

# Stakeholder Engagement and Consumer Vulnerability Strategies

Ofgem Stakeholder Engagement and  
Consumer Vulnerability Incentive 2017/18





# Contents

Electricity North West Limited is the electricity distributor for the North West of England. We own, invest in, operate and maintain the network of poles, wires, transformers and cables which carry electricity from the national grid to 2.4 million premises and five million customers.

We are proud of the essential role we play for our customers and the investment we make locally and nationally to meet our stakeholders' and customers' needs.

This document is the Electricity North West Part One submission to Ofgem's Stakeholder Engagement and Consumer Vulnerability (SECV) Incentive for the regulatory year 2017/18.

The SECV incentive is an annual scheme that encourages network companies to engage proactively with stakeholders in order to understand and deliver services which reflect these needs. The submission is divided into three parts:

## Part 1 : Stakeholder Engagement and Consumer Vulnerability Strategies

## Part 2 : Stakeholder Engagement Activities and Outcomes

## Part 3 : Consumer Vulnerability Activities and Outcomes

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## Key metrics

Over  
**£740k**  
invested in  
stakeholder  
engagement

Nearly  
**900**  
stakeholder  
interactions

**89%**  
customer  
satisfaction for  
proactive Priority  
Service Register  
contact

**528**  
fuel poor  
customers  
supported

More than  
**£357k**  
benefits identified  
for fuel poor  
customers

## I am delighted to present this, our sixth annual stakeholder engagement and consumer vulnerability submission.

Our activity is designed to deliver a cost-effective and responsive service to households and businesses. We continue to work with our stakeholders to deliver an efficient network that embraces wider social and environmental objectives.

We're grateful for the feedback we received on our 2016/17 submission and have used this to enhance our approach this year.

### New company Purpose and Principles

To ensure that all Electricity North West colleagues are engaged in meeting the changing needs of our customers and stakeholders, together we have developed a new Purpose and set of Principles. The result of 23 colleague focus groups which included 400 individual contributions from across the business, the exercise resulted in a new Purpose stating that **'Together we have the energy to transform our communities'**. This is supported by the Principles of **'We are switched-on'**, **'We are adaptable'** and **'We take pride'**. This codifies and strengthens our commitment to our communities and this commitment drives our stakeholder engagement and consumer vulnerability activity.

The Purpose and Principles have been shared with all colleagues, through a special edition of our colleague newsletter, team brief and colleague roadshows, attended by 95% of our colleagues, which I hosted along with our Customer Director.

### Aligning stakeholder insight to strategic decision-making

We continue to formally engage through our annual Strategic Stakeholder Advisory Panel and our four Advisory Panels. These five Director-led dedicated stakeholder engagement panels continue to provide scrutiny of our performance, valuable guidance and input to the Executive Leadership Team and myself.

Our Business Plan Commitments are the clear and quantified promises we made to our customers and stakeholders in our RIIO-ED1 plan. At our Strategic Stakeholder Advisory Panel in June 2017, we shared our progress to date and highlighted areas where recent developments had caused us to consider the continued validity of some of them, or where we had received feedback that they could be better articulated. This engagement led us to update six of our commitments and formalise the work we are undertaking on managing the risk of link boxes as an additional commitment to improve public safety.

Output from that Panel also informed the development of our Business Plan for 2018/19. The strategy underpinning the Plan now includes a commitment to stakeholder-informed decision-making. This commitment is supported by the implementation of an annual 'Customer and Stakeholder Wants and Needs Board paper' which has been introduced as part of the Business Planning process.

### Better evaluation of our stakeholder activity

In response to Panel feedback, we have also developed a better understanding of the value and benefits of our engagement activity. Throughout this document, we're able to demonstrate the positive outputs and outcomes that are informed by our stakeholder engagement activity. We have also introduced a process to value the stakeholder engagement activity undertaken across the business.

### Working in partnership to invest in solutions for fuel poverty

We are committed to helping struggling customers to access affordable energy – now and in the future.

