaviours; a shift which over the last few years has put our stakeholders at the very heart of what we do. But we wanted to do more. Last year we reorganised our whole business in line with our commitment to use our stakeholders’ opinions and ideas to inform what we do from our day-to-day decisions to plans for the future.

We have bolstered our formal governance to make sure our structures were open to the free-flow of communication from the front line of our organisation to the executive team, and flexible enough to be able to change in response to feedback received, making stakeholders truly influential. I cannot think of a year when I’ve been more encouraged, or prouder of the progress made to embed these goals deep into our business, getting to the heart of our communities. ”

*Frank Mitchell, Chief Executive Officer, SP Energy Networks*

## Our Customers and Stakeholders

Customers and stakeholders are central to everything we do. Our new District structure, and central Stakeholder Engagement team, working with our embedded Stakeholder Engagement Strategy has provided us with a platform to really reach out and engage.

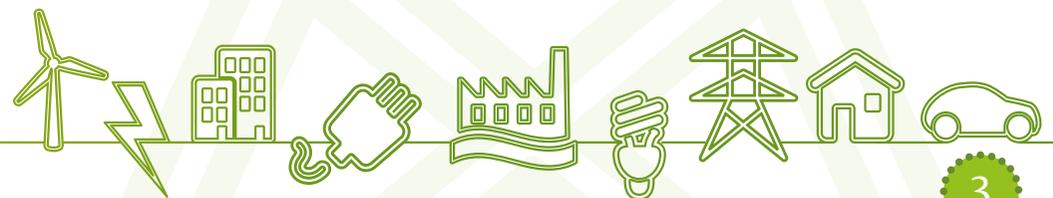
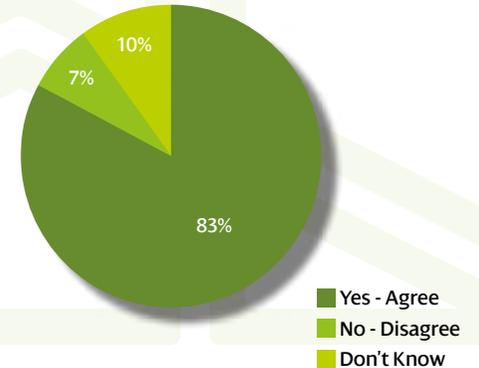
Our stakeholder strategy is broad and inclusive in its reach. Through engagement and development of the Work Plans, we recognised that the issues our stakeholders face are broadly common for both licence areas. For that reason, this plan applies to both our licence areas, SP Manweb (in North Wales and North-West England), and SP Distribution (in Central and Southern Scotland). Through engagement at Industry Events, Strategic Stakeholder Panels, District Launches, DG/CiC workshops and face to face meetings, our Stakeholders have highlighted they want us to focus on:

- ... Delivering a more local approach
- ... Facilitating competition in the market place
- ... Improving our Land Rights Process
- ... Helping our DG customers connect to areas of our network that have significant constraints
- ... Improving the information we provide to customers (new for 2016/17)
- ... Improving our communication with customers as part of a their request for a Connection (new for 2016/17)

Our 2016/17 Improvement Plan is focussed on delivering these improvements and builds on the solutions implemented in 2015/16.

Would you agree that SP Energy Networks listens to your needs as a stakeholder? (Base 41)

Source: SP Energy Networks Stakeholder Survey March 2016



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# Report Format

This report has three main sections:

## Section 1 : Introduction and Overview

- 1 A foreword from our Chief Executive Frank Mitchell summarising the achievements we have made and our direction moving forward
- 2 Key Strategic Connections Objectives and our Principal Commitments – These are the foundations of the service that we offer to our customers
- 3 Stakeholder Engagement Model – Our stakeholder engagement strategy and evidence of how we engage with our customers, and place them at the heart of our decision making process
- 4 Collaboration with other DNO's – Examples of how we collaborate at an industry level to influence policy and drive change for the benefits of our customers

## Section 2 : 2015/16 Looking Back Work Plan Report

This section provides detail of progress in delivering the 2015/2016 ICE work Improvement Plan, including 6 Case Studies, highlighting our progress in key areas. A detailed update of progress on each improvement action is included in Appendix 1, 2 & 3, where there is a full breakdown of our Distributed Generation, Metered and Unmetered Work Plans.

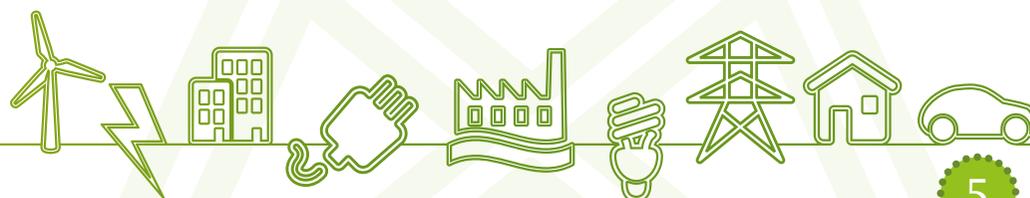
## Section 3 : 2016/17 Looking Forward Work Plan Report

This section contains an overview of the rationale for our 2016/17 Work Improvement Plan, and provides examples of how the plan was created using customer and stakeholder feedback. Furthermore it provides testimonies from stakeholders on the robustness of our plan.

For 2016/17 we have provided 2 individual Work Plans:

- 1 A Distributed Generation (DG) Work Plan for customers seeking a generation connection e.g. an HV connection for a Hydro generation project
- 2 A Metered and Unmetered Work Plan for customers seeking a demand connection e.g. a high voltage (HV) connection for an industrial premise or an unmetered connection e.g. a low voltage (LV) connection for new street-lighting

Whilst there are a number of similar activities within each Work Plan, through building these we recognised that there were differing needs for stakeholders depending upon the nature of the connection being sought through discussions with stakeholders, we decided to adopt this approach rather than provide a single Work Plan of activities.



# Our Key Strategic Connections Objectives

Our ongoing strategy is to facilitate a competitive market, provide quicker and cheaper connections to our customers, whilst improving our communication and flexibility.

Time, Cost and Satisfaction form the basis of this strategy, and from this we have developed our Principal Commitments and Work Plans.

## Time



Our customers want quicker connections, both in terms of time to produce a quotation, and time to deliver a connection. This theme comes through all our stakeholder engagement, and in daily interactions with customers. We are focused on providing our connection offers and connections, as a minimum within our regulatory commitments and in line with our agreed customer expectations.

In last year's plan we laid out our strategy and principal commitments which underpin that strategy. These included a long term aim of improving our time to quote and time to connect following acceptance by 20% across all Regulated Market Segments. This is an ongoing improvement and we have made good progress in the last 12 months. Average time to Quote across all market segments has reduced by 5%. This is as a direct result of introducing the new District Model and continued focus on delivering for customers.

## Cost



The cost of a connection is key to our customers, although it did not come through strongly as an issue in our research for our larger connection customers. We believe strongly in providing clear transparency of our costing to our customers to allow them to make an informed choice. We have implemented our requirements under the Code of Practice and actively promote customer choice and competition within the Connections marketplace.

Additionally we are focussed on reducing our costs wherever possible. Our charges are published within the Common Connections Charging Methodology (CCCM) and are updated annually. For the majority of categories our charges have reduced in the last five years, in some cases significantly.

All our contracts are competitively tendered following EU guidelines to ensure fairness and competitive costs. Once contracts are agreed the new unit prices are transferred into our quote systems to ensure all new quotes reflect the revised prices, thus ensuring savings are passed over to customers in a timely manner.

## Satisfaction

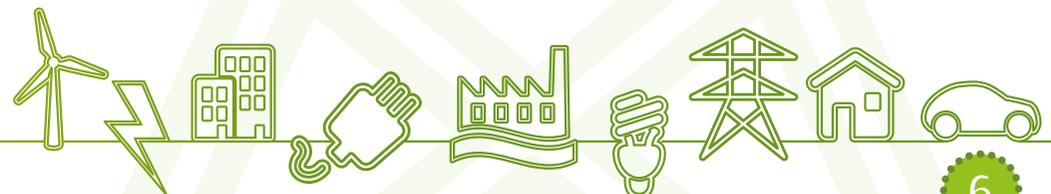


Our aim is to deliver exceptional service at all times. Customers are at the heart of everything we do. In both our licence areas, we have seen customer satisfaction increase year on year since 2011. Although the Broader Measure of Customer Satisfaction (BMCS) no longer apply to Major Connections customers we have continued to survey our customers on a monthly basis, and have recently completed a comprehensive survey of over 1000 of our customers to understand our levels of customer satisfaction.

As the diagram below clearly demonstrates, we are now consistently seeing scores exceed 8 out of 10 across our business as a whole for customer satisfaction (with 1 being poor and 10 being excellent). This sees us competing with the best service providers across all industries in the UK. We have achieved this by listening to our stakeholders, implementing improved systems, processes, and delivering quicker and lower cost connections. We are continually looking for ways to improve the service that we provide our customers.

### Customer Satisfaction Improvement

SPEN Overall Customer Satisfaction Improvement 2011-2015



# Our Principal Commitments

These principal commitments form the basis of our high level connections strategy

Action	Market Segment	Key Strategic Objective	Progress Update
<p><b>PC1</b> <i>Continual Collaboration with Industry and other DNO's for Best Practice</i> We will collaborate with the Industry and other DNOs to address issues that are universally affecting our stakeholders, ensuring that best practice is shared in the application of innovative commercial arrangements and innovative technical solutions</p>	DG M&UMS	Satisfaction	We actively engaged across a wide range of forums (see p11), and actively seek to address industry wide issues affecting our customers
<p><b>PC2</b> <i>Ongoing Cost Reductions Passed on to Customers</i> We will continue to ensure that any opportunity to reduce the cost of connection through efficiencies in process &amp; procurement of contracts are passed onto our customers</p>	DG M&UMS	Cost	All our contracts are competitively tendered following EU guidelines to ensure fairness and competitive costs. Once contracts are agreed the new unit prices are transferred into our quote systems to ensure all new quotes reflect the revised prices, thus ensuring savings are passed over to customers in a timely manner
<p><b>PC3</b> <i>Connections Industry Code of Practice (CoP) Roll Out</i> We will continue to work with our competitors, stakeholders and other DNOs to implement and develop the Competition in Connections Industry Code of Practice (CoP) and the processes we have in place to support it</p>	DG M&UMS	Satisfaction	CoP fully implemented. We are actively promoting CoP
<p><b>PC4</b> <i>Connection Quote Continual Improvement towards Best Practice Levels</i> We will reduce the overall time taken to connect by reducing the average time we take to provide a quote by 20%</p>	DG M&UMS	Time	Connection Quote Improvement of 5% in last 12 months
<p><b>PC5</b> <i>Overall Connection Continual Improvement towards Best Practice Levels</i> We will reduce the overall time taken to connect by reducing the average period between agreeing the works and completing the connection by 20%</p>	DG M&UMS	Time	Owing to the long lead times for completion on certain projects, comparisons to the baseline are not yet complete. However early signs are that we are seeing improvements in certain market segments
<p><b>PC6</b> <i>Our District Model Embedded</i> Our district organisational model has provided a more local service to you &amp; we recognise that we must maintain a consistent application of process, particularly to those of you who work across our licence area. We will continue to embed this model and communicate the benefits to our key stakeholders</p>	DG M&UMS	Satisfaction	Strong positive feedback from stakeholders on new District Structure
<p><b>PC7</b> <i>Account Management Commitment</i> We recognise that for those of you who work across our licence area, a single point of contact is important</p>	DG M&UMS	Satisfaction	Our Customer Engagement team has been strengthened to 8 FTE
<p><b>PC8</b> <i>Scotland Wide Multi-Organisational / Governmental Connections Working group</i> In Scotland, we recognise that our Distributed Generation (DG) stakeholders face some unique issues. We will continue to work closely with Scottish &amp; Southern Energy Power Distribution (SSEPD), National Grid Electricity Transmission (NGET) &amp; Scottish Renewables as part of a working group to address the issues affecting our stakeholders in Scotland</p>	DG	Satisfaction	SSEPD/SPEN collaboration on Scottish renewables working groups on energy storage, wider DG issues, NG – leading work to streamline the work with SoW process – resulting in trials for 2016
<p><b>PC9</b> <i>Wales Wide Multi-Organisational / Governmental Connections Working group</i> In Wales, we recognise that some of our DG customers also face some unique issues, particularly around connecting to the higher voltage networks in the Anglesey area. We will continue to work closely with Welsh Government, Energy Island Programme &amp; Isle of Anglesey County Council as part of a working group to address the issues affecting our stakeholders on Anglesey &amp; the wider North Wales area. We also work with these parties &amp; other Local Authorities to address the issues affecting our rural customers</p>	DG	Satisfaction	We are working closely with Welsh Government, Isle of Anglesey County Council, Conwy County Borough Council, Flintshire County Council and Wrexham County Borough Council, Community Energy Wales and Regen SW and Rural England Supporters Group to help and advise our stakeholders in England. Ongoing projects with Liverpool LEP, Menter Mon and Menter Iaitth Conwy
<p><b>PC10</b> <i>Evolving Stakeholder Engagement</i> We will engage with you as part of our stakeholder engagement strategy and through our stakeholder engagement plans to ensure we are addressing the issues that you face</p>	DG M&UMS	Satisfaction	Each District has its own Engagement Plan, and we are publishing a list of stakeholder events
<p><b>PC11</b> <i>Constraint Management</i> We will work with our stakeholders to review alternative connection methods ensuring that options are considered to facilitate connections in constrained network areas</p>	DG&M	Time	<b>NEW ACTION</b> We will hold stakeholder workshops to work with you to build a range of business as usual alternative connection offers



# Our Stakeholder Engagement Model

## Our Strategy

We are a customer-focused company trusted by our communities and stakeholders; an engineering company with strong stewardship of assets and world-class safety credentials. A company that attracts and develops skills for the future from the communities we serve. Our engagement strategy ensures that our stakeholders are truly involved, influence and help shape our plans to realise this vision.

The aim of our Stakeholder engagement is simple, to ensure that it is firmly embedded within all areas of our organisation, providing the opportunity to listen to our stakeholders, adapt our plans and respond.

## Our strategy is comprehensive

Stakeholder engagement is seen as everyone's responsibility in SP Energy Networks, this is clearly demonstrated by the involvement at every level of our organisation. Within our business we have 14 Engagement Plans by business unit and theme. 72 senior managers either own a plan or an initiative, which has led to over 479 separate engagement activities with over 2000 stakeholders in the last year alone, engaging at a local level to ensure we understand and meet the specific needs in each licence area and district.



## Foundation of our strategy

Our comprehensive strategy has been in place since 2013, and is updated and reviewed by our Executive Team annually.

It is externally assessed as part of our annual assurance against the AA1000 Stakeholder Engagement Standard. This review does not include assurance over data and claims in the SPEN submission to the Ofgem Incentive on Connections Engagement scheme, and DNV does not provide any judgement on whether SPEN's submission meets the Ofgem criteria. The full Independent Opinion from DNV GL is available on request.

### This year, our assurers said:

*“ Overall, we continued to see improvements in SPEN's approach to stakeholder engagement. We have noted a more systematic approach to stakeholder engagement, which was primarily driven by the introduction of dedicated Stakeholder Engagement Managers. Their role has helped to ensure the stakeholder engagement strategy is delivered consistently across the business ”* DNV GL

*“ Stakeholder Engagement is considered a key activity for the business. The process and outcomes provide key information to help meet business strategic objectives, find solutions to existing challenges and build stakeholder trust ”* DNV GL

At the centre of our strategy sit the seven pillars which underpin all of our activity and drive consistency (refer to appendix 4). The structure ensures we deliver a clear, consistent programme of engagement, facilitating an environment in which stakeholder feedback is integral to the development of our business to deliver a service which best services those we impact. This is supported by a central coordinating team, standard engagement toolkit and cost benefit analysis.



# Our Engagement Strategy in Action

## Identifying & Prioritising a Broad & Inclusive Range of Stakeholders



We recognise that we have a continually broadening range of stakeholders which can range from businesses, small energy generators, individual consumers, public bodies, third sector organisations and other parties.

Mapping and prioritising stakeholders is a key part of our engagement planning process. We continually review, group and add to our stakeholders and attribute a prioritisation rating to each stakeholder group, based on two key criteria:

- ... Interest in this subject
- ... Influence over our organisation on this subject

The subsequent ranking produces four levels of stakeholders on our interest/influence matrix. We consider our Stakeholders' core issues and the results of their stakeholder mapping when developing our Engagement plans.

We inform and engage with our Stakeholders, using a variety of methods, depending on the influence level of the stakeholder groups identified, and work to ensure we select the correct method depending on the level of interest.

“ We are keen to partner with you on the Code of Practice details, working together to make this happen, so lets pick some projects to pipe clean the CoP ” 2016 Stakeholder Panel

Methods for engagement range from Dialogue for high interest/high influence stakeholders to Information Giving and Gathering for low interest/low influence stakeholders.

As the needs of our business and our stakeholders evolve, we know that it is important to continually refine and improve our approach.

### SPECTRUM OF ENGAGEMENT TYPES



# Our Connections Stakeholder Engagement in Action

To validate our connections Work Plans we carry out a variety of specific connections engagement activities throughout the year. We use existing engagement, including our Connections Stakeholder panels and in-depth annual surveys to identify and validate business and stakeholder priorities and emerging themes. We utilise our feedback loop to ensure our plans remain valid and in line with our stakeholders needs.

### Connections Strategic Stakeholder Panel

Bi-Annual meetings held with **18** key players across all market segments in the Connections Industry



### Annual Stakeholder Surveys

We held in-depth survey with **247** of our customers from the past year to ask them how they rate our service and what we could be doing to improve that service



### Monthly Customer Satisfaction Survey

Each month we interview customers who have received a quote and/or connection from us, on average they score **8.8** for our service



Year	Score
2015	8.8
2016	8.8

### Account Management

We have **8** Account Managers who engage with a range of metered, unmetered and DG customers on a daily basis



### Industry Events

We are key speakers at **14** events such as the DG Forum and Scottish Renewables Conference over the last year



### Customer Workshops

We held a number of customer workshops covering topics such as G59 Process, CIC and facilitating connections in constrained areas. Over **600** stakeholders were given the opportunity to attend these

### District Launch Days

We held 11 District launches reaching over **400** people – highlighting our plans and introducing our new District teams



### District Days

We have promoted **132** District days, giving our customers the opportunity to visit our staff locally and discuss any issues



### Website

Our Connection area of our website received **36,000** hits this year alone



### Newsletters

Our DG newsletters were circulated to over **700** stakeholders this year



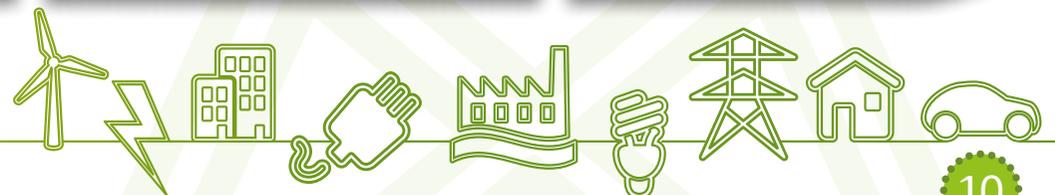
### Social Media

We utilise Twitter and Facebook to push out key messages to our stakeholders. We have **5458** twitter followers



### Plan Endorsement

Over **1400** customers and stakeholders provided with the opportunity to endorse our Work Plan

# Collaboration with other DNO's – Sharing Best Practice

We recognise the importance of sharing best practice between DNOs, other Utility providers and industry stakeholders that ultimately delivers benefit for our stakeholders and customers.

## ICE – Best Practice Working Group

We have been instrumental in creating an ICE Best Practice Working Group. This group is designed to aid collaboration on creation and delivery of ICE plans and effective ways of engaging with our respective stakeholders. The terms of reference for this group are evolving, but respective ICE plans have been shared, and we have collaborated with SSEPD on a shared Glossary for our respective ICE work plans.



## ENA DG Steering Group

We sit on the ENA DG Steering group which brings together key representatives from the DG community, DNOs and TOs to address key industry issues. This group has recently consulted on alternative queue management options to get 'shovel ready' schemes connected quicker.

