



2019

Wayleave Review Customer Report



Scottish & Southern
Electricity Networks

Wayleave Review Customer Report 2019

1.0 - Executive Summary

SSEN undertook LEAN reviews of our wayleave and consenting processes and identified 21 areas of improvement for our customers. The review included analysis of independent surveys carried out on completed connection works under Ofgem's Broad Measure of Customer Satisfaction and feedback from engagement sessions with commercial connection customers. Some of these improvements applied to our larger connection works and subsequently we shared these improvement proposals with our connection stakeholders. We have been implementing the improvements and continue to make the wayleave process more transparent, easier to understand and have improved cycle times for customers.

We are also making a number of organisational changes that involve establishing dedicated wayleave and consenting teams within the Connections business, to ensure focus on the needs of our customers and provide clearer accountability within the business, directly aligned to the delivery of our connection projects.

1.1 - Background

This report summarises the review conducted by Scottish and Southern Electricity Networks (SSEN) into the tools, processes and management of obtaining land consents relating to new connections.

Customer feedback collected through Broad Measure of Customer Satisfaction surveys and various engagement events during 2015-2017 highlighted the requirement for a significant review into processes. This feedback was verified by the Connections Customer Steering groups. As a result of this feedback SSEN initiated a project to review the process for obtaining landowner consents to identify improvements.

The objectives of the review were to identify recommendations and actions to improve the process relating to obtaining land consents with a view to improving customer satisfaction and experience, and overall time to connect.

As the both the feedback and processes used were similar across both domestic and commercial connections, the review intended to identify improvements to improve the experience of both domestic and commercial (including Diversions) market segments.

1.3 - Method and Approach

The scope of the review included several workstreams, with associated internal support within the legal and 'wayleave' teams. Each workstream completed an in-depth analysis of the existing processes and tools used by staff.

The review set out to identify and assess:

- All activities undertaken by SSEN teams to obtain land consents
- How efficiently the work was processed through internal processes
- Level of staff knowledge
- How efficiently staff are structured in SSEN to deliver land consents activities
- How SSEN adhere to policy driven processes
- How SSEN can better inform customers of the land consents process
- How SSEN can provide information and transparency to customers

The approach used to carry out the review was LEAN continuous improvement methodology. SSEN invested in independent 'LEAN' project management and improvement experts to develop the scope for the review, a programme of work for the project and timescales. The first phase of the project to define the scope and programme of work was conducted in 2017, with delivery of the programme and recommendations in 2018.

The first phase of the review involved identifying scoping areas for enhancement, using feedback from employees and customers. These activities were undertaken by the 'LEAN' project team but also encompassed a selection of SSEN employees. Consultations with customers were also carried out during the review.

The key themes identified by customer comments and complaints received. Tackling topics such as:

- How we communicate to our customers
- When we provide updates of progress
- Information on potential delays to progress

The project team and 'LEAN' experts attended several engagement events across 2018 to collate feedback and identify customer-centric improvements. The feedback reinforced and confirmed the areas of focus for the review.

1.4 - Conclusions

In its entirety, the review highlighted 21 areas to focus efforts on directly impacting land consents. The main recommendations are detailed below:

- Training Modules created on land consents created for quotations and connection staff to better equip staff in discussing with customers earlier in connections process
- Benchmarking for land consents information against other DNOs instigated and improvements recommended to the SSEN website
- New communication training for quotation staff on minimising designs with required consents and meet customer timescales and the Minimum Viable Scheme
- Refreshed communication and user guide roll out to quotation staff on GIS Standards for ease of use by 'wayleave' and connection teams

- New Performance Tool created for all seven regions across SEPD and SHEPD to measure performance, introduce performance management and create visibility of issues
- Dual computer screens rolled out to 'wayleave' staff in all regions to improve productivity
- Wayleaves involved in weekly continuous improvement huddle meetings to discuss and resolve complex connections or issues
- Key customer contact points and Service Level Agreements for wayleave cycle times agreed and implemented
- Standardised Wayleaves process flow created, trained out to all connections staff and implemented
- On-Site standardised question set created for site visits to capture key land owner information or potential hinderances at the start of projects
- High level process flow with key milestones added to website for customers to allow ease of information on where they are in the process
- Review and organisational structure change to improve management interface for land consents services.

1.5 - Next steps

Feedback collated through the business review identified that an unclear management interface had developed due to the land consents support being based in a separate business function. To address this, we have concluded that an organisational structure change is required, that will establish dedicated wayleave and consenting teams within the Connections business. These changes will be implemented in the first quarter of 2019/20 and will ensure single business responsibility and accountability for these services, which we believe will benefit our customers and reduce several interfaces that could affect our performance in these areas.

In addition to changes in our organisational structure, all the recommendations listed above are now in progress with a view to being completed by 30th April 2019.

Key customer focused areas of the programme included:

- Develop and providing additional knowledge and training to staff within quotations on land consents, the potential issues, how to discuss them with customers and general consents complexities
- Create on site information/pro forma for when any core connections teams carry out site visits. The purpose of which to enhance discussions with customers on potential land consents issues and strive to gain additional information where needed
- Develop a new land consents 'flow' chart, with key points identified where customer contact should be made, keeping you up to date with the progress of the application

To find out more about these recommendations we will continue to update customers at our Connections Customer Steering Panels and local workshops held through the year.