As part of these efforts, we commissioned the Energy Saving Trust to produce a comprehensive report into fuel poverty in the North West. We've used this to inform our partnership strategy and have created three referral networks which directly support vulnerable customers.

### Responding to public concern about Distribution Network Operators

Throughout the year there has been increased public scrutiny of electricity bills and profits within the sector. We have worked with the industry and our stakeholders to explain how returns are used to fund network investments and enhance customer value within the regulatory framework.

We've also engaged with regional Members of Parliament to better understand their concerns and to explain our approach. This has also enabled us to deepen the relationships with our MPs and engage with them on a local level regarding the work we undertake and economic benefits we generate in their areas.

Following this engagement many are now helping to promote our Priority Services Register to vulnerable customers.

Effective stakeholder collaboration happens each and every day, across our company, involving hundreds of colleagues. Interactions are recorded with our stakeholder engagement tracker – a means of capturing information from across the business. This year we have used the tracker to quantify the value of each engagement we undertake, enabling us to identify almost 900 activities at a cost in staff time alone of around £740k.

This report demonstrates our continued commitment to working closely with our stakeholders and customers and the important role we see this collaboration playing in enabling us to better serve our region.



**Peter Emery**  
Chief Executive Officer



# Our Stakeholder Engagement Strategy

Our stakeholder activity is a continual, rolling programme of engagement, action and feedback. Our Stakeholder Engagement Strategy is illustrated here.

## Strategic alignment

Our starting point to ensure that our Stakeholder Engagement and Consumer Vulnerability Strategies are aligned to our strategic goals. There are four objectives at the heart of our business plan; reliability; affordability; sustainability and excellent customer service, ensuring we cater for the needs of vulnerable customers. In June 2016, we captured stakeholder priorities and concerns into the materiality index (illustrated here). This has informed advisory panel discussion. We have agreed with stakeholders that we will review this index at our Strategic Stakeholder Advisory Panel every two years.

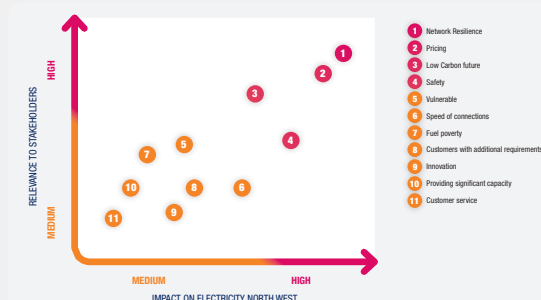
Our five Director-led dedicated stakeholder engagement panels – four aligned to our Business Plan objectives and one with an overarching strategic focus – continue to provide scrutiny of our performance, valuable guidance and input to the Executive Leadership Team.

Stakeholder insight is also regularly received from our innovation projects, connections' and government engagement. This year we have also introduced a significant engagement programme around our community and local energy activity.

## Evaluating our engagement activity

In response to feedback from the Ofgem panel, we are putting increasing efforts into quantifying the benefits of the activities within our stakeholder engagement programme, to ensure that our activity is linked with real, tangible customer benefits. To do this, we have included metrics for activities, together with an indication of the associated effort involved.