## Low Carbon Network Innovation (LCNI) Conference

We presented on a wide range of our Innovation projects including our Accelerating Renewable Connections (ARC) project, Virtual Work Asset Management (VWAM) mapping our overhead networks in 3D and Flexible Networks.

## SPEN DSO Steering Group

SPEN Board Directors, representatives from National Grid, Smarter Grid Solutions, Strathclyde University, RES and ELEXON, meet quarterly to develop our DSO vision and drive progress.

## EURELECTRIC's Distribution System Operator (DSO) Committee

SPEN CEO Frank Mitchell appointed Chairman of committee, representing the common interests of the electricity industry at pan-European level.

## ENA DG Technical Group

DNO led group focussed on technical issues affecting the DG community.

## DNO Stakeholder Best Practice Group

The Stakeholder Best Practice Working Group is a group which was formalised as an ENA group in 2015/2016. It brings together DNOs for the purpose of sharing stakeholder best practice and identifying national stakeholders with the aim of working collaboratively across DNOs.

## DNO Community Energy Group

We are a key member of this group, which looks to develop shared best practice for engagement with communities. A conference for local communities is planned through this group in 2016.

## Heat Maps, Quote+ and Collaborative Connections

Examples of effective collaboration and those that we have been directly involved in or have led, are the development of heat maps, the introduction of the 'Quote +' product and the use of collaborative connections (whereby a number of DG customers have had renewables connected to the network through a shared connection solution).

## National Grid

We are leading a collaboration with National Grid to streamline the Statement of Works Process - resulting in trials in 2016.

## Scottish and Southern Energy Power Distribution/ SP Energy Networks Collaboration

Working with Scottish Renewables on issues such as energy storage.

“ Both SPEN and SSEPD are to be praised for the way they have engaged with the sector through this forum (Scottish Renewables DG Forum) and other stakeholder channels ”  
Kenny Hunter, MEG Renewables



# SP Energy Networks

## Looking Back

### 2015/16 Work Plan Report



# 2015/16 Looking Back Work Plan



Our 2015 plan contained over 120 improvement actions, which were created as a direct result of feedback from customers and stakeholders. We deliberately set out a plan that was both stretching and ambitious, and was endorsed by our customers and stakeholders.

**We are proud to have completed over 95% of these actions, and we have detailed our progress against each of these actions in Appendix 1, 2 & 3. Evidence of completion of each of the actions can be found on our website.**

**In the following pages there are 6 case studies which provide detail of the specific improvements we have made in the key areas of:**

- ... **Implementing a new regional based District Structure**  
Allowing us to get closer to our customers and communities
- ... **Facilitating Competition in Connection**  
Implementing the Code of Practice requirements and using innovation to promote competition
- ... **Improving Our Land Rights Process**  
We have published our approach to Land Rights, including indicative lead times, as well as embedding our Land Rights teams with our local Districts
- ... **Information Provision**  
Providing you the customer with as much information as possible ahead of a connection offer to help you make informed decisions
- ... **Facilitating Community Connections**  
As part of our local focus, we work hard to help guide and support community organisations
- ... **Pro-actively Managing Network Constraints**  
We are leading the industry in efforts to help customers get connected in areas of the network that are constrained

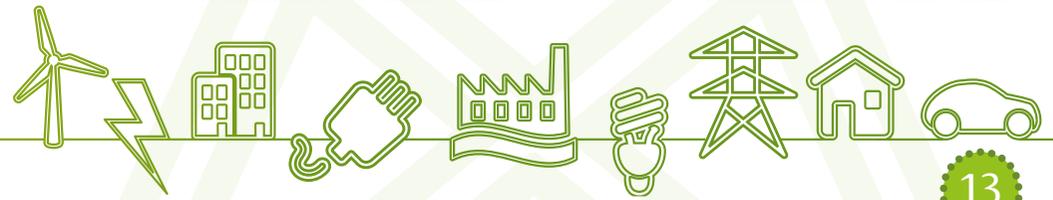
“ In dealing with Distributed Generation and Metered Connection customers, we appreciate the steps being taken to be more transparent and efficient in both quotation and project delivery style ”  
*Michael O'Neill, Craighall Energy Ltd*

“ Communication, they are always on the end of the phone or send a quick email to answer your query. We don't have to chase them, they are really proactive. They don't leave your questions unanswered for weeks ”  
*Heather Windsor, Watkin Jones Homes*

“ Community Energy Wales have worked with SP Energy Networks on a number of events across Wales raising the profile of the important early connections between District Network Operators and Community Energy Groups. This is an important relationship as collectively we need to deliver on the challenges of grid constraints, new business models and the implementation of smart grids. ”  
*Robert Proctor, Business Development Manager*

“ When initially assessing a new construction project we find SPEN's online network maps and information on the available capacity's at their substations to be invaluable. We also find the team at SP Energy Networks helpful and work collaboratively with us to find solutions when network capacity is limited ”  
*Martin Reilly, Director, Hawthorne Boyle Ltd*

“ We have developed an excellent relationship with SPEN, through the Community Energy Reference Group, information and support has been available to develop our work within the local authority and support local communities. SPEN as principle sponsor of the CWAC annual Community Energy Conference, have demonstrated their support in time and funding. ”  
*Peter Bulmer, Cheshire West and Chester Council*



# Case Study 1 : Our New Geographical Business Model

Our stakeholders told us that they wanted us to get closer to the customers and communities we serve. We have now completed our move to a new geographic model, creating local "Districts" each with its own District General Manager responsible for all activities including stakeholder engagement, connections, operations, maintenance, asset replacement and emergency response. This model is now fully implemented, and we are already seeing the benefits of having local Design and Delivery expertise coupled with local management prioritisation and decision making.

An example of this is working with Local Authorities and developers to ensure our investment plans align with their regeneration plans. In our Lanarkshire district early engagement with North Lanarkshire Council and local developers identified an opportunity for us to realign investment plans and relocate the location of a primary substation to facilitate development. Without this joined up approach the development may not have been viable due to the infrastructure investment needed.

## District Launches

Each District held a launch event, with over 400 key stakeholders in total attending. The aim of these events was to meet local key Stakeholders, introduce our teams, present our plans and understand how and on what topics they would like to engage with us on.

The feedback received from these sessions was overwhelmingly positive.

“ I understand why SPEN is moving back from a centralised model to a district model and I am happy with this move ”

ICP HV Customer

“ I found the seminar very informative and look forward to SPEN's continued support ”

NHS HV Customer

“ Content presented was of interest and it was worthwhile to meet the management team ”

Consultant HV Customer

Each District has created its own Stakeholder Engagement plan which addresses the specific stakeholder requirements for that area. For example our Glasgow District recently held a workshop for Glasgow based consultants on the benefits of the District Model and what opportunities the Code of Practice changes could mean for them.

Each District has an open door policy for stakeholders and customers to come and discuss their specific needs.

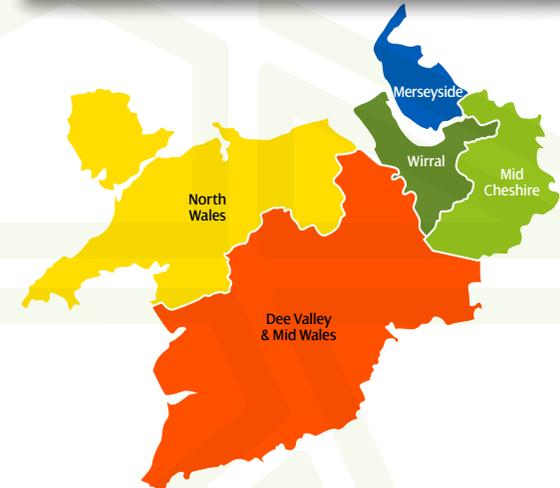
### Our District Structure - North

Director, SP Distribution Guy Jefferson



### Our District Structure - South

Director, SP Manweb Stephen Stewart



# Case Study 2 : Facilitating a Competitive Market

We welcome competition in connections and are active in facilitating it across our Licence areas. We work closely with ICPs and IDNOs and keep under review our policies and procedures, implementing change where opportunities to improve the service we provide are identified.

We have fulfilled our obligations under the Connections Code of Practice and have had positive engagement with ICPs and IDNOs throughout this process.

Accordingly, ICPs and IDNOs can now undertake the following self-service activities:

- ... Determination of point of connection
- ... Approval of contestable design
- ... Completion of final jointing
- ... Complete authorisation courses to work on our network

We also provide ICPs with the opportunity to work under their own safety rules with autonomy to authorise their own employees and contractors to work on our networks.

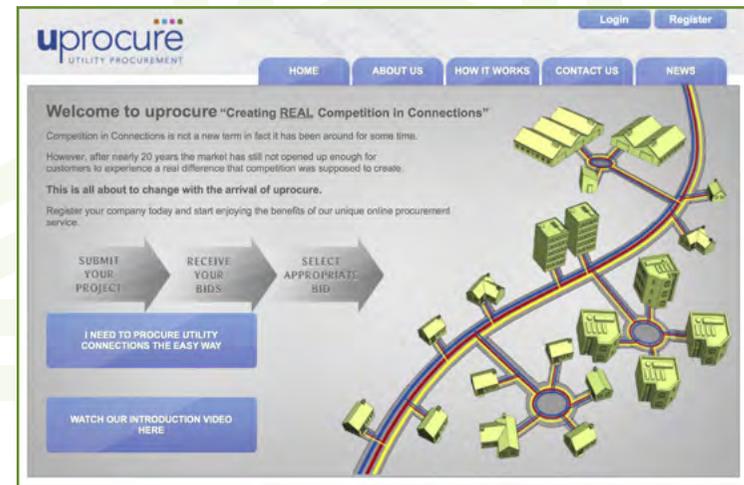
Over and above the Code of Practice requirements we have:

- ... Trialled an industry portal through which our customers can receive quotes for connection works from a number of ICPs (see below)
- ... Provided a framework adoption agreement to ICPs operating across multiple sites
- ... Engaged with IDNOs on the provision of an emergency response service
- ... Implemented a self inspection regime

The promotion of the Code of Practice will be a major focus of our 2016/17 plan in recognition of the minimal take-up by ICPs and IDNOs of the opportunities which have been made available to them.

## Facilitating Competition through Collaboration with Innovative Partners

We are promoting competition in the connections marketplace through partnering with an independent internet broker, uprocure. This site allows a customer to enter their details, and receive quotations for work from a range of ICP's. This is similar in approach to other online broker sites that sell Energy Contracts and Insurance products. We recently collaborated with uprocure to run a pilot which raised awareness to our customers of the uprocure site and the potential for our customers to receive alternative competitive quotes for their proposed connection. Initial feedback to this pilot was positive and we are currently evaluating our next steps.



*“ As a House builder we welcome the efforts SP Energy Networks have and are making to actively promote competition in the connections marketplace. This provides us with more opportunity to make a more informed choice of electrical connections provider. We are happy to support and endorse SP Energy Networks plans for 2016 /2017 ”* George Dow, Mactaggart & Mickel Homes Ltd.

*“ Having been involved with SPEN in the CIC arena for some 12 years, I have seen a massive improvement in their approach to competition, more so in recent times ”* Danny Mackle, Design Manager, Engineer Energetics



# Case Study 3 : Improving Our Land Rights Process



Stakeholders told us that the process and responsibilities for securing land rights were complex and took too long. This was highlighted to us at our Connections Stakeholder Panels, and led us to include an additional action in our 2015/16 work plan as part of our October 2015 Plan update.

We are working hard to address the issues and to this end have published our approach to Land Rights on our website together with our Land Rights Process document which includes indicative lead times for projects. This will help our customers to understand who should be doing what and when.

As part of our move to a geographic business model, our Land Officers now reside locally alongside our Design and Delivery teams and we will provide a named Land Rights contact within 5 days of a project commencing. This makes us more responsive to our customers needs and allows us to prioritise resource where it is required. To further enhance the process we have consulted on our suite of standardised documentation, with feedback received via our stakeholder panel from both customers and ICPS, and this is now being used and is available on our website.

Within our SPM licence we have adopted the "Incorporated Process" which forms part of Ofgem's Code of Practice.

We recognise that securing Land Rights can be challenging for all parties involved and we believe that having provided further clarity on both our approach, process and the obligations that rest with both SPEN and our customers that going forward we will be able to work together in a more efficient and coordinated manner to make this process as smooth as possible.



*“ Overall, I think the relationship has improved and will continue to do so ”*  
 Aileen Paterson,  
 Paralegal, Energetics

*“ FES have generally no issue with the wayleave process that SPEN implement. On occasions where there is a close couple lease, DNO/IDNO. The timescales to agree the wayleave is problematic ”*  
 William Milligan, Senior Utilities Coordinator FES

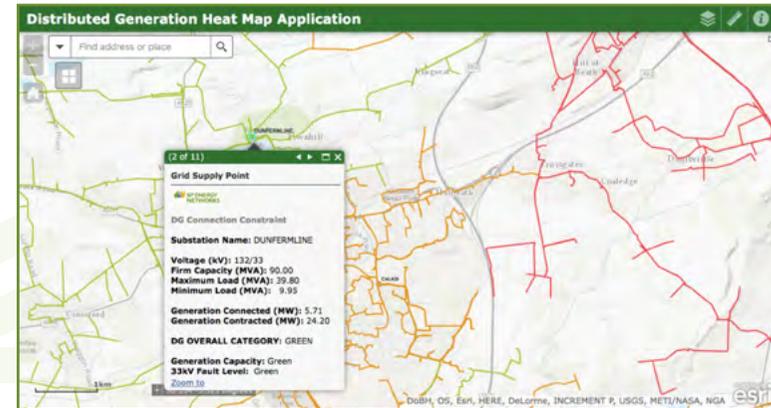


# Case Study 4 : Information Provision

Providing our customers with the right level of information to make informed decisions about their connections projects has been at the heart of our ICE plan for 2015/16. We feel we lead the industry in the amount and quality of information that we provide for our customers.

This year we have invested heavily in a number of interactive tools to help our customers:

- ... **Interactive Heat Maps**  
This application provides an indication of the potential opportunities to connect Distributed Generation (DG) to the 11kV, 33kV and 132kV network in the SP Energy Networks licence areas
- ... **Transformer Loadings**  
To facilitate the self-determination of PoCs information of transformer loadings has been provided within tables on our website and aligns with document ESDD-02-021 which details the process for self-determination
- ... **Online Application forms**  
Our application forms are now held on our getting connected section of our website, to make the application process more effective
- ... **UMV Tool**  
SP Energy Networks provides free online access to its network records information on our Geographical Information System (GIS). This is done through our Utility Map Viewer (UMV) system. This access is available to companies, local authorities, councils and similar organisations through a web portal on an as-requested basis



We have also sought to make our quotes more transparent and easier to understand through:

### Quote Breakdown

We have implemented a transparent cost breakdown providing a bill of quantities in all its offer letters. We have also rolled out our Quote + offer to a wider range of quotation types.

### Dual Offers provided as standard

We are now providing our customers with a “Dual Offer” quotation as a matter of course, giving our customers greater visibility of the contestable and non-contestable elements of the job and a detailed breakdown of the associated costs. This enables our customers to make a fully informed choice as to whether to request that we complete the full connection works or the non-contestable element, and allow an ICP to complete the works.

“ SPEN's heat maps have set the bar since they were first launched, and the new system provides an even greater level of detail, which is very welcome ”  
Felix Wright, Community Energy Scotland



# Case Study 5 : Facilitating Community Connections



## Community Engagement

We recognise the need to support community groups and facilitate connections to our networks and have introduced local workshops particularly for community groups to assist with understanding the connections process.

There are strong examples of our community engagement in both licence areas. In the Manweb licence area we held 3 community energy days, Liverpool, Cheshire and North Wales with Deg Cymru and Community Energy Wales. During these workshops we provided demos of our heat maps, a review of constrained areas of the network, workshops on how to connect the network and demos of our website with where to find information and an overview of existing community energy projects.

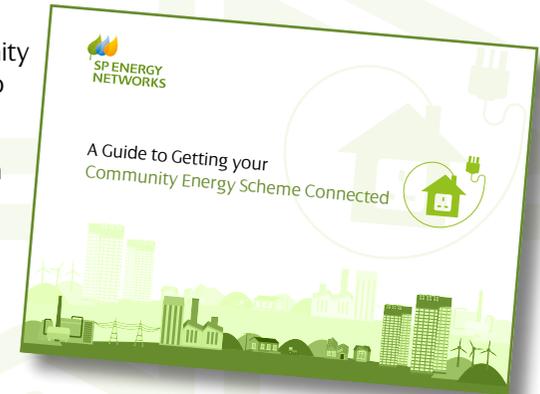
In Ayrshire, we held a community workshop where the attendees were taken through our Heat Maps and the grid infrastructure was explained. Attendees were given the opportunity to review their own constrained grid areas, investigate alternative options and review the planned timing of their projects.

We are collaborating with a number of communities to help deliver innovative solutions to facilitate connection. In Dinas Mawddwy we worked with 6 local farmers/landowners to connect their required hydro generation at an LV level, which negated need for a £4million project to build 25km of 33kV overhead line across the National Park.

Through our Accelerating Renewable Connections (ARC) we have been working closely with Berwickshire Housing Association to install 2.2MW of PV into 749 social homes. This has involved close collaboration with communities and over the life time of the project will save an estimated £1.9m in energy costs for tenants.

We have also produced a booklet in conjunction with groups such as Community Energy Scotland which serves as a guide to securing connections to the network.

We are also working closely with the Welsh Government (WG) to develop a Renewable Generation Toolkit for the WG Community Energy Group.



“ We welcome SPEN's 'open door' policy for communities, for a Development Officer for the Community And Renewable Energy Schemes, this level of willingness from SPEN to assist, offers communities the opportunity to explore not only barriers to grid export, but also supports their consideration of the impact of Active Network Management, Local Energy Storage and Local Energy Supply. Regular communication with SPEN is key to managing expectations, identifying innovative grid solutions and maximising renewable energy opportunities ”

Government  
Community  
Agency

DG  
Work

“ SPEN have been willing to explore innovation solutions to network connections that I hope will be demonstrated in the near future to speed up and reduce the cost of connections whilst benefiting the network ”

Dr Mary Gillie MIET CEng,  
Director, Energy Local



# Case Study 6 : Pro-actively Managing Network Constraints

We have been pro-actively managing network constraints innovatively for over ten years to help get our customers connected. **This has been against a backdrop of:**

- ... An exponential increase in applications from 2010 to 2015
- ... Significant Transmission constraints to be managed
- ... Until the recent influx of solar PV we had more renewables connected than any other DNO
- ... Significant generation connected flexibly ahead of constrained date
- ... Driving Industry Change to Facilitate Renewable Connections
- ... Improving levels of Customer Service offered to our Customers

**Parts of South West Scotland and the whole of our Wales licence area are close to being a net exporter.**

We welcomed recent consultations on Quicker and More Efficient Connections, Queue Management and Connecting to Constrained Networks, and are driving forward with key initiatives to address the issues raised.

## Queue Management

As part of the ENA DG Working Group, we have held a number of stakeholder sessions and formally consulted to help formulate a position on queue management, recognising that contract termination is not always the right outcome. Our proposals are developed on the principle that consented projects should be given the opportunity to advance, reassigning initial queue positions where appropriate to do so. The output from this consultation is currently being reviewed with a trial proposed in our 2016/17 plan to help determine how the principles will work in practice.

## Capacity Management

In February 2016, we issued letters to EHV & HV generators identified as using less than 75% of their agreed Maximum Export Capacity for a period of more than 12 months with the objective of freeing up unused capacity. The total potential saving was 84MVA.

Customer take up of our offer to reduce maximum export capacity was disappointing, with only 4.4MVA of a reduction agreed.

**For those that rejected the suggested reduction in Maximum Export Capacity, the following reasons were given:**

- ... The nature of the generation could result in higher usage in the future and/or future plans to expand
- ... Will accept the variation but only if compensation provided

In light of these results we are currently considering our next steps, both in terms of further letters being issued to our customers and potential challenge of rejections given.

	Volume	MVA Saved
Letters Issued	34	84.3
Acceptances	4	4.4
Rejected	9	0
No Response	21	0



# Case Study 6 : Pro-actively Managing Network Constraints [continued]

## Statement of Works

Our stakeholders have told us that the Statement of Works Process is time consuming and can introduce significant uncertainty into the costs to connect. Through the ENA, we have led the development of a proposal to streamline the Statement of Works process. Our proposal will give developers visibility of transmission works, costs and associated securities at the time of receiving their distribution connection offers. The principles of the proposal were presented at the recent DG Fora where we were encouraged to develop it further and progress a formal Connection and Use of System Code (CUSC) change. We have agreed to trial the process at three Grid Supply Points in Scotland.

## Export Limiting Devices

We have set a standard in collaboration with the other DNOs for the use of export limiting devices to allow customers that may not be able to have access to the network, through network constraints, to have a connection which is autonomously managed. An Export Limiting Device controls the amount of energy that is exported back onto the network by either limiting the energy generated or diverting energy for the customer to consume. This allows a larger generator to be connected to the system earlier or with a lower connection cost. We have taking a leading position with the ENA working group on this, and have published our policy on Connecting Export Limiting Devices ahead of the industry. We have already connected a number of customers using these devices.

“ We’ve been pleased to play a part in SPEN’s implementation of ANM at Berwick and particularly welcome the commitment to further roll-out Accelerated Renewables Connections (ARC) ”  
*Gordon MacDougal, Managing Director,  
 Western EuropeRES*

## Flexible Arrangements for Connecting Customers

We have worked collaboratively with NGET to identify ways in which DG projects embedded within the distribution network can be connected in advance of the transmission reinforcement works being completed. **Examples of this include:**

- ... the development of the commercial arrangements to facilitate projects connecting under our ARC project
- ... the ability to connect on a restricted availability access basis at constrained GSPs ahead of the completion of GSP upgrades

## Roll Out of Accelerating Renewable Connections (ARC)

The Accelerating Renewable Connections (ARC) project concludes this year. The ARC project has to date, accelerated 113MW of distributed generation projects within the trial area through the deployment of a range of Alternative Connection and Commercial solutions. In addition the ARC project was the first DNO to retrofit Active Network Control to an existing 48MW wind farm which at the time of commissioning was the largest single actively managed generation site throughout the UK.

“ Through the ARC project we have seen the real differences that new technologies and creative solutions can make for communities and local businesses looking to connect new renewable generation to the network. A number of projects have been able to connect more quickly, and at lower cost, than would otherwise have been possible ”  
*Felix Wright, Community Energy Scotland*



# SP Energy Networks 2016/17 Looking Forward Work Plan



# Looking Forward Our 2016/17 Work Plan



Our 2015/16 plan contained over 120 actions across our market segment, and we have completed over 95% of these. Our 2016/17 ICE plan is similarly ambitious and has over 80 actions covering all elements of interactions with our customers in our market segments.

As part of developing our 2016 plan, we have engaged extensively with our stakeholder base through workshops, face to face meetings and industry forums. Additionally we survey our customer's monthly and conducted research on our performance with over 1000 customers.

## Key focus areas arising from our ongoing engagement

### Delivering a more local approach

Our model is now fully embedded and we will look to get closer to our communities and meet the needs of customers wanting to connect to our local networks.

### Facilitating competition in the market place

We have successfully implemented the Code of Practice changes in line with Ofgem requirements. However take up to date has been minimal, and therefore we will look to promote the Code of Practice changes to our customers to encourage demand for these services.

### Improving our Land Rights Process

We have made significant changes including how we organise our Land Rights teams, aligning them in our Districts, having them work side by side with Project Managers. We are already seeing the benefits of this, and we plan to embed this new model in 2016/17.

### Helping DG customers connect to areas of our network that have significant constraints

We will look to make our "alternative" connection offers Business as Usual, whilst pushing forward with industry proposals such as Queue Management and Statement of Works. Additionally we will look to publish our vision for the future in terms of a Distribution System Operator model.

### Improving the information we provide to customers

We will look to improve our website to make finding information easier and will look to develop our interactive tools to provide more information to our customers.

### Improving our communication with customers as part of a their request for a Connection

What is clear is our process works, and in the vast majority of cases customer feedback positive. However there are occasions where we do not meet customer expectations. We are looking to reinforce the process, specifically customer touch points to our staff.

“ We believe the plans include a wide range of tools for improving customer service and reducing connection times. If the measures are implemented in the timescales proposed it will make a real difference to customers ” Community Stakeholder



# Examples of how we use stakeholder feedback to develop our plan

## Distributed Generation



### Developed

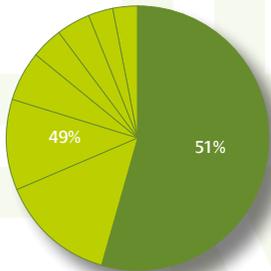
132 district days giving our customers the opportunity to visit local experts to discuss any issues

Our Customer Engagement Managers have met face to face with 1000+ stakeholders in the last year

82% districts giving our customers the opportunity to visit local experts to discuss any issues

900+ customers were contacted to understand how we can improve our service

**Tested** 49% would like to see further improvements in information provision at the quotations stage 51% were completely satisfied



**Planned Outcome**  
 “ Provide customers with enhanced heatmaps to deliver clear guidance on constraint management ”

### Challenges

- ... The heat maps, they're out of date once they are published
- ... The information doesn't give me an absolute certainty that there is capacity available, to have absolute certainty would be fantastic
- ... Your heat maps are out of date as soon as they are published

## Metered/Unmetered



### Developed

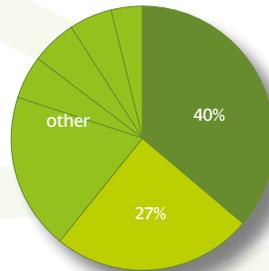
132 district days giving our customers the opportunity to visit local experts to discuss any issues

Our Customer Engagement Managers have met face to face with 1000+ stakeholders in the last year

60% of our customers scored us 8.6 or above out of 10 for ease of contact

1300+ customers were contacted to understand how we can improve our service

**Tested** Only 27% of stakeholders believe our website is fully effective with 40% not using it at all



**Planned Outcome**  
 “ Improve the connections area of our website ”

### Challenges

- ... I didn't know that stuff was on the website
- ... I was not aware that those items were available so can you make them more clear on the website
- ... Can you make customers more aware of the helpful information available

## Metered/Unmetered



### Developed

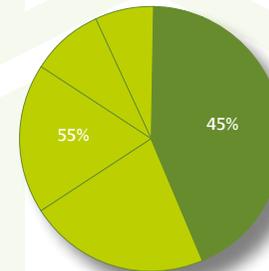
132 district days giving our customers the opportunity to visit local experts to discuss any issues

Our Customer Engagement Managers have met face to face with 1000+ stakeholders in the last year

73% of our customers scored us 8.2 or above out of 10 for ease of contact

200+ customers were contacted to understand how we can improve our service

**Tested** 45% of our stakeholders would like to see further improvements in the quotation process 55% were completely satisfied



**Planned Outcome**  
 “ Improve the time taken to issue quotations to customers by reducing the average time taken to produce a quote by 20% ”

### Challenges

- ... It took too long. There was a delay between getting project manager (designer) and getting quote
- ... Sometimes there is a delay, though it's usually if they have extra workload so I can understand
- ... Again the length of time it takes to get the quotation. It would be better for us if it was quicker



# Developing our Work Plans

## We have listened to our stakeholders in the development of our plans

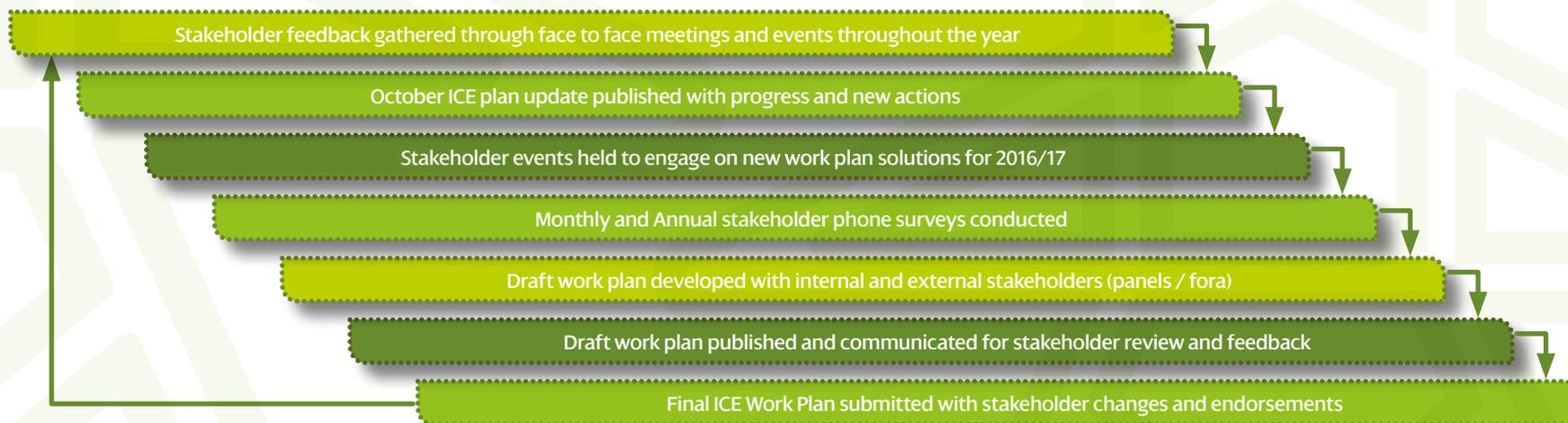
We recognise that engagement and the feedback received can sometimes reflect the views of our more vocal stakeholders. In order to ensure that we gathered a wide range of views we utilised a diverse range of engagement activities and market research methods to ensure that we reached out to a broad and inclusive range of our stakeholders.

## We have Sought Feedback on our Work Plans

On 30th April 2016 we published our Work Plans in draft. Our plans were published on our website with a link to a survey which provided an opportunity for stakeholders to provide feedback.

In addition and during the development of the Work Plans we engaged stakeholders using a variety of channels to seek feedback on our emerging Work Plans.

**Our Work Plans have been revised to reflect the feedback received.**



## Feedback on Draft Work Plans

Since publication of our draft work plans in April, we have taken on board stakeholder feedback and have added the following actions:

- ... *Determine, create and communicate our policy on Battery Storage*
- ... *Distribution, Transmission, National grid Interface improvements. We will work to streamline our interface processes and communications between SPEN Distribution, SPEN Transmission and National Grid to improve your connection experience*
- ... *Review and improve the quality of information provided to prospective connection customers about the cost of getting connected, identifying clearly what work they can be undertake*
- ... *We will hold regular community energy workshops in each area to help guide communities through our processes*



# Our Stakeholders have Endorsed our Plans

## Our endorsing stakeholders were asked...

- 1 On a scale of 1 – 10 (with 1 being low and 10 being high), do the actions proposed address the issues that you face as a customer? Average response = 8.5
- 2 On a scale of 1 – 10 (with 1 being low and 10 being high), if these actions are completed in the timescales proposed, do you believe that the overall service will improve? Average response = 8.7
- 3 On a scale of 1 – 10 (with 1 being low and 10 being high), how supportive are you of the Work Plans that we have proposed? Average response = 9.0
- 4 On a scale of 1 – 10 (with 1 being low and 10 being high), how ambitious do you believe our Work Plans to be? Average response = 7.7

## We then asked members of our stakeholder panel if they would endorse our Work Plans



**Karen Leeson, Ops Director, Renewable Energy 4 Business Ltd**

“All improvements that help customers to get approved new connections for new generation are very important. As a business we aim to go out of our way to help our customers and it helps when the DNO is working with us to get a good result”



**Danny Mackle, Design Manager, Engineer, Energetics**

“The issues being addressed are relevant and significant and have improved the situation for ICP's and end customers alike”



**Michael O'Neil, Craighall Energy Ltd**

“We recognise and are encouraged by the clear commitment and leadership being shown by SPEN in setting some very challenging and practical work plan objectives. We look forward to their introduction”



**Madeline Crawford, Local Energy Scotland**

“The 'Looking Forward' Work Plan May 2016 will be of tangible benefit to the community energy field as communities explore local energy supply and work to overcome barriers to connection. The ICE plan is a very welcome aid to necessary collaborative working for communities.

The specific assistance planned for communities is excellent: the introduction of a buddy system for new community applications; a dedicated community area on the SPEN website and planned direct communication with all community councils to offer support and issue the new 'Community Energy Guide'. SPEN actively seeking to work with community partnerships within the district structure is also an exciting development”



**Felix Wright, Community Energy Scotland**

“The challenges arising from network constraints are significant, but if there is a committed implementation of the measures suggested (queue management, improved SoW process, alternative connection options, ARC learning roll out) there is real potential for improving the experience of small scale generation customers.

We also welcome the suite of proposals around community energy, to help provide clear information and ongoing support through the connection process. It feels like there is a real commitment and appetite for this type of development, and it is great to see a tailored approach for the needs of community connection customers”



**Brian Cutler, Aptus Utilities**

“SP Energy Networks are continually trying to improve their already high standards of service. The work plans should endeavour to get a better consistency of approach with other DNO's”



**Stuart Templeton, VG Energy**

“The proposed actions in the work plan that relate to VG Energy's issues as a customer will significantly assist our business in moving forward and building a stronger relationship with Scottish Power. As a key stakeholder we are grateful to be involved with developing these plans for the future benefit of all parties involved”



**Kenny Hunter, MEG Renewables**

“The improvements delivered to date by SPEN and those proposed in this latest plan, offer real and practical benefit to DG customers at all stages in the process...The plans cannot be faulted for ambition”



**Paul Quinn, RSP Consulting Engineers**

“To our knowledge, SPEN are the only people within the utility market who see it as an obligation to make the process better for everyone”



**Fraser Faulks, DSSR Consulting Engineers**

“SPEN continue to look forward with a holistic view offering a balance of network strengthening, strategic assessment management and improving the overall customer experience from inception through to delivery”



**Hannah Smith, Scottish Renewables**

“These plans are important in communicating effectively with customers, and we endorse them as an information provision tool”



# Work Plan Structure

Actions: Set of activities in response to issues our stakeholders have told us about during our engagement with them

## Communication This year we intend to...

Communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>C1</b> Improve your Customer Experience by better communicating our processes and timescales We will publish the results of our monthly customer service survey to our internal and external stakeholders We will publicise our customer journey road map and associated documentation to ensure our stakeholders are fully aware of our high level processes and procedures	Satisfaction	Q1 Apr-Jun	Customer survey communicated	NEW ACTION	"At the moment I am still waiting to hear back from them about a few different things"
	Satisfaction	Q1 Apr-Jun	Process published on website	NEW ACTION	"I suppose just an update every so often of where they are at with timescales would make things better"
	Satisfaction	Q3 Oct-Dec	Contact made with timescales	NEW ACTION	"Again, any sort of communication with them as a whole always seems to be complicated, being pushed from pillar to post on between different departments"
	Satisfaction	Q3 Oct-Dec	Communication methods agreed and adhered to	NEW ACTION	"The timescale is where it needs to improve, it does take a while to get the process in, and also getting an appointed individual contact to deal with would be better, you cannot get hold of one person that is specific to your project"
<b>C2</b> Alternative methods for communicating with you We will utilise alternative methods of communications to engage with our stakeholders, i.e. video clips and social media channels We will enhance the ability for you to register to receive tailored information and updates	Satisfaction	Q3 Oct-Dec	Escalation process in place	NEW ACTION	"I had to chase them a few times"
	Satisfaction	Q2 Jul-Sep	Circulation list developed and messages distributed	Evolving	"Have maybe case studies on the website with information on comparisons"
	Satisfaction	Q4 Jan-Mar	Registration facility available online	Evolving	"I think it just needs to be a bit more organised, there is all sorts of connections forms on the website, made more clear"
	Satisfaction	Q4 Jan-Mar	Website changes made in line with stakeholder consultation	Evolving	"Navigation is not ideal, though it's often the same with other DNOs. There is quite a lot of information on there and it is difficult navigating sometimes"

Customer Testimony / Source

Key Performance Indicator (KPI) against each activity

The quarter that the activity will be delivered

Key Strategic Objective in terms of Time, Cost and Satisfaction, that each activity is seeking to improve

[www.spenergynetworks.co.uk](http://www.spenergynetworks.co.uk)



# Distributed Generation 'Looking Forward' Work Plan May 2016



# Application Process This year we intend to...

*Ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs*

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>AP1</b> Provide additional support to 'first-time' customers A facility on our website for new customers to request assistance	Satisfaction	Q2 Jul-Sep	New Applicant Facility available on website and feedback from customers on Buddy system	<b>NEW ACTION</b>	"I have used other companies and it was a breeze and they cut through the jargon and did the work. They come back with a quote quickly. SP Energy Networks are good and helpful but quite complicated and admin heavy"
Named contacts will be available for those requiring more assistance during the application process	Satisfaction	Q2 Jul-Sep	Named contacts provided	<b>Evolving</b>	"It was just a case of making it easier to apply. Maybe make things more user friendly"
<b>AP2</b> Provide You With More Clarity on Cost, Information and Associated Timescales on your Quotation Options We will participate in the DECC consultation on Assessment and Design Fees and will seek to implement its recommendations where appropriate	Satisfaction	Q4 Jan-Mar	Output of consultation published	<b>Evolving</b>	"DECC Consultation. Feedback from Stakeholder Workshops and DNO Collaboration"



# Information Provision This year we intend to...

Ensure we provide all our customers with clear and concise information and data that allows customers to undertake their own assessment of their connection needs before seeking a formal connection offer

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>IP1</b> Improve the way we provide information to facilitate a better connections process We will publish further information regarding our new Business model, including District Level Investment Plans  We will review and improve our suite of guidance leaflets to ensure that our key processes are explained fully  We will review, improve and simplify our technical document library  Review and improve the quality of information provided to prospective connection customers about the cost of getting connected, identifying clearly what work they can undertake  Review and improve processes, communication channels and the quality of information provided to connection customers for projects with a transmission system impact	Satisfaction	Q3 Oct-Dec	Published on website and Distributed to Stakeholders	<b>NEW ACTION</b>	"Well I wasn't aware of some of the services just mentioned there, making them more prominent would be a plus"
	Satisfaction	Q3 Oct-Dec	Publication of relevant documents	<b>NEW ACTION</b>	"I didn't know about some of the resources, having them would probably be useful"
	Satisfaction	Q4 Jan-Mar	Output of Review published	<b>NEW ACTION</b>	"I am a power engineer anyway but they don't explain things simply, so for someone with no expertise in this area that would be even more of a struggle, it needs to be explained more simply"
	Satisfaction	Q2 Jul-Sep	Estimated costs and work outlined at design stage	<b>NEW ACTION</b>	"I am a power engineer anyway but they don't explain things simply, so for someone with no expertise in this area that would be even more of a struggle, it needs to be explained more simply"
	Satisfaction	Q3 Oct-Dec	Review, update and publish new process	<b>NEW ACTION</b>	"SP Energy Networks are demonstrating that they are prepared to work with all stakeholders to improve the connection process and assist with mitigating against many of the risks that are faced by developers and connections in today's construction market"
<b>IP2</b> Strengthen the content of our 'heat maps' and 'contracted capacity' Our new heat maps will be updated on a quarterly basis and we will look to enhance the functionality  We will engage with external parties to understand the opportunity to include relevant external information into our heat maps	Satisfaction	Q2 Jul-Sep	Heat Map and capacity register provided	<b>Evolving</b>	"We have discovered some of the information from the heat maps is historical and not updated, so that needs to be addressed"
	Satisfaction	Q4 Jan-Mar	Improvement Heat Map provided	<b>NEW ACTION</b>	"Could be updated, just keep it up to date"