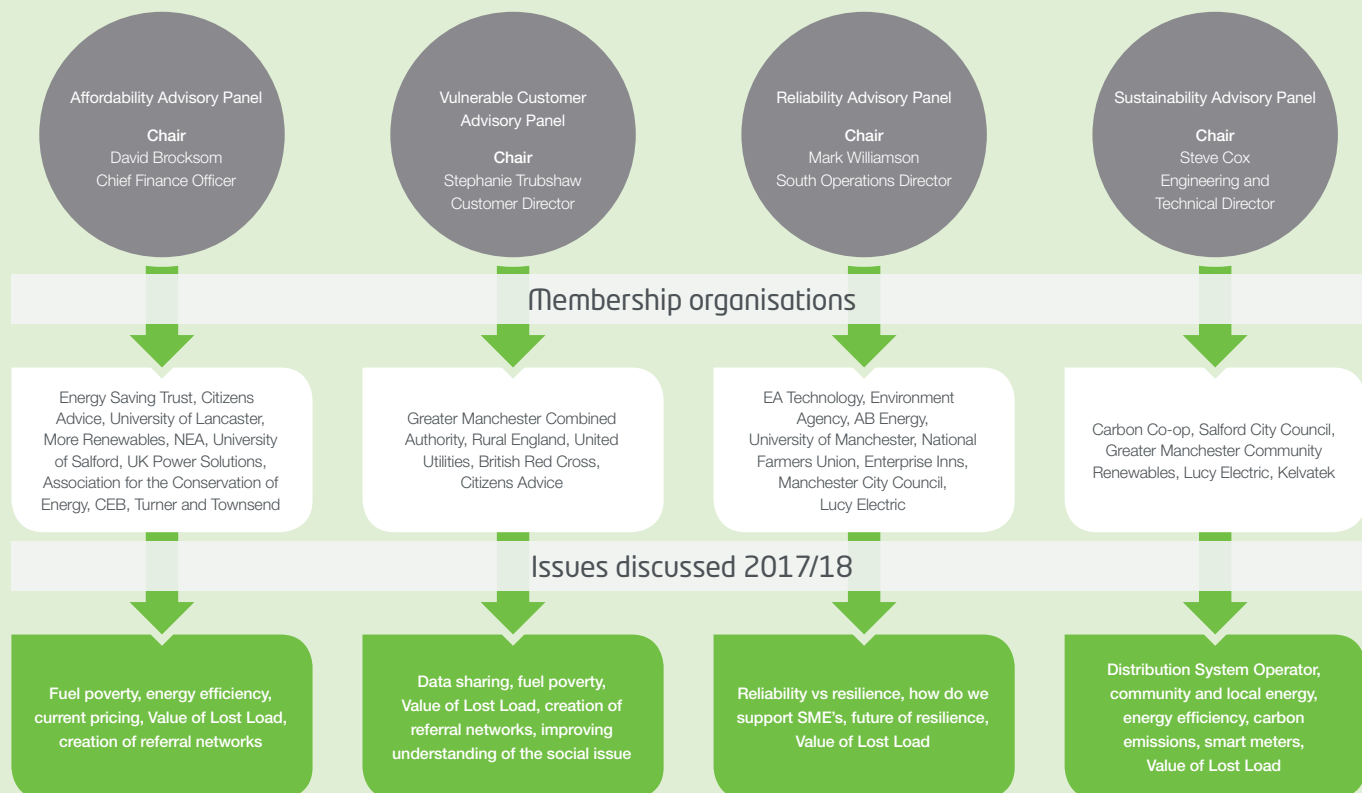
In the absence of a formally agreed and published benefits framework for stakeholder engagement, we are aware that some companies have attempted to monetise dissimilar and sometimes intangible benefits within a single framework. We are currently reviewing such approaches.



## Our Stakeholder Engagement Strategy in action

### Strategic Stakeholder Advisory Panel

Chair - Peter Emery, Chief Executive Officer



## Investment in our engagement activity

Stakeholder engagement is a company-wide endeavour. We provide colleagues with the tools, training and guidance to have more productive relations with stakeholder groups, and to capture details of interactions in a systematic and consistent way.

Almost 900 stakeholder interactions have been recorded on the tracker in the past 12 months. Users include colleagues from every part of our business.

This year, we have quantified the investment in these engagement activities through linking the time of the lead contact and numbers of colleagues involved to their cost. This has enabled us to assess the associated cost of our engagement activity at over £740k in staff costs alone.

Theme	Number of Events	Cost of Engagement (£)
Influencing the national agenda	270	170,591
Influencing the regional agenda	71	105,182
Working with our local partners	404	353,773
Working with vulnerable customers	32	30,955
Undertaking customer research	21	16,682
Other	88	62,818
<b>Total</b>	<b>886</b>	<b>740,000</b>

## Independent evaluation and accreditations

To give our stakeholders confidence that we have a robust approach, we follow the AA1000APS Stakeholder Engagement Standard developed by AccountAbility. We have continued to follow the AA1000APS principles of inclusivity, materiality and responsiveness.