# Communication This year we intend to...

Communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>C1</b> <i>Improve your Customer Experience by better communicating our processes and timescales</i> We will publish the results of our monthly customer service survey to our internal and external stakeholders  We will publicise our customer journey road map and associated documentation to ensure our stakeholders are fully aware of our high level processes and procedures  At initial design contact, with your designer, we will discuss and agree with you; quotation timescales, required design scope, communication frequency and preferred method of communication  At your pre-construction meeting with your assigned project manager, we will agree your preferred communication method and frequency and commit to keep you informed regarding land rights, plant and cabling lead times, your responsibilities (including metering) and projected connection date. We will also provide, where applicable, a detailed project plan including all these elements  We will communicate, as quickly as possible, via an agreed escalation route any project challenges which may impact directly or indirectly on the customer	Satisfaction	<b>Q1</b> Apr-Jun	Customer survey communicated	<b>NEW ACTION</b>	"Feedback at workshops on desire to see performance information"
	Satisfaction	<b>Q1</b> Apr-Jun	Process published on website	<b>NEW ACTION</b>	"I suppose just an update every so often of where they are at with timescales would make things better"
	Satisfaction	<b>Q3</b> Oct-Dec	Contact made within timescales	<b>NEW ACTION</b>	"Again, any sort of communication with them as a whole always seems to be complicated, being pushed from pillar to post an between different departments"
	Satisfaction	<b>Q3</b> Oct-Dec	Communication methods agreed and adhered to	<b>NEW ACTION</b>	"The timescale is where it needs to improve, it does take a while to get the process in, and also getting an appointed individual contact to deal with would be better, you cannot get hold of one person that is specific to your project"
	Satisfaction	<b>Q3</b> Oct-Dec	Escalation process in place	<b>NEW ACTION</b>	"I had to chase them a few times"
<b>C2</b> <i>Alternative methods for communicating with you</i> We will utilise alternative methods of communications to engage with our stakeholders, i.e. video clips and social media channels  We will enhance the ability for you to register to receive tailored information and updates	Satisfaction	<b>Q2</b> Jul-Sep	Circulation list developed and messages distributed	<b>Evolving</b>	"Have maybe case studies on the website with information an comparisons"
	Satisfaction	<b>Q4</b> Jan-Mar	Registration facility available online	<b>Evolving</b>	"I think it just needs to be a bit more organised, there is all sorts of connections forms on the website, made more clear"
<b>C3</b> <i>Improve the connections area of our website</i> A review of our connections website will be conducted with our stakeholders to determine how to improve the stakeholder website experience	Satisfaction	<b>Q4</b> Jan-Mar	Website changes made in line with stakeholder consultation	<b>Evolving</b>	"Navigation is not ideal, though it's often the same with other DNOs. There is quite a lot of information on there and it is difficult navigating sometimes"



# Communication This year we intend to... [continued]

Communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>C4</b> We will continue to engage with our local and national Stakeholders by holding relevant forums/workshops We will hold further local District forums to continue to communicate our new business model, and understand how we can work more effectively with our customers	Satisfaction	Q2 Jul-Sep	Forums held	<b>NEW ACTION</b>	Feedback from local events has been positive, with strong relationships and understanding of the challenges being a major benefit
We will continue to run capacity constraint workshops on at least a bi-annual basis to inform and discuss work to facilitate connections in constrained areas	Satisfaction	Q2 Jul-Sep	Workshops held	<b>Evolving</b>	Request from the various workshops on constraints that the stakeholders wish to be kept up to speed on the latest developments in these workshops at least twice per year
We will publish our events calendar, informing you of our stakeholder events	Satisfaction	Q1 Apr-Jun	Event calendar published	<b>NEW ACTION</b>	Stakeholders have asked to ensure there is enough notice of events to ensure they can plan them in
<b>C5</b> Improve our communication with Local Authorities We will continue to develop our engagement programme with all Local Authorities and embed it as a business as usual process	Satisfaction	Q2 Jul-Sep	Feedback from Stakeholders on Effectiveness of Engagement	<b>Evolving</b>	Positive feedback from last years engagement programme and a growing partnership with the Local authorities
<b>C6</b> Providing our workforce with the right tools to communicate with our customers We will continue to provide customer service training to all of our design, project management and site teams to further enhance their ability to deliver excellent customer service	Satisfaction	Q4 Jan-Mar	Training delivered	<b>NEW ACTION</b>	"We don't receive updates on progress of the design and usually it's quite lengthy"



# Choice This year we intend to...

Ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>CH1</b> We fully embrace the Code of Practice changes, which seeks to deliver more competition in the marketplace, and we will seek to actively promote these to our customer and stakeholder base. We will continue to promote the benefits of the new CoP with ICP's and Stakeholders, utilising various communication channels and holding workshops	Cost	<b>Q4</b> Jan-Mar	CoP Campaign rolled out	<b>NEW ACTION</b>	Ongoing drive to support customers and ICP's in delivering choice and facilitating competition
We will work with ICPs to pilot use of the CoP to assist with the implementation of the CoP principles	Cost	<b>Q1</b> Apr-Jun	Trial completed and results published on website	<b>NEW ACTION</b>	Low take up of CoP due to uncertainty on behave of the IPC's of the risks and benefits involved
<b>CH2</b> Part funded reinforcement We will engage with alternative connection providers, seeking opportunities to trial part funded reinforcement works	Cost	<b>Q2</b> Jul-Sep	Process agreed and published on website	<b>Evolving</b>	Continuation of 2015/16 ICE plan commitment
<b>CH4</b> Providing you with more information about alternative connection providers We will continue to provide customers with information on independent connection providers to pro-actively promote competition	Satisfaction	<b>Q2</b> Jul-Sep	Trial continued and result published	<b>Evolving</b>	Continuation of 2015/16 ICE plan commitment



# Enablers to Connection This year we intend to...

Remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

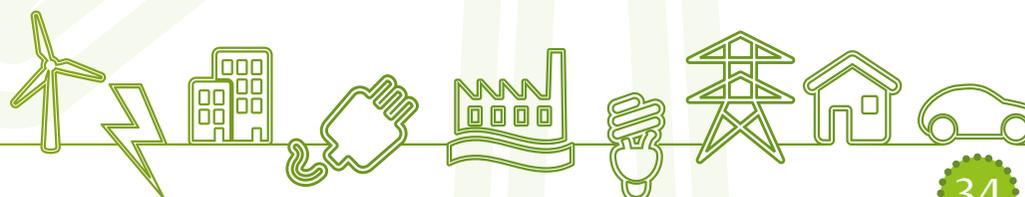
Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>EC1</b> <b>Implement a formal policy for termination of stalled projects</b> We will commit to an ongoing review of our contracted projects to identify any 'stalled' projects and exercise termination rights where appropriate	Time	<b>Q2</b> Jul-Sep	Provided evidence of terminations	<b>NEW ACTION</b>	Collective requirement feedback from DG workshops on constraint management
<b>EC2</b> <b>Implement 'alternative' connection offers</b> We will provide a suite of business as usual alternative connections offers that can be used across our Districts to help facilitate connecting to our network	Satisfaction	<b>Q4</b> Jan-Mar	Review completed and process communicated	<b>NEW ACTION</b>	"When are the alternative connection pilots going to go main stream, pilots are fine but they do not help across my constrained areas"
<b>EC3</b> <b>Promoting our export limiting device policy</b> We will actively promote our published Export Limiting Device policy to our stakeholders	Time	<b>Q3</b> Oct-Dec	Evidence of ELD offers being made	<b>Evolving</b>	"I know of the export limiting devices from the workshops and the district designers but where do I get a copy of the procedures to understand it fully"
<b>EC4</b> <b>Continuing Accelerated Renewable Connections (ARC) roll-out</b> We will communicate the policy and process for connecting under an ANM scheme using learnings from our Accelerating Renewable Connections (ARC) project and roll this out across more suitable areas	Time	<b>Q3</b> Oct-Dec	Policy published and communicated	<b>NEW ACTION</b>	"I am aware that the ARC team have been developing new technology and if that was rolled out it would be useful"
We will educate internal staff on the policy and process for connecting under an ANM scheme using learnings from our Accelerating Renewable Connections (ARC) project to ensure this is rolled out to our stakeholders when applicable	Time	<b>Q3</b> Oct-Dec	Education and communication programme completed	<b>NEW ACTION</b>	Understanding that as we move this initiative from innovate pilot stage into the 11 districts our design and delivery staff will require to be up to speed on this new service offering
We will launch an awareness campaign to promote the ANM scheme using learnings from our Accelerating Renewable Connections (ARC) project to ensure all our stakeholders are aware of the process and benefits to allow them to make effective choices	Time	<b>Q3</b> Oct-Dec	AMN awareness campaign completed	<b>NEW ACTION</b>	Various comments from Stakeholder engagement events and the ARC conference on the need to provide practical advice to the stakeholders on ANM and ARC
<b>EC5</b> <b>Release under-utilised network capacity</b> We will work with customers to align agreed capacity with their requirements as an enduring process	Time	<b>Q4</b> Jan-Mar	Capacities aligned where appropriate	<b>NEW ACTION</b>	General feedback from stakeholder constraint workshops
<b>EC6</b> <b>Statement of Works</b> We will progress with a pilot trial of our proposed streamlined Statement of Works (SoW) process in three grid supply points. The findings of this trial will be reviewed with the ENA SoW Working Group with a view to implementing permanent change to the SoW process in NGET's Connection & Use of System Code	Time	<b>Q3</b> Oct-Dec	Pilot completed	<b>Evolving</b>	This has been an ongoing challenge from our stakeholders from various events and fora across all DNO's which SPEN has led



# Enablers to Connection This year we intend to... [continued]

Remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<p><b>EC7</b> Our role in managing the 'contracted queue' impacted by the requisite transmission works</p> <p>We will act on the results of our consultation on queue management creating a process to actively manage the queue. In addition we will seek to align this process with identified industry best practise</p>	Time	Q4 Jan-Mar	Pilot results communicated	Evolving	General Feedback raised at DG Constraint Workshops by Stakeholders
<p>We will test the agreed queue management criteria in a pilot area to ensure it is "fair and just" for all parties with currently accepted connection offers</p>	Time	Q4 Jan-Mar	Pilot completed	NEW ACTION	Need for fairness fed back from the various DG constraint workshops and consultation process
<p><b>EC8</b> The provision of Land Rights on your connection project</p> <p>Following our recent move to a district model and the inclusion of the Land Officers in each of the District Teams, we will continue to develop a local approach to the delivery of your connection</p>	Time	Q4 Jan-Mar	L&PO based locally	NEW ACTION	"That's where it holds up the connection delivery mostly, when lawyers are involved, you have both side's lawyers involved and it causes the most delay"
<p>We will actively promote our land rights published process. At the outset we will inform you of the land right required for your connection and what we require you to do to enable us gain the relevant consents</p>	Time	Q3 Oct-Dec	Communication Campaign	NEW ACTION	"It was just the length of time to get it done that could be better"
<p>We will regularly review our approach to gaining land rights, considering where appropriate the views of our customers</p>	Time	Q3 Oct-Dec	Review completed and result published	NEW ACTION	"It was just the length of time to get it done that could be better"
<p><b>EC9</b> Distribution, Transmission, National grid Interface improvements</p> <p>We will work to streamline our interface processes and communications between SPEN Distribution, SPEN Transmission and National Grid to improve your connection experience</p>	Time	Q2 Jul-Sep	Streamlined process published on the website	NEW ACTION	General Feedback raised at DG Constraint Workshops by Stakeholders



# Communities This year we intend to....

Ensure we recognise community projects and provide assistance for communities who want to get a connection to the electricity network

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>CM1</b> Provide additional support to our Communities For communities, who have not requested a quote from us in the past, we will roll out our 'buddy' system which provides them with a local contact who will guide them through the application process	Satisfaction	Q3 Oct-Dec	Dedicated person assigned to support first-time customers	Evolving	Development of 2015/16 Work Plan commitment
We will establish a dedicated community area on our website as a repository of information for community groups looking to connect their energy project.	Satisfaction	Q4 Jan-Mar	Community website area in place	NEW ACTION	Annual - Phone survey highlighted improvements in creating separate sections within the website for our stakeholders
We will provide community councils and local groups with our Community Energy Guide, offering support where appropriate	Satisfaction	Q3 Oct-Dec	Support offered and guides distributed to LA's	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"
We will actively seek to identify and work with community partnerships within our District Structure	Satisfaction	Q4 Jan-Mar	Pilots completed	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"
We will hold regular community energy workshops in each area to help guide communities through our processes	Satisfaction	Q3 Oct-Dec	Pilots completed	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"



# Innovation This year we intend to....

Continue our leadership on innovation by developing connection enabling technologies with our customers

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>IBP1</b> <i>Determine, create and communicate our policy on Battery Storage</i> We will work with other DNO's and industry experts in developing a strategy for the introduction of storage technologies. We will determine, communicate and implement our policy on battery storage on the information from this consultation	Time	<b>Q3</b> Oct-Dec	Policy published	<b>NEW ACTION</b>	This has been a consistent request across all sectors on the perceived benefits that battery storage can bring and for SPEN to provide guidance as to best practice
<b>IBP2</b> <i>Review 'electric vehicles' growth projections</i> We will investigate the likely growth in electric vehicles taking into consideration government policy in order to understand likely future network impact	Satisfaction	<b>Q4</b> Jan-Mar	Investigation results published	<b>NEW ACTION</b>	This initiative has been driven from the growing trend of electric cars and the governments potential incentives
<b>IBP3</b> <i>Develop a Distribution System Operator (DSO) Model</i> In an effort to address network constraints at a local level we will develop a Distributed System Operator (DSO) vision which will be developed in conjunction with appropriate stakeholder engagement	Satisfaction	<b>Q2</b> Jul-Sep	Educations programme implemented	<b>NEW ACTION</b>	This SPEN driven innovation aims to resolve localised network constraints with stakeholder partnerships



# Metered & Unmetered 'Looking Forward' Work Plan May 2016



# Application Process This year we intend to...

Ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>AP1</b> Provide additional support to 'first-time' customers A facility on our website for new customers to request assistance	Satisfaction	Q2 Jul-Sep	New Applicant Facility available on website and feedback from customers on Buddy system	<b>NEW ACTION</b>	"I have used other companies and it was a breeze and they cut through the jargon and did the work. They come back with a quote quickly. SP Energy Networks are good and helpful but quite complicated and admin heavy"
Named contacts will be available for those requiring more assistance during the application process	Satisfaction	Q2 Jul-Sep	Named contacts provided	<b>Evolving</b>	"It was just a case of making it easier to apply. Maybe make things more user friendly"
<b>AP2</b> Provide You With More Clarity on Cost, Information and Associated Timescales on your Quotation Options We will participate in the DECC consultation on Assessment and Design Fees and will seek to implement its recommendations where appropriate	Satisfaction	Q4 Jan-Mar	Output of consultation published	<b>Evolving</b>	"DECC Consultation. Feedback from Stakeholder Workshops and DNO Collaboration"
We will review our successful Quote+ tool to identify further improvements	Satisfaction	Q2 Jul-Sep	Review conducted and results published on our website	<b>NEW ACTION</b>	"It would be really useful if we could have a two way discussion for 5 minutes even to discuss potential options. Then we could come to an agreement when submitting the application. The capacity is scarce at the moment and when applying for a 50KVA if you are to go over the capacity you will have to pay millions of pounds but if you are under you are fine. The things is we don't know what the thresh hold is"



# Information Provision This year we intend to...

Ensure we provide all our customers with clear and concise information and data that allows customers to undertake their own assessment of their connection needs before seeking a formal connection offer

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>IP1</b> Improve the way we provide information to facilitate a better connections process We will publish further information regarding our new Business model, including District Level Investment Plans  We will review and improve our suite of guidance leaflets to ensure that our key processes are explained fully  We will review, improve and simplify our technical document library  Review and improve the quality of information provided to prospective connection customers about the cost of getting connected, identifying clearly what work they can undertake  Review and improve processes, communication channels and the quality of information provided to connection customers for projects with a transmission system impact	Satisfaction	Q3 Oct-Dec	Published on website and Distributed to Stakeholders	<b>NEW ACTION</b>	"Well I wasn't aware of some of the services just mentioned there, making them more prominent would be a plus"
	Satisfaction	Q3 Oct-Dec	Publication of relevant documents	<b>NEW ACTION</b>	"I didn't know about some of the resources, having them would probably be useful"
	Satisfaction	Q4 Jan-Mar	Output of Review published	<b>NEW ACTION</b>	"I am a power engineer anyway but they don't explain things simply, so for someone with no expertise in this area that would be even more of a struggle, it needs to be explained more simply"
	Satisfaction	Q2 Jul-Sep	Estimated costs and work outlined at design stage	<b>NEW ACTION</b>	"I am a power engineer anyway but they don't explain things simply, so for someone with no expertise in this area that would be even more of a struggle, it needs to be explained more simply"
	Satisfaction	Q3 Oct-Dec	Review, update and publish new process	<b>NEW ACTION</b>	"SP Energy Networks are demonstrating that they are prepared to work with all stakeholders to improve the connection process and assist with mitigating against many of the risks that are faced by developers and connections in today's construction market"
<b>IP2</b> Strengthen the content of our 'heat maps' and 'contracted capacity' Our new heat maps will be updated on a quarterly basis and we will look to enhance the functionality  We will engage with external parties to understand the opportunity to include relevant external information into our heat maps	Satisfaction	Q2 Jul-Sep	Heat Map and capacity register provided	<b>Evolving</b>	"We have discovered some of the information from the heat maps is historical and not updated, so that needs to be addressed"
	Satisfaction	Q4 Jan-Mar	Improvement Heat Map provided	<b>NEW ACTION</b>	"Could be updated, just keep it up to date"



# Communication This year we intend to...

Communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>C1</b> <i>Improve your Customer Experience by better communicating our processes and timescales</i> We will publish the results of our monthly customer service survey to our internal and external stakeholders  We will publicise our customer journey road map and associated documentation to ensure our stakeholders are fully aware of our high level processes and procedures  At initial design contact, with your designer, we will discuss and agree with you; quotation timescales, required design scope, communication frequency and preferred method of communication  At your pre-construction meeting with your assigned project manager, we will agree your preferred communication method and frequency and commit to keep you informed regarding land rights, plant and cabling lead times, your responsibilities (including metering) and projected connection date. We will also provide, where applicable, a detailed project plan including all these elements  We will communicate, as quickly as possible, via an agreed escalation route any project challenges which may impact directly or indirectly on the customer	Satisfaction	<b>Q1</b> Apr-Jun	Customer survey communicated	<b>NEW ACTION</b>	"Feedback at workshops on desire to see performance information"
	Satisfaction	<b>Q1</b> Apr-Jun	Process published on website	<b>NEW ACTION</b>	"I suppose just an update every so often of where they are at with timescales would make things better"
	Satisfaction	<b>Q3</b> Oct-Dec	Contact made within timescales	<b>NEW ACTION</b>	"Again, any sort of communication with them as a whole always seems to be complicated, being pushed from pillar to post an between different departments"
	Satisfaction	<b>Q3</b> Oct-Dec	Communication methods agreed and adhered to	<b>NEW ACTION</b>	"The timescale is where it needs to improve, it does take a while to get the process in, and also getting an appointed individual contact to deal with would be better, you cannot get hold of one person that is specific to your project"
	Satisfaction	<b>Q3</b> Oct-Dec	Escalation process in place	<b>NEW ACTION</b>	"I had to chase them a few times"
<b>C2</b> <i>Alternative methods for communicating with you</i> We will utilise alternative methods of communications to engage with our stakeholders, i.e. video clips and social media channels  We will enhance the ability for you to register to receive tailored information and updates	Satisfaction	<b>Q2</b> Jul-Sep	Circulation list developed and messages distributed	<b>Evolving</b>	"Have maybe case studies on the website with information an comparisons"
	Satisfaction	<b>Q4</b> Jan-Mar	Registration facility available online	<b>Evolving</b>	"I think it just needs to be a bit more organised, there is all sorts of connections forms on the website, made more clear"
<b>C3</b> <i>Improve the connections area of our website</i> A review of our connections website will be conducted with our stakeholders to determine how to improve the stakeholder website experience	Satisfaction	<b>Q4</b> Jan-Mar	Website changes made in line with stakeholder consultation	<b>Evolving</b>	"Navigation is not ideal, though it's often the same with other DNOs. There is quite a lot of information on there and it is difficult navigating sometimes"



# Communication This year we intend to... [continued]

Communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<p><b>C4</b> We will continue to engage with our local and national Stakeholders by holding relevant forums/workshops</p> <p>We will hold further local District forums to continue to communicate our new business model, and understand how we can work more effectively with our customers</p>	Satisfaction	Q2 Jul-Sep	Forums held	<b>NEW ACTION</b>	Feedback from local events has been positive, with strong relationships and understanding of the challenges being a major benefit
<p>We will publish our events calendar, informing you of our stakeholder events</p>	Satisfaction	Q1 Apr-Jun	Event calendar published	<b>NEW ACTION</b>	Stakeholders have asked to ensure there is enough notice of events to ensure they can plan them in
<p><b>C5</b> Improve our communication with Local Authorities</p> <p>We will continue to develop our engagement programme with all Local Authorities and embed it as a business as usual process</p>	Satisfaction	Q2 Jul-Sep	Feedback from Stakeholders on Effectiveness of Engagement	<b>Evolving</b>	Positive feedback from last years engagement programme and a growing partnership with the Local authorities
<p><b>C6</b> Providing our workforce with the right tools to communicate with our customers</p> <p>We will continue to provide customer service training to all of our design, project management and site teams to further enhance their ability to deliver excellent customer service</p>	Satisfaction	Q4 Jan-Mar	Training delivered	<b>NEW ACTION</b>	"We don't receive updates on progress of the design and usually it's quite lengthy"



# Choice This year we intend to...

Ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>CH1</b> We fully embrace the Code of Practice changes, which seeks to deliver more competition in the marketplace, and we will seek to actively promote these to our customer and stakeholder base. We will continue to promote the benefits of the new CoP with ICP's and Stakeholders, utilising various communication channels and holding workshops	Cost	<b>Q4</b> Jan-Mar	CoP Campaign rolled out	<b>NEW ACTION</b>	Ongoing drive to support customers and ICP's in delivering choice and facilitating competition
We will work with ICPs to pilot use of the CoP to assist with the implementation of the CoP principles	Cost	<b>Q1</b> Apr-Jun	Trial completed and results published on website	<b>NEW ACTION</b>	Low take up of CoP due to uncertainty on behave of the IPC's of the risks and benefits involved
<b>CH2</b> Part funded reinforcement We will engage with alternative connection providers, seeking opportunities to trial part funded reinforcement works	Cost	<b>Q2</b> Jul-Sep	Process agreed and published on website	<b>Evolving</b>	Continuation of 2015/16 ICE plan commitment
<b>CH3</b> Emergency Service Response Emergency response cover will be further developed with our key stakeholders and implemented where commercially practical	Cost	<b>Q2</b> Jul-Sep	Contracts available	<b>Evolving</b>	Continuation of 2015/16 ICE plan commitment
<b>CH4</b> Providing you with more information about alternative connection providers We will continue to provide customers with information on independent connection providers to pro-actively promote competition	Satisfaction	<b>Q2</b> Jul-Sep	Trial continued and result published	<b>Evolving</b>	Continuation of 2015/16 ICE plan commitment



# Enablers to Connection This year we intend to...

Remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>EC3</b> Promoting our export limiting device policy We will actively promote our published Export Limiting Device policy to our stakeholders	Time	Q3 Oct-Dec	Evidence of ELD offers being made	<b>Evolving</b>	"I know of the export limiting devices from the workshops and the district designers but where do I get a copy of the procedures to understand it fully"



# Communities This year we intend to....

Ensure we recognise community projects and provide assistance for communities who want to get a connection to the electricity network

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>CM1</b> Provide additional support to our Communities For communities, who have not requested a quote from us in the past, we will roll out our 'buddy' system which provides them with a local contact who will guide them through the application process	Satisfaction	Q3 Oct-Dec	Dedicated person assigned to support first-time customers	Evolving	Development of 2015/16 Work Plan commitment
We will establish a dedicated community area on our website as a repository of information for community groups looking to connect their energy project.	Satisfaction	Q4 Jan-Mar	Community website area in place	NEW ACTION	Annual - Phone survey highlighted improvements in creating separate sections within the website for our stakeholders
We will provide community councils and local groups with our Community Energy Guide, offering support where appropriate	Satisfaction	Q3 Oct-Dec	Support offered and guides distributed to LA's	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"
We will actively seek to identify and work with community partnerships within our District Structure	Satisfaction	Q4 Jan-Mar	Pilots completed	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"
We will hold regular community energy workshops in each area to help guide communities through our processes	Satisfaction	Q3 Oct-Dec	Pilots completed	NEW ACTION	"Community applicants rely on partnership working and stakeholder engagement to realise successful projects, therefore, the ICE plan is a very welcome aid to necessary collaborative working for communities"



# Innovation This year we intend to....

Continue our leadership on innovation by developing connection enabling technologies with our customers

Action	Key Strategic Objective	Timeframe	KPI	Progress Update	Customer Testimony / Source
<b>IBP1</b> <i>Determine, create and communicate our policy on Battery Storage</i> We will work with other DNO's and industry experts in developing a strategy for the introduction of storage technologies. We will determine, communicate and implement our policy on battery storage on the information from this consultation	Time	<b>Q3</b> Oct-Dec	Policy published	<b>NEW ACTION</b>	This has been a consistent request across all sectors on the perceived benefits that battery storage can bring and for SPEN to provide guidance as to best practice
<b>IBP2</b> <i>Review 'electric vehicles' growth projections</i> We will investigate the likely growth in electric vehicles taking into consideration government policy in order to understand likely future network impact	Satisfaction	<b>Q4</b> Jan-Mar	Investigation results published	<b>NEW ACTION</b>	This initiative has been driven from the growing trend of electric cars and the governments potential incentives
<b>IBP3</b> <i>Develop a Distribution System Operator (DSO) Model</i> In an effort to address network constraints at a local level we will develop a Distributed System Operator (DSO) vision which will be developed in conjunction with appropriate stakeholder engagement	Satisfaction	<b>Q2</b> Jul-Sep	Educations programme implemented	<b>NEW ACTION</b>	This SPEN driven innovation aims to resolve localised network constraints with stakeholder partnerships



# APPENDIX 1 : Distributed Generation

## 'Looking Back' Work Plan

### Delivery of May 2015



# Application Process Our progress to date...

To ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG1</b> Leverage the benefits of our District Model by providing you with a more local service Our 'Monthly Connections Surgeries' will be replaced 'District Days' at local depots to facilitate pre-application & application meetings	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Publish dates of 'District Days' & record attendance	<b>Complete</b> Dates published on website
We will meet with you within five working days of a request to discuss your pre-application or application	Stakeholder Interview Stakeholder Interview Survey Responses	Satisfaction	Q2 Jul-Sep	Meeting held within 5 days of request	<b>Complete</b> Meetings held within 5 day or to preferred date of stakeholder
You will be assigned with a named local contact within one working day of your application being received	Stakeholder Interview Survey Responses Account Management Stakeholder Panel	Satisfaction	Q3 Oct-Dec	Success of contact provided within 1 working day	<b>Complete</b> Contact made within 1 working day
<b>DG2</b> Review the minimum information that we request from you upon making a connection application As we did for <100kW DG projects, we will consult with you on what information you feel is appropriate to complete a G59 application form for >100kW but <1MW project	Stakeholder Interview Survey Responses	Time	Q2 Jul-Sep	Consultation published	<b>Complete</b> Consultation paper published circulated and on website
We will publish clear guidelines on our requirements for the size of generation connection being sought	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Guidance published	<b>Complete</b> Our guidelines are published on the website
<b>DG3</b> Provide an online facility that allows you to submit your connection application We will provide a simple, tailored online application facility on our connections website	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application form available on website for Metered and Unmetered. DG requirements are too unique and complex to be suitable for online facility to provide an acceptable stakeholder experience
Our online application facility will validate your information and provide on-screen 'hint' text to support you through the process	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application form available on website for Metered and Unmetered. DG requirements are too unique and complex to be suitable for online facility to provide an acceptable stakeholder experience
You will be able to upload supporting documents to assist us in processing your application i.e. photos, drawings, site development plans etc.	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application form available on website for Metered and Unmetered. DG requirements are too unique and complex to be suitable for online facility to provide an acceptable stakeholder experience
An automatic email acknowledging your submitted application will be provided	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Automatic email provided	<b>Complete</b> Online application form available on website for Metered and Unmetered. DG requirements are too unique and complex to be suitable for online facility to provide an acceptable stakeholder experience
<b>DG4</b> Provide additional support to 'first-time' customers For customers who have not requested a quote from us in the past we will pilot a 'buddy' system which provides you with a local contact who will guide you through the application form	Survey Responses	Satisfaction	Q1 Apr-Jun	Dedicated person assigned to support first-time customers	<b>Complete</b> Buddy system in place



# Information Provision Our progress to date...

To ensure we provide all our customers with clear and concise information and data that allows customers to undertake their own assessment of their connection needs before seeking a formal connection offer

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG5</b> Improve the way we provide information to facilitate a better connections process					
We will ensure that our existing account managed portfolio are made aware of all the information we provide to facilitate their connection, including relevant access to our GIS map	Stakeholder Interview Survey Responses	Satisfaction	Q2 Jul-Sep	Details of available info, provided to account managed portfolio, awareness & update increased	<b>Complete</b> Email sent to all account managed customers.
We will publicise the information that we provide through an awareness campaign	Survey Responses	Satisfaction	Q3 Oct-Dec	Campaign created & targeted communications issued	<b>Complete</b> Campaign created & targeted communications issued (Facebook, Twitter etc)
Where you have told us that some information we provide is difficult to understand (e.g., some of our tech. specifications) we will provide a simplified overview and offer guidance	Stakeholder Interview Survey Responses	Satisfaction	Q3 Oct-Dec	Simple overviews and guidance provided	<b>Complete</b> Simple overviews and guidance provided on request
We will provide a list and synopsis of relevant connections technical and design specifications on request	Survey Responses	Satisfaction	Q3 Oct-Dec	List provided	<b>Complete</b> List provided
<b>DG6</b> Strengthen the content of our 'heat maps' and 'contracted capacity' registers so that they are of greater value to you when considering your projects					
'We will update our 'heat maps' & our contracted capacity' register bi-annually	Survey Responses Customer Workshops	Satisfaction	Q2 Jul-Sep	Heat map and capacity register update bi-annually & contracted capacity register updated monthly	<b>Complete</b> Heat map and capacity register update bi-annually
Our 'heat maps' & 'contracted capacity' resources will be combined into a single platform	Survey Responses	Satisfaction	Q3 Oct-Dec	Combined maps published	<b>Complete</b> Combined maps published
Some of you have told us that you would like our 'heat maps' to be available interactively online, rather than you having to load these onto your own GIS platform. We will consult with you to determine what you would like this facility to provide and whether it can be achieved within our existing GIS platform	Stakeholder Interview Survey Responses	Satisfaction	2017	Heat Maps online	<b>Complete</b> Online heat map available on website
<b>DG7</b> Provide load information on our 33kV and 11kV networks for our customers					
We will publish minimum & maximum load information on all our 33kV circuits	Stakeholder Interview Survey Responses Account Management	Time	Q3 Oct-Dec	33kv information published on website	<b>Complete</b> Published on website
We will publish minimum & maximum load information on all our 11kV circuits	Stakeholder Interview Survey Responses Account Management	Time	Q4 Jan-Mar	11kv information published on website	<b>Complete</b> Published on website
We will investigate & issue our findings on whether similar information can be provided for all our 11kV substations	Stakeholder Interview Survey Responses Account Management	Time	2016	Investigation complete and findings published	<b>Complete</b> Information not reliably available at present
We will investigate & issue our findings on whether similar information can be provided for all our LV circuits	Stakeholder Interview Survey Responses Account Management	Time	2016	Investigation complete and findings published	<b>Complete</b> Information not reliably available at present



# Communication Our progress to date...

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG8</b> Alternative methods for communicating with you We will develop YouTube clips of our key processes (e.g. 'Your Works' to Metering Process) & where to find key resources on our website	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	YouTube clips available	<b>Complete</b> YouTube clips available
We will use industry bodies & trade associations to distribute key messages & updates	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	Circulation list developed and messages distributed	<b>Complete</b> Circulation list developed and messages distributed
You will be able to register your details with us to receive regular relevant updates (e.g. our quarterly newsletter)	Survey Responses	Satisfaction	Q1 Apr-Jun	Registration facility available online	<b>Complete</b> Registration facility available online
<b>DG9</b> Leverage the benefits of our District Model by providing you with a more local service					
We will notify you with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Communication issued	<b>Complete</b> Information is available on website
We will update our website with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Website updated	<b>Complete</b> Website updated
'Launch Days' will be organised in each district to introduce the team & publicise the enhanced local focus that the new structure brings	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	'Launch days' held at each district	<b>Complete</b> Launch days held at each district
Once you have accepted your connections offer, we will confirm who your assigned Delivery contact is within two working days	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q3 Oct-Dec	Contact provided within 2 days	<b>Complete</b> Contract provided within 2 days
We will extend the scope of our 'District Days' at our local depots to cater for the resolution of any technical issues you may have	Stakeholder Interview Survey Responses Account Management	Time	Q1 Apr-Jun	District Days published	<b>Complete</b> District days published
We will commit to meeting with you within five working days if you request a pre-construction meeting	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q2 Jul-Sep	Meeting requests held within 5 days	<b>Complete</b> Meeting requests held within 5 days or agreed time
We will meet with you on-site to discuss your technical issues within five working days of a request	Stakeholder Interview Survey Responses Account Management	Time	Q2 Jul-Sep	Meeting offered within 5 working days	<b>Complete</b> Meeting offered within 5 working days
We will trial Local Stakeholder Panels to understand the benefits that this might bring	District Launches	Satisfaction	Q3 Oct-Dec	Local stakeholder panel established	<b>Complete</b> Local stakeholder panel established



# Communication Our progress to date... [continued]

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DC33</b> Understand our Customer Experience We will establish a monthly survey to measure our customer service performance and use this information to build/adapt our plans	Stakeholder Panel	Satisfaction	Q3 Oct-Dec	Monthly Customer Survey Established	<b>Complete</b> Customer survey conducted and satisfaction report published monthly since October 2015
<b>DC34</b> Provide further information on what we are doing to facilitate connections in constrained areas We plan to run a number of Capacity Constraint Workshops to inform our Stakeholders of the work being undertaken in this area	Industry Forums	Satisfaction	Q3 Oct-Dec	Workshops held	<b>Complete</b> 4 workshops held and results fed back



# Choice Our progress to date...

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG10 Accreditation</b> We will recognise other DNOs' accreditations of alternative providers & use them as evidence to provide accreditation	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will provide an improved accreditation training programme and access to training	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Access to training provided	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will also recognise other training providers who provide an accredited programme	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will publish & communicate these changes to you	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Workshops held with Stakeholders	<b>Complete</b> Workshop held with stakeholders
<b>DG11 Self-Determination of Point of Connection (PoC)</b> We will provide training for the determination of the PoC for alternative connection providers	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Process updated & communicated	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
<b>DG12 Design Approval</b> We will review, update & add design & technical specifications where they are currently not available	Stakeholder Interview Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Review completed & updates published	<b>Complete</b> Review completed and update published
<b>DG13 Inspection &amp; Monitoring</b> We will develop & publish a process for the self-inspection of contestable works	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will provide a standardised mechanism for recording & reporting self-inspection	Customer Workshops Code of Practice	Cost	Q4 Jan-Mar	Process updated & communicated	<b>Complete</b>
We will develop robust adoption agreements to reflect the revised process	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Adoption agreements revised	<b>Complete</b> Adoption agreement revised
<b>DG14 Link Boxes</b> We will remove the universal requirement for link boxes	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will align our link box policy with the provision of Emergency Response	Customer Workshops Code of Practice	Cost	Q3 Oct-Dec	Process updated & communicated	<b>Complete</b> In discussion with our stakeholders the emergency service provision was decoupled from the link box challenge
An alternative means for recording the IDNO boundary will be developed	Customer Workshops Code of Practice	Cost	Q3 Oct-Dec	Process updated & communicated	<b>Complete</b> Process updated and communicated



## Choice Our progress to date... [continued]

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DC15</b> <b>Emergency Service Provision</b> We will provide an emergency telephone number for the provision of Emergency Response	Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Telephone number provided	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement
We will agree a scope of service and communication channels with IDNOs for the provision of Emergency Response	Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Scope of service agreed	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement
We will provide a schedule of charges and standards of performance for the provision of Emergency Response	Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Schedule of charges & standards of performance provided	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement
<b>DC16</b> <b>Choices Available to You</b> We will provide a list of alternative connections providers active within our area by considering who has applied for a non-contestable quote in the last twelve months	Customer Workshops Code of Practice	Satisfaction	Q2 Jul-Sep	List published	<b>Complete</b> List published on the website
We will also provide a facility to allow alternative connection providers to register their details & services offered	Stakeholder Interview Customer Workshops Code of Practice	Satisfaction	Q2 Jul-Sep	Online facility available	<b>Complete</b> Online facility available



## Choice Our progress to date... [continued]

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

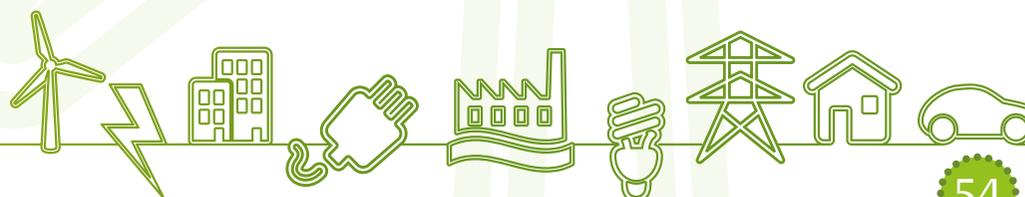
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<p><b>DC17</b> Develop an 'industry portal' that provides you with the opportunity to seek which alternative connection providers would be interested in delivering the contestable works on your project</p> <p>As a trial, we will ask our customers if they wish us to circulate their connection requirements to alternative connection providers who can then contact the customer directly to offer an alternative quote</p>	<p>Stakeholder Interview Customer Workshops Code of Practice</p>	Satisfaction	<p>Q3 Oct-Dec</p>	Trial commenced	<p><b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders</p>
<p>We will engage with all active alternative connection providers within our licence area to establish their interest in being involved in this trial</p>	<p>Stakeholder Interview Customer Workshops Code of Practice</p>	Satisfaction	<p>Q3 Oct-Dec</p>	Alternative connection providers engaged	<p><b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders</p>
<p>Should this trial be successful, we will consider implementing a 'bulletin board' facility on our current portal (RADAR) to inform alternative connection providers of customers who have requested alternative quotes</p>	<p>Stakeholder Interview Customer Workshops Code of Practice</p>	Satisfaction	<p>Q3 Oct-Dec</p>	Facility provided in RADAR	<p><b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders</p>
<p><b>DC18</b> Part funded connections</p> <p>As a trial we will allow alternative connection providers to undertake part funded connections (e.g. reinforcement), where an appropriate opportunity arises</p>	<p>Customer Workshops Code of Practice</p>	Cost	<p>Q3 Oct-Dec</p>	Trial undertaken	<p><b>Complete</b> Opportunity offered to potential providers to participate in trial</p>
<p>Using the findings from the trial we will develop an approach that allows alternative connection providers to undertake part funded connections as an enduring process</p>	<p>Customer Workshops Code of Practice</p>	Cost	<p>Q4 Jan-Mar</p>	Enduring process implemented	<p><b>Ongoing</b> Process in place using the findings from the trial we will develop an enduring process in 2016 / 17</p>