Formal independent assurance of our stakeholder engagement activity has been provided by:-

- 2017/18 assurance provided by AccountAbility
- 2016/17 assurance provided by AccountAbility
- 2015/16 assurance provided by PwC
- 2014/15 assurance provided by PwC
- 2013/14 assurance provided by Deloitte
- 2012/13 assurance provided by Deloitte

### Extract from the AccountAbility Independent Assurance Review

Throughout the 2017/18 reporting cycle, Electricity North West has demonstrated measurable improvement in its stakeholder engagement focussed commitments, initiatives and processes across the business. With dedicated and regular Stakeholder Advisory Panels at the heart of its governance and company structure, the organisation has effectively listened to and worked with a relevant set of informed stakeholders.

ENWL has shown tangible improvement and commitment to supporting vulnerable customers and those in fuel poverty over the past year. From new strategic and experienced hires to the business in the areas of Community Energy and Welfare and Partnerships, to the promotion of customer services to Directorship, the development of sustainable partnerships with the aim of improving referral networks, the introduction of scenario-based training on customer vulnerability into the ENWL organisation, as well as the launch of a new vulnerability dashboard to monitor progress, ENWL has begun new measures that promise to set a strong foundation for the company to further expand its knowledge, connections and impact with vulnerable customers.

## Corporate Responsibility (CR) Index

We reported against the CR Index for the fourth year, achieving our highest ever score, including 100% for the stakeholder engagement element.

The overall score for 2017 is

85%

### Other accreditations

ISO14001 Environmental Management Systems certification

ISO55001 Asset Management certification

National Association of Pension Funds Pension Quality Mark Plus

OHSAS 18001 Occupational Health and Safety Assessment Series for health and safety management systems

# Stakeholders influencing our strategic decision making

## Stakeholder Engagement informing Board decisions

**Our strong stakeholder governance structure ensures feedback is captured and outputs from the Advisory Panels are reviewed and implemented. Each Advisory Panel is chaired by a director and supported by our Senior Leadership Team, who then implement the feedback and learnings.**

Last year, we told you we'd build a feedback loop from Board discussions to our Advisory Panels. This is now in place and we shared Board feedback at our annual Strategic Stakeholder Advisory Panel. Outputs from the Panel were, in turn, shared with our Board and was one of the key inputs to our business planning process. As a result of this, we now have 'Decision-making informed by stakeholder engagement' as a strategic driver in our current Business Plan.

We have also introduced an annual 'Customer and Stakeholder Wants and Needs' board paper. Our strategic understanding and our commitment to the role that we can play in meeting these 'Wants and Needs' is underpinned by robust customer research, analysis of the comprehensive data held on our Customer Relationship Management system and insight gained by regular engagement with our stakeholders through our Advisory Panels.

Overarching business objectives are used as key metrics to ensure business-wide engagement and so our stakeholders can see the value they bring and the input and impact that they have on our organisation.

## Working collaboratively to develop our Distribution System Operator Strategy

In December 2017, we hosted a conference in partnership with Manchester charity the Carbon Coop, to discuss the future of electricity generation and distribution and Electricity North West's role in the years ahead. The event was attended by more than 70 delegates, including local authorities, community energy organisations, utility companies and businesses.

This collaboration informed our strategy to transition to becoming a Distribution System Operator (DSO). We subsequently published, '**Powering the North West's Future**', which sets out how we will evolve our business to best serve customers in a future, decentralised energy landscape. Our investment in DSO services, shaped by this event will be £75m.

See more information in Part Two.



Stakeholders discuss move to DSO in December 2017

Electricity North West's attitude and culture towards stakeholder engagement is genuine and has really taken off in the years we've been working with them. What is exciting about working with Electricity North West is that they are truly willing to engage on an equal footing.

Electricity North West has been a rewarding organisation to work with. When planning the December 2017 Summit event in Manchester, they actively listened to our input and perspectives and treated us with the utmost respect and seriousness.

The active involvement of senior management at Electricity North West in engagement activities represents a strength and is certainly a product of a changing company culture. Throughout our partnership, we have gained significant value by exchanging ideas with Electricity North West staff up to Director-level.

Jonathan Atkinson, Carbon Coop

### Key metrics

**70**  
stakeholders  
attended DSO event

**£75m**  
investment in DSO  
services

## Forging links with community and local energy organisations

Responsive  
to customer  
needs

Creating new  
mechanisms  
to engage  
with us

**Our Community  
and Local  
Energy Strategy**

Search for  
locations where  
community and  
local energy  
can benefit the  
network

The North West currently has around 20 community energy groups, generating enough green electricity to power 3,000 homes every year. We expect the number of groups to grow exponentially in the coming decade, and for them to play a pivotal role in the transition to a low carbon network.

To ensure we meet their needs and best understand the opportunity this presents, we appointed a dedicated Community Energy Manager to engage with community energy organisations in the region to identify their priorities and understand what they need from Electricity North West in the future.

We have subsequently undertaken an extensive consultation programme to develop our Community and Local Energy Strategy.

Feedback from the dedicated events and our call for evidence has helped us in the production of our new Community and Local Energy Strategy which will be published in May 2018.

See more information in Part Two.

**Committed to  
invest £0.25m in  
community energy  
per annum**

**20 existing  
community  
energy groups  
- serving 3,000  
customers**

**Engaged  
with 189  
stakeholders**



## Ensuring our Business Plan Commitments continue to reflect stakeholder needs

Our 40 Business Plan Commitments were agreed in 2014. Since then our industry has evolved at pace and it is important to ensure our commitments remain relevant and readily understandable by our stakeholders.

We worked with our Strategic Stakeholder Advisory Panel to revise six commitments in our original business plan in response to a changing energy landscape. We have now updated measurements, targets and completion dates for these commitments as detailed below.

We also agreed an additional commitment with the panel to improve public safety, specifically to manage the risk of link box failures. The detail of these changes is shown below.

We'll continue our discussion on our (now) 41 Business Plan Commitments with our Strategic Stakeholder Advisory Panel to be held in July 2018.



Operations Manager, Mark Mercer, meets Salford MP and Shadow Secretary of State Rebecca Long Bailey.

## New commitment

Issue	Proposed commitment	Target	Customer benefit
<b>Link box remediation</b> Proactive application of additional measures to mitigate the potential risk to the public associated with disruptive link box failures. In the last five years there has been an increase in reported failures across the UK. The location in public areas poses a public safety risk if not appropriately managed.	Inspect and intervene, to make safe all of our link boxes.	Complete 18,278 inspections and intervene where required by 2023.	Safety risk reduced. Use of innovative blast mitigation strategy prevents an increase in customer bills.