# Enablers to Connection Our progress to date...

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG19</b> The provision of Land Rights on your connection project We will publish our approach to securing land rights on our website  We will review and, where appropriate, adapt our approach to connection quotations & agreements to ensure there is greater clarity on the obligations of all parties under the agreement  We will provide a process flow chart on our website, setting out our "cradle to grave" connection process, highlighting land rights  Our land & planning officers will be based in your local district offices (alongside your project manager) to ensure there is a cohesive approach to the delivery of your connection  Five days after we inform our Land & Planning Team of your requirements for a connection, we will advise you who your nominated Land Officer will be  Where appropriate, standardised documentation will be used with you to achieve land rights on your projects  We will provide a timescale guide for gaining Land Rights by project type	Stakeholder Interview & Panel		<b>Q1</b>		
	Survey Responses	Satisfaction	<b>Apr-Jun</b>	Policy published	<b>Complete</b> Document on the website
	Account Management				
	Stakeholder Interview & Panel		<b>Q3</b>		
	Survey Responses	Satisfaction	<b>Oct-Dec</b>	Revised Connection Agreements utilised	<b>Complete</b> New adoption process in place
	Account Management				
	Stakeholder Interview & Panel		<b>Q3</b>		
	Survey Responses	Satisfaction	<b>Oct-Dec</b>	Process flow chart published	<b>Complete</b> Customer journey available and on website
Account Management					
Stakeholder Interview & Panel		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	L&PO based locally	<b>Complete</b> Organisational chart showing changes with L&PO based locally	
Account Management					
Stakeholder Interview & Panel		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	L&PO advised within 5 days	<b>Complete</b> L&PO advised within 5 days	
Account Management					
Stakeholder Interview		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	Standardised documentation utilised	<b>Complete</b> Documentation published on website	
Stakeholder Panel					
Stakeholder Interview		<b>Q3</b>			
Survey Responses	Time	<b>Oct-Dec</b>	Land right timescale guide published on website Timescale published	<b>Complete</b> Land right timescale guide published on website	
<b>DG20</b> Provide you with the ability to accept either the non-contestable works or full works on any connection offer we provide you We will extend our current 'dual offer' facility to all of our connections offers being requested	Stakeholder Interview		<b>Q2</b>		
	Survey Responses	Satisfaction	<b>Jul-Sep</b>	Facility provided	<b>Complete</b> Facility provided
<b>DG21</b> Provide flexibility in our approach to your individual project needs Where you require clarity or discussion on our Terms & Conditions we will commit to responding to you within five working days We will consult with you on our revised Payment Terms policy to ensure that it is fit for purpose	Stakeholder Interview		<b>Q2</b>		
	Survey Responses	Satisfaction	<b>Jul-Sep</b>	Service provided	<b>Complete</b> Service provided
	Stakeholder Panel				
Stakeholder Interview		<b>Q2</b>			
Survey Responses	Satisfaction	<b>Jul-Sep</b>	Consultation paper published	<b>Complete</b> Consultation paper published	
Stakeholder Panel					



# Enablers to Connection Our progress to date... [continued]

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

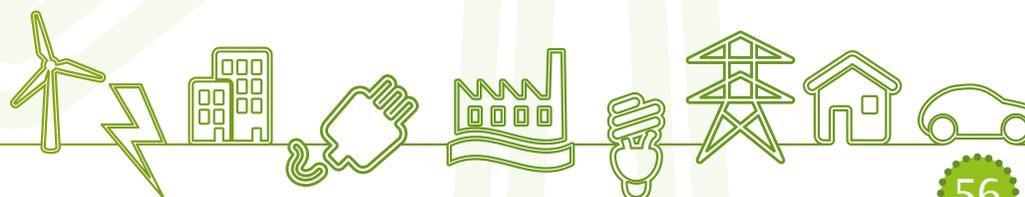
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG22</b> Roll-out Active Network Management (ANM) across our licence area					
We will identify & publish a list of GSPs for the roll-out of ANM, taking account of the impact to the transmission network	National DG DNO Working	Time	Q4 Jan-Mar	List of GSPs provided	<b>Complete</b> List provided on Web
We will communicate the policy & process using learnings from our Accelerating Renewable Connections (ARC) project	National DG DNO Working	Time	Q4 Jan-Mar	Policy published	<b>Ongoing</b> The technical and contractual complexities has necessitated the forming of a wide reaching Smart Grid Group to engage fully with our stakeholders on the policy for this innovative connection approach
<b>DG23</b> Implement 'non-firm' connection offers as business as usual					
We will consult with you on a proposed policy & process for 'non-firm' connections	Account Management National DG DNO Working	Time	Q3 Oct-Dec	Consultation paper published	<b>Complete</b> Decision made and explanation published
We will review our proposals & finalise our policy & process based on the feedback received during the consultation	Account Management National DG DNO Working	Time	Q4 Jan-Mar	Review concluded	<b>Complete</b> Workshops held and reviews complete with outputs available
We will publish where 'non-firm' offers cannot be made within our licence area	Account Management National DG DNO Working	Time	Q4 Jan-Mar	Areas published	<b>Complete</b> Our understanding of what constitutes a 'non-firm' offer has grown considerably since the production of the 2015 ICE plan. Accordingly, no areas have been identified where some form of 'non-firm' cannot be made, e.g. we have reached agreement with NGET that offers for export limiting devices can now be made in heavily transmission constrained areas
We will implement our 'non-firm' connections policy and publish a list of the information we require to provide you with a 'non-firm' quotation	Account Management National DG DNO Working	Time	Q4 Jan-Mar	Policy published	<b>Complete</b> Information published on the Web
<b>DG24</b> Implement a formal policy for the termination of 'stalled' projects					
We will consult with you on our proposed criteria, process & policy for terminating 'stalled' projects	Account Management National DG DNO Working	Time	Q3 Oct-Dec	Consultation paper published	<b>Complete</b> Consultation paper published
We will review our proposals & finalise our criteria, process & policy based on the feedback received during the consultation	Account Management National DG DNO Working	Time	Q3 Oct-Dec	Review concluded	<b>Complete</b> - Review concluded
We will publish our criteria & process for terminating 'stalled projects'	Account Management National DG DNO Working	Time	Q4 Jan-Mar	Policy published	<b>Complete</b> Policy published directly from consultation paper
We will commit to a biannual review of our contracted projects to identify any 'stalled projects' & exercise our termination rights where appropriate	Account Management National DG DNO Working	Time	Q4 Jan-Mar	Bi-annual review commenced	<b>Complete</b> Bi-annual reviews commenced
<b>DG25</b> Allowing the use of 'export management devices' as business as usual					
We will publish the criteria, process & policy for the use of 'export management devices' on our network	Account Management National DG DNO Working	Cost	Q4 Jan-Mar	Policy published	<b>Complete</b> Policy published



# Enablers to Connection Our progress to date... [continued]

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DC26</b> Consult with you on the provision of an end-to-end online facility to manage you through the Connections process Some of you have told us that you would like us to provide you with an online facility that manages the end-to-end connections process. We will consult with you to determine the feasibility and value of implementing such a facility	Stakeholder Interview Survey Responses Account Management	Time	Q4 Jan-Mar	Consultation & subsequent findings published	<b>Complete</b> Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
Some of you have told us that you would like the ability to design your connection online. We are due to implement an online design tool for minor connections customers in April 2015. We will consult with you to determine the value in extending this facility for our major connections customers	Stakeholder Interview Survey Responses Account Management	Time	2016	Consultation & subsequent findings published	<b>Complete</b> Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
<b>DC36</b> Understand Future Network Requirements We will work with local authorities in our area to understand their development plans and connection needs	District Launches	Cost	Q3 Oct-Dec	Meeting held with Local Authorities in our area	<b>Complete</b> Local Authority meetings held and approved long term planning developments included in investment programmes where appropriate
<b>DC37</b> Release Under-utilised Network Capacity We will work with customers to align agreed capacity with their requirements	Industry Events	Time	Q3 Oct-Dec	Agreed capacity aligned where possible	<b>Complete</b> Agreed capacity aligned where possible



# Distribution / Transmission Interface Our progress to date...

We want to work with customers to ensure they understand the transmission constraints we operate under, whilst working closely with the Transmission Systems Operator, National Grid Electricity Transmission Plc (NGET) to guarantee an efficient and transparent interface

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG27</b> Our role in the Statement of Works process We will publish our policy on the administration of the Statement of Works (SoW) process within your distribution connection quotation We will host customer workshops to communicate this policy	Customer Workshops Account Management National DG DNO Working	Time	<b>Q2</b> Jul-Sep	Policy published	<b>Complete</b> Policy published
<b>DG28</b> Our role in managing the 'contracted queue' impacted by requisite Transmission Works We will continue to engage with relevant stakeholders to identify opportunities to allow queue progression for 'shovel ready' projects Similar to our internal 'stalled' project policy, we will work with National Grid to amend the terms of connection offers; placing additional obligations on you to advance 'stalled' projects & minimise future occurrences	Account Management National DG DNO Working	Time	<b>Q4</b> Jan-Mar	Customer workshops held	<b>Complete</b> 4 workshops held
<b>DG28</b> Our role in managing the 'contracted queue' impacted by requisite Transmission Works We will continue to engage with relevant stakeholders to identify opportunities to allow queue progression for 'shovel ready' projects Similar to our internal 'stalled' project policy, we will work with National Grid to amend the terms of connection offers; placing additional obligations on you to advance 'stalled' projects & minimise future occurrences	National DG DNO Working	Time	<b>Q3</b> Oct-Dec	Continue to work with Industry bodies	<b>Complete</b> Regular meetings with NGET have been taking place throughout 2015 / 16
<b>DG29</b> Our role in the 'pass through of Transmission liabilities' (CMP223) Upon conclusion of CMP223 we will review and publish our policy based on the outcome We will host customer workshops to communicate this policy	National DG DNO Working	Time	<b>Q3</b> Oct-Dec	Terms amended & obligations placed on new developers	<b>Complete</b> Terms amended & obligations placed on new developers
<b>DG29</b> Our role in the 'pass through of Transmission liabilities' (CMP223) Upon conclusion of CMP223 we will review and publish our policy based on the outcome We will host customer workshops to communicate this policy	National DG DNO Working	Cost	<b>Q3</b> Oct-Dec	Policy paper published	<b>Complete</b> Policy paper has been published
<b>DG29</b> Our role in the 'pass through of Transmission liabilities' (CMP223) Upon conclusion of CMP223 we will review and publish our policy based on the outcome We will host customer workshops to communicate this policy	National DG DNO Working	Cost	<b>Q3</b> Oct-Dec	Customer workshops held	<b>Complete</b> Customer workshops held



# Communities Our progress to date...

To ensure we recognise community projects and provide assistance for communities who want to get a connection to the electricity network

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>DG30</b> Provide additional support to our Communities For recognised communities who have not requested a quote from us in the past we will pilot a 'buddy' system, providing you with a local contact who will guide you through the application form	Industry Events Community Representative National DG DNO Working	Satisfaction	<b>Q1</b> <b>Apr-Jun</b>	Dedicated person assigned to support 'first-time' customers	<b>Complete</b> Dedicated person assigned to support first-time customers
<b>DG31</b> Leverage the benefits of our District Model by providing you with a more local service We will host local workshops with you to help you through the connection process for your community project We will meet with you on-site to discuss your project within five working days of a request	Industry Events Community Representative National DG DNO Working Industry Events Community Representative National DG DNO Working	Satisfaction	<b>Q2</b> <b>Jul-Sep</b> <b>Q2</b> <b>Jul-Sep</b>	Local workshops hosted On-site meetings held	<b>Complete</b> Local workshop hosted <b>Complete</b> On-site meetings held
<b>DG32</b> Provide a comprehensive guidance document for communities seeking a connection We will develop & publish a guide to help community organisations (such as Community Energy Scotland & Community Energy Wales) communicate the connections process with local residents at the outset of a project	Industry Events Community Representative National DG DNO Working	Satisfaction	<b>Q3</b> <b>Oct-Dec</b>	Guidance document published	<b>Complete</b> Guidance document published. Four community work groups communication sessions held, various community events attended to share experience and offer support several community trials in progress and heat maps to specific community projects to show available capacity



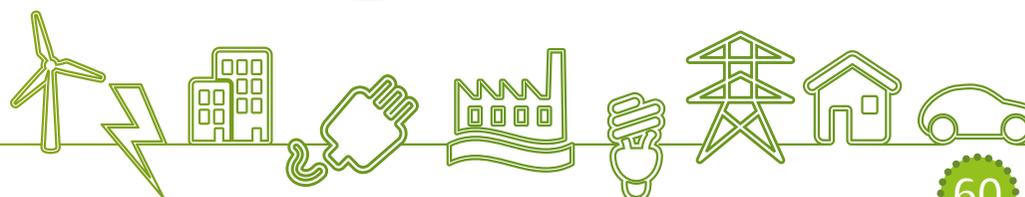
# APPENDIX 2 : Metered 'Looking Back' Work Plan Delivery of May 2015



# Application Process Our progress to date...

To ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs

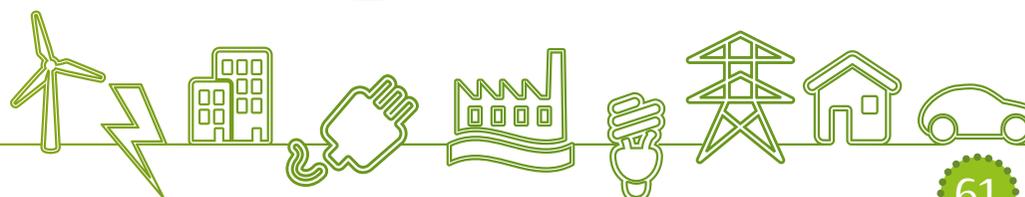
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M1</b> Leverage the benefits of our District Model by providing you with a more local service Our 'Monthly Connections Surgeries' will be replaced 'District Days' at local depots to facilitate pre-application & application meetings We will meet with you within five working days of a request to discuss your pre-application or application You will be assigned with a named local contact within one working day of your application being received	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Publish dates of 'District Days' & record attendance	<b>Complete</b> Dates published on website
	Stakeholder Interview Stakeholder Interview Survey Responses	Satisfaction	Q2 Jul-Sep	Meeting held within 5 days of request	<b>Complete</b> Meetings held within 5 day or to preferred date of stakeholder
	Stakeholder Interview Survey Responses Account Management Stakeholder Panel	Satisfaction	Q3 Oct-Dec	Success of contact provided within 1 working day	<b>Complete</b> Contact made within 1 working day
<b>M2</b> Review the minimum information that we request from you upon making a connection application We will consult with you on what information you feel is appropriate to complete an application form for your projects We will publish clear guidelines on our requirements for each application form associated with your project	Stakeholder Interview Survey Responses	Time	Q2 Jul-Sep	Consultation published	<b>Complete</b> Consultation paper published circulated and on website
	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Guidance published	<b>Complete</b> Our guidelines are published on the website
<b>M3</b> Provide an online facility that allows you to submit your connection application We will provide a simple, tailored online application facility on our connections website Our online application facility will validate your information and provide on-screen 'hint' text to support you through the process You will be able to upload supporting documents to assist us in processing your application i.e. photos, drawings, site development plans etc. An automatic email acknowledging your submitted application will be provided	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application form available on website
	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application form available on website for Metered & Unmetered
	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b> Online application facility available on website for Metered & Unmetered
	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Automatic email provided	<b>Complete</b> Automatic email acknowledgment sent



# Application Process Our progress to date... [continued]

To ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs

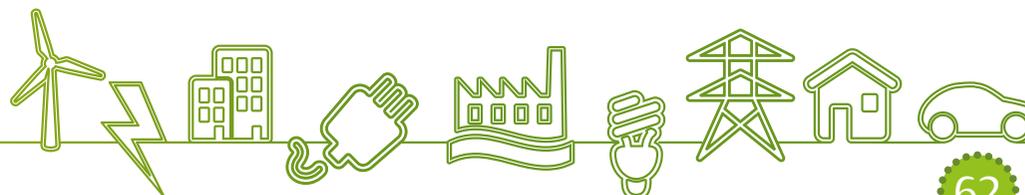
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M4</b> Provide an online estimation tool We will develop a site location plan drawing tool (for up to 25 plots per customer) allowing you to indicate your property or site & proposed connection point(s) to support your online application We will monitor the level of demand for this tool and seek your feedback to inform the development of any future IT online services	Stakeholder Interview Survey Responses	Time	<b>Q1</b> Apr-Jun	Facility available online	<b>Complete</b> 4 plot tool on web site and widely used
<b>M5</b> Extend the principles of 'Quote+', our free-of-charge feasibility study offer, to all metered customers We will provide details of what capacity is currently available i.e. where your connection will not require a reinforcement to the network We will introduce a voluntary standard of 20 working days for you to receive your 'Quote+' study	Stakeholder Interview Survey Responses	Time	<b>Q1</b> Apr-Jun	Feedback sought and findings published Information provided	<b>Complete</b> No demand yet requested by stakeholders
<b>M6</b> Provide additional support to 'first-time' customers For customers who have not requested a quote from us in the past we will pilot a 'buddy' system which provides you with a local contact who will guide you through the application form	Stakeholder Interview Survey Responses	Satisfaction	<b>Q2</b> Jul-Sep <b>Q3</b> Oct-Dec	Quote+ study introduced Dedicated person assigned to support 'first-time' customers	<b>Complete</b>



# Information Provision Our progress to date...

To ensure we provide all our customers with clear and concise information and data that allows customers

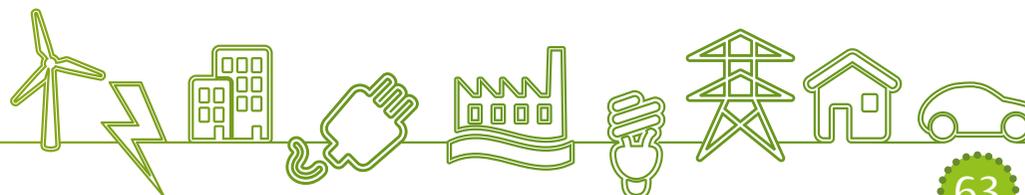
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M7</b> Improve the way we provide information to facilitate a better connections process					
We will ensure that our existing account managed portfolio are made aware of all the information we provide to facilitate their connection, including relevant access to our GIS map	Stakeholder Interview Survey Responses	Satisfaction	Q2 Jul-Sep	Details of available info, provided to account managed portfolio, awareness & update increased	<b>Complete</b> Email sent to all account managed customers.
We will publicise the information that we provide through an awareness campaign	Survey Responses	Satisfaction	Q3 Oct-Dec	Campaign created & targeted communications issued	<b>Complete</b> Campaign created & targeted communications issued (Facebook, Twitter etc)
Where you have told us that some information we provide is difficult to understand (e.g., some of our tech. specifications) we will provide a simplified overview and offer guidance	Stakeholder Interview Survey Responses	Satisfaction	Q3 Oct-Dec	Simple overviews and guidance provided	<b>Complete</b> Simple overviews and guidance provided on request
We will provide a list and synopsis of relevant connections technical and design specifications on request	Survey Responses	Satisfaction	Q3 Oct-Dec	List provided	<b>Complete</b> List provided
<b>M8</b> Provision of an online power conversion tool					
We will provide an online facility that allows you to convert your power requirements from kilowatts (kW) to Amps (A) & vice versa	Survey Responses	Satisfaction	Q2 Jul-Sep	Online facility available	<b>Complete</b>
<b>M9</b> Provide load information on our 33kV and 11kV networks for our customers					
We will publish minimum & maximum load information on all our 33kV circuits	Stakeholder Interview Survey Responses Account Management	Time	Q3 Oct-Dec	33kv information published on website	<b>Complete</b> Published on website
We will publish minimum & maximum load information on all our 11kV circuits	Stakeholder Interview Survey Responses Account Management	Time	Q4 Jan-Mar	11kv information published on website	<b>Complete</b> Published on website
We will investigate & issue our findings on whether similar information can be provided for all our 11kV substations	Stakeholder Interview Survey Responses Account Management	Time	2016	Investigation complete and findings published	<b>Complete</b> Information not reliably available at present
We will investigate & issue our findings on whether similar information can be provided for all our LV circuits	Stakeholder Interview Survey Responses Account Management	Time	2016	Investigation complete and findings published	<b>Complete</b> Information not reliably available at present