## Existing commitments updated

Original Business Plan commitment	Rationale for change	Change	Customer benefit
<b>Manage the loading risk of the network</b> When the loading risk breaches a threshold network reinforcement is frequently required, traditionally involving the installation of larger capacity transformers. Original target was to install 20 larger capacity transformers and/or additional interconnection at our major substations by 2023.	Demand growth has not yet materialised and the current forecast doesn't justify intervention at this stage. In order to remove the requirement to invest in unneeded capacity and return savings to customers, it was proposed a re-wording of this commitment to better reflect the intention of the commitment.	To install larger capacity transformers and/or additional interconnection at our major substations where required in line with policy.	Cost savings shared with customers. If overall reinforcement spend falls below a threshold, money is returned to customers through our regulatory mechanism.
<b>Resolution of complaints</b> Intention is to reduce the time taken to resolve customer complaints. There are two commitments: resolve 90% of complaints within one day and resolve 100% of complaints within five days.	Timelines have been affected by changes in regulation. Corrective action must now be complete before the complaint can be closed. The new targets represent an improvement on 2016/17 performance with an ambition to outperform target.	80% of complaints to be resolved in 1 day. Average < 4 days to close a complaint.	A target of 100% doesn't provide value for money for customers whilst 'average days to close' ensures that the most difficult cases are included in the measure. Allows for escalation to ombudsman where necessary.
<b>Flood protection programme at major sites</b> Flood defence programme prepared in-line with Environment Agency forecast. Original target - 56 higher voltage substations protected against 1/100 year flooding.	Review of updated Environment Agency data and incorporation of revised specifications following the 2015 floods now complete.	47 higher voltage substations protected against 1/100 year flooding.	All major substations will be protected to at least 1 in 100 year flood risk. Some will have a higher resilience to 1 in 1,000 years. We are investing to improve the resilience of the network, using new technology and creative solutions to manage the impact on customer bills.
<b>Appropriate backup battery capacity at major substations</b> To improve the resilience of our network, some of our substations require 72hr backup power in the event of a network blackout. Original target 517 of substations with 72 hour backup capability.	The original target specified all major substations would require 72 hour battery capability to meet the requirement. Further design work and new technology means this is not the case and the target is being re-stated to align with the updated strategy.	287 substations with 72 hour backup capability.	Cost savings of reduced scope shared with customers. Programme will be completed earlier than 2023.
<b>Strategic site security</b> To comply with security guidelines for Critical National Infrastructure.	These are the most strategic and critical sites which require additional protection against potential threat. If specified as a figure, the commitment needs to change every time the CPNI guidance changes hence the proposed re-wording.	As identified by the Centre for Protection of National Infrastructure (CPNI).	To be determined once the scope of work is known.
<b>Management of asbestos</b> Original target was to inspect and remediate asbestos at 9,073 substations by 2023 based on a trial assessment.	We have found that a smaller proportion of substations require remedial work than expected. Rather than stop at the original number, it was proposed that we carried on and completed surveys on all our substations by 2023.	Inspect and remediate, to make safe all of our substations (14,671).	All our substations will have been inspected and remediated to make safe. Cost savings from reduced scope shared with customers.

## Influencing the regional and national agenda

With so many major changes underway in our sector, 2017/18 saw us step-up our work at regional and national level to contribute to conversations around the Green Economy, decarbonisation and the legitimacy of the sector.

### This work included:

**Responding to sector criticism:** Throughout the year there has been increased public scrutiny of electricity bills and profits within the sector. We have developed the following diagram to explain our bill breakdown and we have shared this with key stakeholders including our regional Members of Parliament.

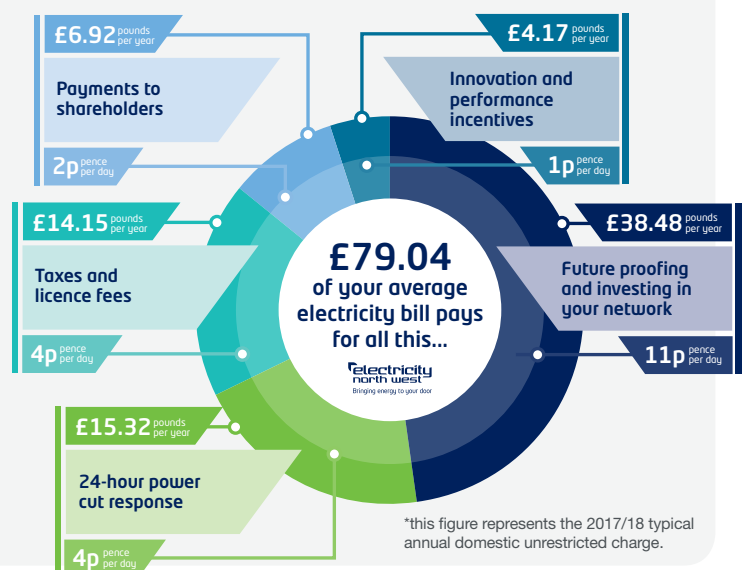
**Northern Energy Taskforce:** We partnered with IPPR North in the Northern Energy Taskforce on the future of energy in the North. The report highlighted the potential of the Northern energy economy and called for long-term Northern Energy Compact.

**Open Networks Project:** We participated in this industry-wide initiative to agree a shared approach to a new, decentralised energy landscape. Electricity North West is represented on all of the Open Networks workstreams and Steve Cox, Engineering and Technical Director, is a member of the Steering Group.