# Communication Our progress to date...

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

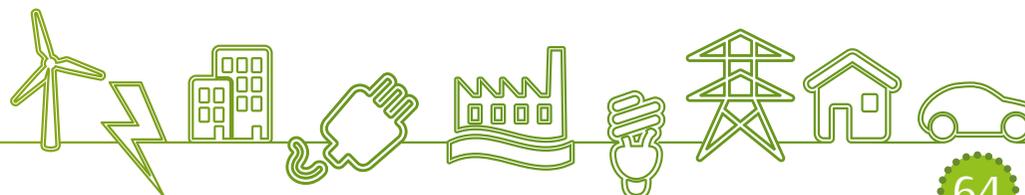
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M10</b> Alternative methods for communicating with you We will develop YouTube clips of our key processes (e.g. 'Your Works' to Metering Process) & where to find key resources on our website	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	YouTube clips available	<b>Complete</b> YouTube clips available
We will use industry bodies & trade associations to distribute key messages & updates	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	Circulation list developed and messages distributed	<b>Complete</b> Circulation list developed and messages distributed
You will be able to register your details with us to receive regular relevant updates (e.g. our quarterly newsletter)	Survey Responses	Satisfaction	Q1 Apr-Jun	Registration facility available online	<b>Complete</b> Registration facility available online
<b>M11</b> Leverage the benefits of our District Model by providing you with a more local service					
We will notify you with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Communication issued	<b>Complete</b> Information is available on website
We will update our website with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Website updated	<b>Complete</b> Website updated
'Launch Days' will be organised in each district to introduce the team & publicise the enhanced local focus that the new structure brings	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	'Launch days' held at each district	<b>Complete</b> Launch days held at each district
Once you have accepted your connections offer, we will confirm who your assigned Delivery contact is within two working days	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q3 Oct-Dec	Contact provided within 2 days	<b>Complete</b> Contract provided within 2 days
We will extend the scope of our 'District Days' at our local depots to cater for the resolution of any technical issues you may have	Stakeholder Interview Survey Responses Account Management	Time	Q1 Apr-Jun	District Days published	<b>Complete</b> District days published
We will commit to meeting with you within five working days if you request a pre-construction meeting	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q2 Jul-Sep	Meeting requests held within 5 days	<b>Complete</b> Meeting requests held within 5 days or agreed time
We will meet with you on-site to discuss your technical issues within five working days of a request	Stakeholder Interview Survey Responses Account Management	Time	Q2 Jul-Sep	Meeting offered within 5 working days	<b>Complete</b> Meeting offered within 5 working days
We will trial Local Stakeholder Panels to understand the benefits that this might bring	District Launches	Satisfaction	Q3 Oct-Dec	Local stakeholder panel established	<b>Complete</b> Local stakeholder panel established



# Communication Our progress to date... [continued]

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

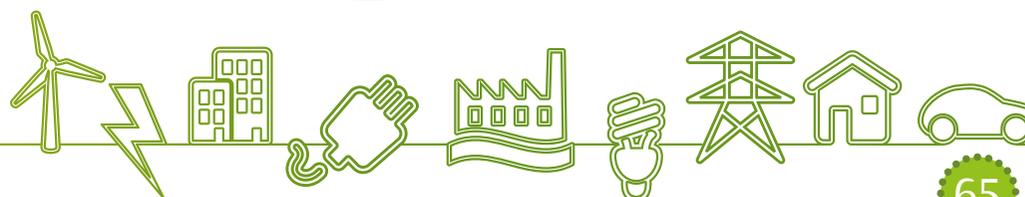
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M12</b> Provide additional support to you when there is a distributed generation element to your project, for those who are new to this process We will host customer workshops to discuss the G83 & G59 application processes that accompany your metered connection application	Stakeholder Panel Survey Responses Account Management	Time	Q3 Oct-Dec	Workshop dates published	Complete
We will publish guidance on how to complete the G59 ENA form	Stakeholder Panel Survey Responses Account Management	Time	Q3 Oct-Dec	Guidance published	Complete
We will provide you with access to a local distributed generation specialist to answer any queries that you may have	Stakeholder Panel Survey Responses Account Management	Time	Q3 Oct-Dec	Contact available and contact details published	Complete
<b>M13</b> On occasion, we recognise there can be delays to getting your meter fitted. While this is not within our direct control we will provide support & assistance We will deliver an awareness campaign through multiple channels that ensures customers are more aware of the information we provide	Survey Responses Account Management	Time	Q3 Oct-Dec	Information published on website	Complete
We will readily make available to you the key contacts within all suppliers	Survey Responses Account Management	Time	Q3 Oct-Dec	Information published on website & available on request	Complete
A 'Metering Champion' will be identified within each district that will provide a point of escalation if you face difficulties getting your meter fitted	Survey Responses Account Management	Time	Q3 Oct-Dec	Metering champions appointed	Complete
<b>M28</b> Understand our Customer Experience We will establish a monthly survey to measure our customer service performance and use this information to build/adapt our plans	Stakeholder Panel	Satisfaction	Q3 Oct-Dec	Monthly Customer Survey Established	Complete



# Choice Our progress to date...

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M14</b> Accreditation					
We will recognise other DNOs' accreditations of alternative providers & use them as evidence to provide accreditation	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will provide an improved accreditation training programme and access to training	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Access to training provided	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will also recognise other training providers who provide an accredited programme	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will publish & communicate these changes to you	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Workshops held with Stakeholders	<b>Complete</b> Workshop held with stakeholders
<b>M15</b> Self-Determination of Point of Connection (PoC)					
We will provide training for the determination of the PoC for alternative connection providers	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Information published	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
We will implement a national agreement for substation access	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Process updated and communicated	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
We will provide training for the determination of the PoC for alternative connection providers	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Access to training provided	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
Alternative connection providers will be allowed to self-determine their own PoCs	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Process updated and communicated	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
We will implement a process to provide technical support & design advice	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Process updated and communicated	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
<b>M16</b> Design Approval					
We will review, update & add design & technical specifications where they are currently not available	Stakeholder Interview Customer Workshops	Time	Q2 Jul-Sep	Review completed and updates published	<b>Complete</b> Review completed and update published
Alternative connection providers will be allowed to undertake their own design approval of the contestable works	Stakeholder Interview Customer Workshops	Time	Q2 Jul-Sep	Review completed and updates published	<b>Complete</b>
We will implement a process for providing technical support & design advice	Stakeholder Interview Customer Workshops	Time	Q2 Jul-Sep	Review completed and updates published	<b>Complete</b>
We will develop robust adoption agreements to reflect the revised process	Stakeholder Interview Customer Workshops	Time	Q2 Jul-Sep	Adoption agreements revised	<b>Complete</b>



## Choice Our progress to date... [continued]

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

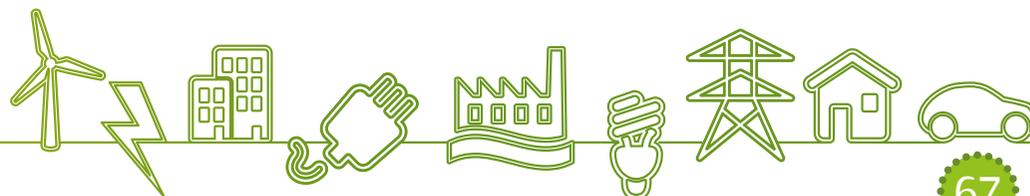
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M17</b> <i>Inspection &amp; Monitoring</i>					
We will develop & publish a process for the self-inspection of contestable works	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will provide a standardised mechanism for recording & reporting self-inspection	Customer Workshops Code of Practice	Cost	Q4 Jan-Mar	Process updated & communicated	<b>Complete</b>
We will develop robust adoption agreements to reflect the revised process	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Adoption agreements revised	<b>Complete</b> Adoption agreement revised
<b>M18</b> <i>Link Boxes</i>					
We will remove the universal requirement for link boxes	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will align our link box policy with the provision of Emergency Response	Customer Workshops Code of Practice	Cost	Q3 Oct-Dec	Process updated & communicated	<b>Complete</b> In discussion with our stakeholders the emergency service provision was decoupled from the link box challenge
An alternative means for recording the IDNO boundary will be developed	Customer Workshops Code of Practice	Cost	Q3 Oct-Dec	Process updated & communicated	<b>Complete</b> Process updated and communicated
<b>M19</b> <i>Emergency Service Provision</i>					
We will provide an emergency telephone number for the provision of Emergency Response	Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Telephone number provided	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement
We will agree a scope of service and communication channels with IDNOs for the provision of Emergency Response	Customer Workshops Code of Practice Code of Practice	Satisfaction	Q3 Oct-Dec	Scope of service agreed	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement
We will provide a schedule of charges and standards of performance for the provision of Emergency Response	Customer Workshops Code of Practice Code of Practice	Satisfaction	Q3 Oct-Dec	Schedule of charges & standards of performance provided	<b>Ongoing</b> We are currently working with a stakeholder organisation to develop a service offering for all IDNOs. To date a draft emergency response service agreement has been issued for their comment. A face-to-face meeting has been held to discuss the scope of our service offering. We are awaiting comments on the draft agreement



## Choice Our progress to date... [continued]

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

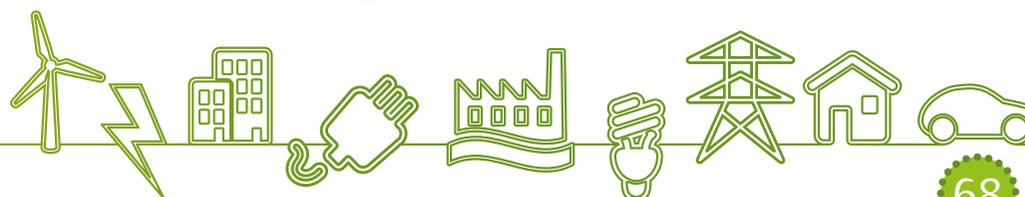
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M20</b> Choices Available to You We will provide a list of alternative connections providers active within our area by considering who has applied for a non-contestable quote in the last twelve months We will also provide a facility to allow alternative connection providers to register their details & services offered	Customer Workshops Code of Practice Stakeholder Interview Customer Workshops	Satisfaction Satisfaction	Q2 Jul-Sep Q2 Jul-Sep	List published Online facility available	<b>Complete</b> List published on the website <b>Complete</b> Online facility available
<b>M21</b> Develop an 'industry portal' that provides you with the opportunity to seek which alternative connection providers would be interested in delivering the contestable works on your project As a trial, we will ask our customers if they wish us to circulate their connection requirements to alternative connection providers who can then contact the customer directly to offer an alternative quote We will engage with all active alternative connection providers within our licence area to establish their interest in being involved in this trial Should this trial be successful, we will consider implementing a 'bulletin board' facility on our current portal (RADAR) to inform alternative connection providers of customers who have requested alternative quotes	Stakeholder Interview Customer Workshops Code of Practice Stakeholder Interview Customer Workshops Code of Practice Stakeholder Interview Customer Workshops Code of Practice	Satisfaction Satisfaction Satisfaction	Q3 Oct-Dec Q3 Oct-Dec Q3 Oct-Dec	Trial commenced Alternative connection providers engaged Facility provided in RADAR	<b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders <b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders <b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders
<b>M22</b> Part funded connections As a trial we will allow alternative connection providers to undertake part funded connections (e.g. reinforcement), where an appropriate opportunity arises Using the findings from the trial we will develop an approach that allows alternative connection providers to undertake part funded connections as an enduring process	Customer Workshops Code of Practice Customer Workshops Code of Practice	Cost Cost	Q3 Oct-Dec Q4 Jan-Mar	Trial undertaken Enduring process implemented	<b>Complete</b> Opportunity offered to potential providers to participate in trial <b>Ongoing</b> Process in place using the findings from the trial we will develop an enduring process in 2016 / 17



# Enablers to Connection Our progress to date...

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

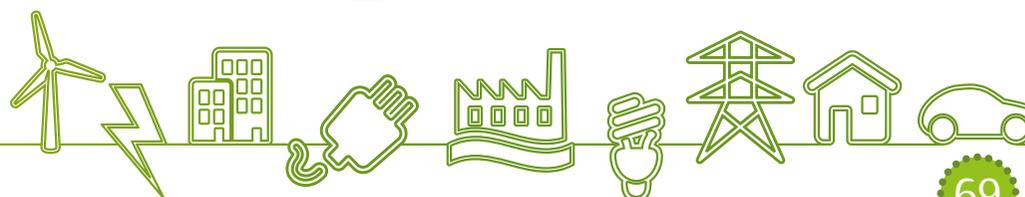
Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M23</b> The provision of Land Rights on your connection project We will publish our approach to securing land rights on our website  We will review and, where appropriate, adapt our approach to connection quotations & agreements to ensure there is greater clarity on the obligations of all parties under the agreement  We will provide a process flow chart on our website, setting out our "cradle to grave" connection process, highlighting land rights  Our land & planning officers will be based in your local district offices (alongside your project manager) to ensure there is a cohesive approach to the delivery of your connection  Five days after we inform our Land & Planning Team of your requirements for a connection, we will advise you who your nominated Land Officer will be  Where appropriate, standardised documentation will be used with you to achieve land rights on your projects  We will provide a timescale guide for gaining Land Rights by project type	Stakeholder Interview & Panel		<b>Q1</b>		
	Survey Responses	Satisfaction	<b>Apr-Jun</b>	Policy published	<b>Complete</b> Document on the website
	Account Management				
	Stakeholder Interview & Panel		<b>Q3</b>		
	Survey Responses	Satisfaction	<b>Oct-Dec</b>	Revised Connection Agreements utilised	<b>Complete</b> New adoption process in place
	Account Management				
	Stakeholder Interview & Panel		<b>Q3</b>		
Survey Responses	Satisfaction	<b>Oct-Dec</b>	Process flow chart published	<b>Complete</b> Customer journey available and on website	
Account Management					
Stakeholder Interview & Panel		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	L&PO based locally	<b>Complete</b> Organisational chart showing changes with L&PO based locally	
Account Management					
Stakeholder Interview & Panel		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	L&PO advised within 5 days	<b>Complete</b> L&PO advised within 5 days	
Account Management					
Stakeholder Interview		<b>Q3</b>			
Survey Responses	Satisfaction	<b>Oct-Dec</b>	Standardised documentation utilised	<b>Complete</b> Documentation published on website	
Stakeholder Panel					
Stakeholder Interview		<b>Q3</b>			
Survey Responses	Time	<b>Oct-Dec</b>	Land right timescale guide published on website Timescale published	<b>Complete</b> Land right timescale guide published on website	
<b>M24</b> Provide you with the ability to accept either the non-contestable works or full works on any connection offer we provide you We will extend our current 'dual offer' facility to all of our connections offers being requested	Stakeholder Interview		<b>Q2</b>		
	Survey Responses	Satisfaction	<b>Jul-Sep</b>	Facility provided	<b>Complete</b> Facility provided
<b>M25</b> Provide flexibility in our approach to your individual project needs Where you require clarity or discussion on our Terms & Conditions we will commit to responding to you within five working days We will consult with you on our revised Payment Terms policy to ensure that it is fit for purpose	Stakeholder Interview		<b>Q2</b>		
	Survey Responses	Satisfaction	<b>Jul-Sep</b>	Service provided	<b>Complete</b> Service provided
	Stakeholder Panel				
Stakeholder Interview		<b>Q2</b>			
Survey Responses	Satisfaction	<b>Jul-Sep</b>	Consultation paper published	<b>Complete</b> Consultation paper published	
Stakeholder Panel					



# Enablers to Connection Our progress to date... [continued]

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>M26</b> Introduce voluntary standards for the time we take to provide offers to divert our existing assets We will provide LV Diversion quotations within 25 working days We will provide HV Diversion quotations within 35 working days We will provide EHV Diversion quotations within 35 working days	Stakeholder Interview	Time	Q4 Jan-Mar	Voluntary standards published and communicated	Complete
	Stakeholder Interview	Time	Q4 Jan-Mar	Voluntary standards published and communicated	Complete
	Stakeholder Interview	Time	Q4 Jan-Mar	Voluntary standards published and communicated	Complete
<b>M27</b> Consult with you on the provision of an end-to-end online facility to manage you through the Connections process Some of you have told us that you would like us to provide you with an online facility that manages the end-to-end connections process. We will consult with you to determine the feasibility & value of implementing such a facility Some of you have told us that you would like the ability to design your connection online. We are due to implement an online design tool for minor connections customers in April 2015. We will consult with you to determine the value in extending this facility for our major connections customers	Stakeholder Interview Survey Responses Account Management	Time	Q4 Jan-Mar	Consultation & subsequent findings published	Complete Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
	Stakeholder Interview Survey Responses Account Management	Time	Q4 Jan-Mar	Consultation & subsequent findings published	Complete Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
<b>M29</b> Understand Future Network Requirements We will work with local authorities in our area to understand their development plans and connection needs	District Launches	Cost	Q4 Jan-Mar	Meeting held with Local Authorities in our area	Complete



# APPENDIX 3 : Unmetered 'Looking Back' Work Plan Delivery of May 2015



# Application Process Our progress to date...

To ensure that the application process is as simple as possible for you, whilst still providing us with all information necessary to deliver a connection offer that meets your needs

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM1</b> Review the minimum information we request from you for the initial connection application We will consult with you on what information you feel is appropriate to complete an application form for your projects	Stakeholder Interview	Time	Q2	Consultation published	<b>Complete</b>
	Survey Responses		Jul-Sep		Consultation paper published circulated and on website
We will publish clear guidelines on our requirements for each application form associated with your project	Stakeholder Interview	Time	Q3	Guidance published	<b>Complete</b>
	Survey Responses		Oct-Dec		Our guidelines are published on the website
<b>UM2</b> Review & extend the self-serve UMS principles currently offered to only Local Authorities					
Undertake a consultation with all Local Authorities in order to ensure that the current form is 'Fit for Purpose'	Stakeholder Interview	Satisfaction	Q3 Oct-Dec	Meetings held with all Local Authorities	<b>Complete</b>
Produce a guide on how to complete the current application & calculate a cost for connection	Stakeholder Interview	Satisfaction	Q3 Oct-Dec	Guide produced & published	<b>Complete</b>
Consult with UMS customers with the ability to 'self-serve'	Stakeholder Interview	Satisfaction	Q4 Jan-Mar	Consultation with 100% customer base	<b>Complete</b>
We will provide you with an assigned contact to assist you with the 'self-serve' process	Stakeholder Interview	Satisfaction	Q4 Jan-Mar	Contact details provided	<b>Complete</b>
<b>UM3</b> Provide an online facility that allows you to submit your connection application					<b>Complete</b>
We will provide a simple, tailored online application facility on our connections website	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	
Our online application facility will validate your information and provide on-screen 'hint' text to support you through the process	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b>
You will be able to upload supporting documents to assist us in processing your application i.e. photos, drawings, site development plans etc.	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Online facility available	<b>Complete</b>
An automatic email acknowledging your submitted application will be provided	Stakeholder Interview Survey Responses	Time	Q3 Oct-Dec	Automatic email provided	<b>Complete</b>



# Information Provision Our progress to date...

To ensure we provide all our customers with clear and concise information and data that allows customers

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM4</b> Improve the way we provide information to facilitate a better connections process We will ensure that all Local Authorities are made aware of all the information we provide to facilitate their connection, including relevant access to our GIS maps	Stakeholder Interview Survey Responses	Satisfaction	Q2 Jul-Sep	Details of available information provided to Local Authorities, awareness & uptake increased	Complete
Ensure that all customers are aware of the information we provide, publicise this through an awareness campaign	Stakeholder Interview Survey Responses	Satisfaction	Q4 Jan-Mar	Campaign created & targeted communications issued	Complete
Where you have told us that some the information we provide is difficult to understand (e.g. some of our technical specifications) we will provide a simplified overview & offer guidance	Stakeholder Interview Survey Responses	Satisfaction	Q3 Oct-Dec	Simple overviews and guidance provided	Complete
We will provide a list & synopsis of relevant connections technical & design specifications on request	Stakeholder Interview Survey Responses	Satisfaction	Q3 Oct-Dec	List provided	Complete



# Communication Our progress to date...

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM5</b> Alternative methods for communicating with you We will develop YouTube clips of our key processes (e.g. 'Your Works' to Metering Process) & where to find key resources on our website	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	YouTube clips available	<b>Complete</b> YouTube clips available
We will use industry bodies & trade associations to distribute key messages & updates	Industry Events Survey Responses	Satisfaction	Q3 Oct-Dec	Circulation list developed and messages distributed	<b>Complete</b> Circulation list developed and messages distributed
You will be able to register your details with us to receive regular relevant updates (e.g. our quarterly newsletter)	Survey Responses	Satisfaction	Q1 Apr-Jun	Registration facility available online	<b>Complete</b> Registration facility available online
<b>UM6</b> Leverage the benefits of our District Model by providing you with a more local service					
We will notify you with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Communication issued	<b>Complete</b> Information is available on website
We will update our website with contact details of key district personnel	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	Website updated	<b>Complete</b> Website updated
'Launch Days' will be organised in each district to introduce the team & publicise the enhanced local focus that the new structure brings	Stakeholder Interview Survey Responses	Satisfaction	Q1 Apr-Jun	'Launch days' held at each district	<b>Complete</b> Launch days held at each district
Once you have accepted your connections offer, we will confirm who your assigned Delivery contact is within two working days	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q3 Oct-Dec	Contact provided within 2 days	<b>Complete</b> Contract provided within 2 days
We will extend the scope of our 'District Days' at our local depots to cater for the resolution of any technical issues you may have	Stakeholder Interview Survey Responses Account Management	Time	Q1 Apr-Jun	District Days published	<b>Complete</b> District days published
We will commit to meeting with you within five working days if you request a pre-construction meeting	Stakeholder Interview Survey Responses Account Management	Satisfaction	Q2 Jul-Sep	Meeting requests held within 5 days	<b>Complete</b> Meeting requests held within 5 days or agreed time
We will meet with you on-site to discuss your technical issues within five working days of a request	Stakeholder Interview Survey Responses Account Management	Time	Q2 Jul-Sep	Meeting offered within 5 working days	<b>Complete</b> Meeting offered within 5 working days
We will trial Local Stakeholder Panels to understand the benefits that this might bring	District Launches	Satisfaction	Q3 Oct-Dec	Local stakeholder panel established	<b>Complete</b> Local stakeholder panel established



## Communication Our progress to date... [continued]

To communicate with our customers in the manner in which they seek, within acceptable timeframes and with the quality our customers deserve

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM7</b> Consult with our Local Authorities to ensure that our communication is relevant & tailored as required Re-establish the frequency & preferred method of communication for each Local Authority	Stakeholder Interview	Satisfaction	Q3 Oct-Dec	Meetings held with LA and plan developed	<b>Complete</b>
Ensure that key UMS SPEN contacts are provided to each authority	Stakeholder Interview	Satisfaction	Q3 Oct-Dec	Key contacts provided	<b>Complete</b>
Provide a facility for key personnel to register to be notified of faults/restoration & major works that may affect residents	Stakeholder Interview	Satisfaction	Q3 Oct-Dec	Registration facility available online	<b>Complete</b> Available through 'trusted partner' social media approach
<b>UM28</b> Understand our Customer Experience We will establish a monthly survey to measure our customer service performance and use this information to build/adapt our plans	Stakeholder Panel	Satisfaction	Q3 Oct-Dec	Monthly Customer Survey Established	<b>Complete</b> Customer survey conducted and satisfaction report published monthly since October 2015



# Choice Our progress to date...

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM8 Accreditation</b> We will recognise other DNOs' accreditations of alternative providers & use them as evidence to provide accreditation	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
We will provide an improved accreditation training programme and access to training	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Access to training provided	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will also recognise other training providers who provide an accredited programme	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated	<b>Complete</b> On consultation it was agreed that we would recognise accredited external training organisations and allow these organisations to provide the training
We will publish & communicate these changes to you	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Workshops held with Stakeholders	<b>Complete</b> Workshop held with stakeholders
<b>UM9 Self-Determination of Point of Connection (PoC)</b> We will implement a national agreement for substation access	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> 4 workshops held for operations and design in January & February 2016
We will provide regular updates to the load information provided	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Information provided	<b>Complete</b>
We will provide training for the determination of the PoC for alternative connection providers	Customer Workshops Code of Practice	Time	Q3 Oct-Dec	Access to training provided	<b>Complete</b>
Alternative connection providers will be allowed to self-determine their PoCs	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated and communicated	<b>Complete</b>
We will implement a process to provide technical support and design advice	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated and communicated	<b>Complete</b>
<b>UM10 Design Approval</b> We will review, update & add design & technical specifications where they are currently not available	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Review completed and updates published	<b>Complete</b> Ongoing process
Alternative Connection providers will be allowed to undertake their own design approval of the contestable works	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated and communicated	<b>Complete</b>
We will implement a process for providing technical support & design advice	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Process updated and communicated	<b>Complete</b>
We will develop robust adoption agreements to reflect the revised process	Customer Workshops Code of Practice	Time	Q2 Jul-Sep	Adoption agreements revised	<b>Complete</b>



## Choice Our progress to date... [continued]

We want to ensure that you make the right choice when making a new connection to our network, whether that is with an alternative connection provider or otherwise

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM11</b> <i>Inspection &amp; Monitoring</i> We will develop & publish a process for the self-inspection of contestable works We will provide a standardised mechanism for recording & reporting self-inspection We will develop robust adoption agreements to reflect the revised process	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Process updated & communicated	<b>Complete</b> Process updated and communicated
	Customer Workshops Code of Practice	Cost	Q4 Jan-Mar	Process updated & communicated	<b>Complete</b> To date no ICPs have approach SPEN to carry out self-inspection
	Customer Workshops Code of Practice	Cost	Q2 Jul-Sep	Adoption agreements revised	<b>Complete</b> Adoption agreement revised
<b>UM12</b> <i>Choices Available to You</i> We will provide a list of alternative connections providers active within our area by considering who has applied for a non-contestable quote in the last twelve months We will also provide a facility to allow alternative connection providers to register their details & services offered	Customer Workshops Code of Practice	Satisfaction	Q2 Jul-Sep	List published	<b>Complete</b> List published on the website
	Stakeholder Interview Customer Workshops Code of Practice	Satisfaction	Q2 Jul-Sep	Online facility available	<b>Complete</b> Online facility available
<b>UM13</b> <i>Develop an 'industry portal' that provides you with the opportunity to seek which alternative connection providers would be interested in delivering the contestable works on your project</i> As a trial, we will ask our customers if they wish us to circulate their connection requirements to alternative connection providers who then contact the customer directly to offer an alternative quote We will engage with all active alternative connection providers within our licence area to establish their interest in being involved in this trial Should this trial be successful, we will consider implementing a 'bulletin board' facility on our current portal (RAdAR) to inform alternative connection providers of customers who have requested alternative quotes	Stakeholder Interview Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Trial commenced	<b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders
	Stakeholder Interview Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Alternative connection providers engaged	<b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders
	Stakeholder Interview Customer Workshops Code of Practice	Satisfaction	Q3 Oct-Dec	Facility provided in RAdAR	<b>Complete</b> Trial took place in Cheshire success of trial and future progress being reviewed with stakeholders



# Enablers to Connection Our progress to date...

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM14</b> The provision of Land Rights on your connection project We will publish our approach to securing land rights on our website	Stakeholder Interview & Panel	Satisfaction	<b>Q1</b>	Policy published	<b>Complete</b> Document on the website
	Survey Responses		<b>Apr-Jun</b>		
	Account Management				
We will review and, where appropriate, adapt our approach to connection quotations & agreements to ensure there is greater clarity on the obligations of all parties under the agreement	Stakeholder Interview & Panel	Satisfaction	<b>Q2</b>	Revised Connection Agreements utilised	<b>Complete</b> New adoption process in place
	Survey Responses		<b>Jul-Sep</b>		
	Account Management				
We will provide a process flow chart on our website, setting out our "cradle to grave" connection process, highlighting land rights	Stakeholder Interview & Panel	Satisfaction	<b>Q3</b>	Process flow chart published	<b>Complete</b> Customer journey available and on website
	Survey Responses		<b>Oct-Dec</b>		
	Account Management				
Our land & planning officers will be based in your local district offices (alongside your project manager) to ensure there is a cohesive approach to the delivery of your connection	Stakeholder Interview & Panel	Satisfaction	<b>Q3</b>	L&PO based locally	<b>Complete</b> Organisational chart showing changes with L&PO based locally
	Survey Responses		<b>Oct-Dec</b>		
	Account Management				
Five days after we inform our Land & Planning Team of your requirements for a connection, we will advise you who your nominated Land Officer will be	Stakeholder Interview & Panel	Satisfaction	<b>Q3</b>	L&PO advised within 5 days	<b>Complete</b> L&PO advised within 5 days
	Survey Responses		<b>Oct-Dec</b>		
	Account Management				
Where appropriate, standardised documentation will be used with you to achieve land rights on your projects	Stakeholder Interview	Satisfaction	<b>Q3</b>	Standardised documentation utilised	<b>Complete</b> Documentation published on website
	Survey Responses		<b>Oct-Dec</b>		
	Stakeholder Panel				
We will provide a timescale guide for gaining Land Rights by project type	Stakeholder Interview	Time	<b>Q3</b>	Land right timescale guide published on website Timescale published	<b>Complete</b> Land right timescale guide published on website
	Survey Responses		<b>Oct-Dec</b>		
<b>UM15</b> Provide you with the ability to accept either the non-contestable works or full works on any connection offer we provide you We will extend our current 'dual offer' facility to all of our connections offers being requested	Stakeholder Interview	Satisfaction	<b>Q2</b>	Facility provided	<b>Complete</b> Facility provided
	Survey Responses		<b>Jul-Sep</b>		
<b>UM16</b> Provide flexibility in our approach to your individual project needs Where you require clarity or discussion on our Terms & Conditions we will commit to responding to you within five working days	Stakeholder Interview	Satisfaction	<b>Q2</b>	Service provided	<b>Complete</b> Service provided
	Survey Responses		<b>Jul-Sep</b>		
	Stakeholder Panel				



# Enablers to Connection Our progress to date... [continued]

We want to remove, where possible, all perceived barriers to connection and will do so by listening to your feedback and seeking resolution

Action	Source of Action	Key Strategic Objective	Timeframe	KPI	Progress Update
<b>UM17</b> Consult with you on the provision of an end-to-end online facility to manage you through the Connections process Some of you have told us that you would like us to provide you with an online facility that manages the end-to-end connections process. We will consult with you to determine the feasibility and value of implementing such a facility	Stakeholder Interview Survey Responses Account Management	Time	<b>Q4</b> <b>Jan-Mar</b>	Consultation & subsequent findings published	<b>Complete</b> Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
Some of you have told us that you would like the ability to design your connection online. We are due to implement an online design tool for minor connections customers in April 2015. We will consult with you to determine the value in extending this facility for our major connections customers	Stakeholder Interview Survey Responses Account Management	Time	<b>2017</b>	Consultation & subsequent findings published	<b>Complete</b> Due to the complexity, uniqueness and need for in-depth discussions an online process would not serve our stakeholders in delivering effective and efficient connections
<b>UM18</b> Understand Future Network Requirements We will work with local authorities in our area to understand their development plans and connection needs	District Launches	Cost	<b>Q3</b> <b>Oct-Dec</b>	Meeting held with Local Authorities in our area	<b>Complete</b> Local Authority meetings held and approved long term planning developments included in investment programmes where appropriate



# APPENDIX 4 :

## 7 Pillars of Stakeholder Engagement



# 7 Pillars Which Drive Consistency

The newly developed district level (engagement) plans have helped identify new layers of stakeholders, and the particular issues they faced...

At the centre of our strategy sit the seven pillars which underpin all of our activity. The structure ensures we deliver a clear, consistent programme of engagement, facilitating an environment in which stakeholder feedback is integral to the development of our business to deliver a service which best services those we impact. We have used the recommendations included within DNV GL's independent assurance opinion statement and built those into our improvement plans for 2016-17:

	Data	Tools	Plans	Feedback Loop	Resources	Governance	Assurance and Accreditation
	A single centrally managed register of stakeholders, engagements, feedback & actions	Templates for planning and recording, good practice examples & communication tools	One central plan, focused on the material and strategic issues identified with our stakeholders	A range of channels to communicate findings, and demonstrate impacts with internal and external accountability	Steered by executive and senior management, core central team supporting delivery licence – and topic specific teams, management is embedded across the organisation via the engagement planning tool and advice centre, with responsibility for engagement driven through our entire business	Strategy owned and advocated by senior management team – regular review meetings, progress tracked through internal groups	Informal assurance used to support governance model and to identify strengths and weaknesses currently in the process of gaining the BSI 18477 standard, inclusive service provision and progressing ServiceMark accreditation with institute of customer service we also hold accreditation for ISO 9001
<b>Improvements made in 2015-2016</b>	Creation of a new stakeholder hub to track all stakeholders, engagement, feedback and actions	Creation of a new communications toolkit, containing templates and specifications for comms materials. One-to-one training for all engagement plan owners and leads	Using the New Engagement Planning tool, the annual engagement planning process broadened to include 14 licence and priority areas with solid feed into central plan	New stakeholder engagement cost benefit analysis modelling introduced and training provided	New organisation has driven culture change and integrated engagement throughout our licence and priority areas	Strong senior management and executive buy in, supported by formal meeting structure and regular interaction. External governance has benefited from broadening of panel membership and full evaluation	18 management recommendations from 2015 external assurance actioned and implemented
<b>Improvements planned in 2016-2017</b>	Implementation of a new IT system specifically built for Stakeholder Engagement, which will reduce manual processing and improve access to information. All of our stakeholder hub data will be migrated to the new system	Wider-reaching staff training on engagement planning, communication and best practice	Refine engagement plan to build on learnings and identify greater synergies	Systematically consider whether it's appropriate to use CBA across all stakeholder initiatives and investigate wider evaluation options	Extent stakeholder engagement training to next layer of staff	Increase momentum of ISAG groups, focusing on consistency and efficiency of engagement	BSI 18477 Standard; Inclusive Service Provision – Requirements for identifying and responding to consumer vulnerability, anticipate gaining this by June. Aim to complete ServiceMark Accreditation by the end of the year



# Glossary of Terms

Term	Definition
<b>Accreditation</b>	The appropriate qualifications to allow alternative connection providers to operate on our electrical network
<b>ANM</b>	Active Network Management; using technology to enable generators to connect in constrained areas on a commercially un-firm basis
<b>ARC</b>	Accelerating Renewables Connections; SPEN 'Low Carbon Networks' funded project to consider innovative methods for connecting DG quicker and cheaper
<b>AVR</b>	Automatic Voltage Regulator; this is a device which can be deployed on our overhead line network and controls the voltage to ensure the network remains within statutory limits
<b>Budget Quote</b>	A budget quote is provided to aid customers with up front planning of projects and is a simple review of the network within the vicinity of the proposed development and does not include detailed modelling of the system. A budget quote cannot be contracted
<b>BMCS</b>	Broader Measures of Customer Service
<b>CCCM</b>	Common Connection Charging Methodology
<b>CIC</b>	Competition in Connections; ability for a customer to seek connection to the network using a Lloyds accredited ICP of your choice
<b>CIC Industry Code of Practice</b>	This is a proposed industry standard which is being developed jointly by DNOs and Ofgem. The code is aimed at making it easier for alternative connection providers to get their customers connected and better inform customers of their choices
<b>Collaborative Connections</b>	These are connections where multiple customers are brought together to benefit from shared connection costs and shared assets to maximise the amount of generation connected in any part of our network
<b>Contestable</b>	When we talk about contestable work, these are the 'off the system' works, which can be completed by either ourselves or a Lloyds accredited ICP of your choice
<b>Contracted Capacity Register</b>	This lists generators that are contracted but not physically connected to our network
<b>CRAM</b>	Connection Registration and Management. This was a legacy IT system utilised to manage CIC enquires where a Lloyds accredited ICP of your choice was being employed to complete the contestable works
<b>CRM</b>	Under our SP brand name of Athos, CRM is our new Customer Relationship Management system which will help us better serve our customers
<b>Customer</b>	A customer is defined as someone who is or has applied for a connection to our network
<b>Customer Surgeries</b>	These are held monthly for any customers who wished to discuss a project with us at any time in the process
<b>DG</b>	Distributed Generation; this is the connection of generation to any point of the distribution system, from 230V up to 33,000V in Scotland or 132,000V in England & Wales
<b>DNO</b>	Distribution Network Operators, responsible for owning operating, and maintaining the electrical network in their licenced geographical area
<b>Dual Offers</b>	These are formal offers which facilitate the acceptance of either the full works or just the non-contestable works, with the contestable works completed by a Lloyds accredited ICP of your choice
<b>Export Management Device</b>	These are devices which seek to manage the local demand alongside any generator, essentially restricting export to our network
<b>Feasibility Study</b>	A feasibility study is a chargeable service to run a number of network models and advise what capacity is available where on parts of our network. This does not facilitate a connection offer, and does not carry any contractual link to a formal connection offer

Term	Definition
<b>Formal Connection Offer</b>	A formal Connection offer facilitates a contract between us and the applicant to accept our offer and progress the construction works associated with the connection
<b>G59</b>	G59 is the industry standard for generators greater than 16 amp per phase
<b>G83</b>	G83 is the industry standard for small scale embedded generators for connections up to 16 amp per phase, 3.68 kW single phase connection or when multiple generators are to be connected
<b>GRP Enclosures</b>	'Glass Reinforced Plastic' enclosures. Our traditional solution for a substation which requires a battery set is a brick building. GRP solutions utilise glass reinforced plastic technologies (GRP) to provide substation enclosures that can provide similar environments to brick-built substations
<b>GSPs</b>	A Grid Supply Point is the point at which electricity enters the distribution network, leaving the transmission network
<b>Heat-maps</b>	These are maps of our HV network, colour coded based on the available capacity on any given circuit
<b>ICP</b>	Independent Connection Provider
<b>IDNO</b>	Independent Distribution Network Operators develop, own, operate and maintain local electricity distribution networks
<b>IFI</b>	Innovation Funding Incentive (IFI) was introduced by Ofgem to encourage Electricity Distribution, Electricity Transmission Network Operators to apply technical innovation in the pursuit of investment in and operation of their networks. It will be replaced by the Network Innovation Allowance (NIA) in 2015
<b>Joining</b>	Joining is a method of connecting two sections of cable together
<b>LCNF</b>	Low Carbon Networks (LCN) Fund was established by Ofgem as part of the electricity distribution price control that runs until 31 March 2015. The fund offers capital to support projects sponsored by the Distribution Network Operators (DNOs) to try out new technology, operating and commercial arrangements
<b>Link boxes</b>	A link box provides a point of isolation at the interface of an IDNO (Independent Network Operators) and a DNO network
<b>Market Segment</b>	This is the regulatory terminology which defines DGLV and DGHV
<b>Metering</b>	This is the mechanism for settlement to ensure your generation receives the correct rates for your tariff and is a key part of the balancing and settling arrangements, which are laid down in the Balancing and Settlement Code (BSC), and is administered by ELEXON
<b>Non-Contestable</b>	Where we talk about on-site works, these are typically within either the customers land boundaries or the CDM boundary within which a Principle Contractor operates
<b>On-site</b>	On-site works are typically within either the customers land boundaries or the CDM boundary within which a Principle Contractor operates
<b>PoCs</b>	Point of Connection to the electrical network
<b>Quote +</b>	Quote + is a new product which we are currently trialling, which provides options for our customers quickly whilst maintaining queue position
<b>RAdAR</b>	Register of Adopted Asset Requests; this is our current IT system utilised to manage CIC enquires where a Lloyds accredited ICP of your choice is being employed to complete the contestable works
<b>SoW</b>	The Statement of Works process should be followed when it is identified that a generator seeking a connection to a DNO's network may have an impact on the transmission network
<b>Substation</b>	A part of our network where DG is connected and we transfer power across boundaries, either by voltage level or a customer's point of common coupling
<b>Wayleaves</b>	This is the process which secures the legal right for apparatus to be installed at any given location and secures the connection to your site for a defined period of time



# Summary of Relevant Market Segments

Metered Demand Connections	Low Voltage (LV) work: LV connection activities involving only LV work, other than in respect of the Excluded Market Segment
	High Voltage (HV) work: LV or HV connection activities involving HV work (including where that work is required in respect of connection activities within an Excluded Market Segment).
	HV and Extra High Voltage (EHV) work: LV or HV connection activities involving EHV work.
	EHV work and above: extra high voltage and 132kV connection activities.
Metered Distributed Generation (DG)	LV work: low voltage connection activities involving only low voltage work.
	HV and EHV work: any connection activities involving work at HV or above.
Unmetered Connections	Local Authority (LA) work: new connection activities in respect of LA premises.
	Private finance initiatives (PFI) work: new connection activities under PFIs.
	Other work: all other non-LA and non-PFI unmetered connections work.