**Charging Futures Forum:** We are regular contributors to this forum, which is developing thinking around future charging structures.

**Green Summit:** Electricity North West was a Strategic Partner for the Mayor of Greater Manchester's flagship Green Summit event. We have participated in the pre-Summit engagement events and will now be leading work in the development of the Greater Manchester Combined Authority Energy Strategy.

Electricity North West revenue allowances – 2017/18



## Gaining fresh insights through customer surveys

Alongside our rolling programme of engagement, we use formal, qualitative and quantitative research to gain insights among our customers and stakeholders which then informs our customer service approach.

The table below illustrates the customer research we undertook from April 2017 to March 2018. This work is complete and the recommended changes implemented.

Option	Description	Customers surveyed	Aim of the research	Benefits and outcomes
1	Estimated time of restoration (ETR) on-going performance – post event fault survey	900	Where customers report poor scores for accuracy of information in the regulatory survey – We ran a post event survey amongst customers experiencing the same fault and who contacted us about their loss of supply to specifically check ETR performance / compliance.	a) A tool to diagnose failures in ETR accuracy and drive the right behaviours, ultimately leading to improved accuracy of information for customers. b) A significant overall improvement in the customer accuracy score.
2	Planned Supply Interruptions (Small Medium Sized Enterprise Customers)	500	To engage with SME's to establish their unique needs and expectations during a planned interruption. SMEs include nursing homes, small businesses such as hairdressers, local shops and larger businesses amongst others.	a) Understanding of SME's expectations and needs and align to business processes. b) Ensures the business remains sensitive to changes in the customer hierarchy of needs (no blind spots). c) Develop a commercial / business register similar to that of the Priority Service Register so we can ensure we know who the business customers are and keep their details updated.
3	Minor Connections (quotations and completed jobs)	600	To engage with SME's to establish their unique needs and expectations during minor connections.	a) Understand customers, experience of the process, ensure customer expectations are aligned with the business processes both connections and delivery. b) Understanding of individual performance to develop robust and meaningful personal development plans.
4	Customer personas (those who contact ENWL created by telephone) Focus Groups	3 focus groups	To bring to life customer personas by convening a focus group of each segment to understand their unique emotional needs; creating sound bites so that call agents can understand who the segments are and how to handle them differently using empathy and soft skills, which in turn can be rolled out across operations.	a) Richer understanding of customer segments who are impacted by unplanned faults. b) An improved toolkit to personalise call handling. c) Improved call handling score.
5	Customer communication preferences survey (general population)	300	To understand what customers think of our current communication channels, what's good about them, what don't they like, how valuable is webchat as a comms channel, and the impact on Customer Satisfaction for logging a fault through our telephone system and should we introduce this and also are we missing any communications channels.	a) Enhance current communication channels. b) Knowledge of which specific channel components to invest in and optimise. c) Measure appeal of new channels.
6	Annual complaints survey	350	To understand how customers evaluate Electricity North West's complaints handling process in order to understand customers' expectations and areas for improvement.	a) Understanding of customer expectations for resolution and align business process. b) Drive improvements in call handling of complaints.
7	UK Customer Satisfaction Index (UKCSI) survey	200	UKCSI is a standardised benchmarking survey that we complete as part of the ICS Service Mark Accreditation.	a) Achieve accreditation and understand where we are in line with the other sectors. b) Improve climate scores.
8	Mapping out general enquiries SLAs	300	To understand for the top five general enquiries the end-to-end customer journey with a particular focus on expectations vs. actual experience of communication and timescales.	a) Updated understanding of customers' expectations by type of process resulting in changes to SLAs. b) Achievement of the 90% customer service target.
9	Customers who find themselves in vulnerable circumstances	225	To engage with customers who are in the top three categories (as a proportion of all PSR customers) of vulnerability regarding their needs and expectations of the service with a view to tailoring and improving upon the service provided to them.	a) Detailed understanding of vulnerability need states (unmet needs and new services). b) Launch of new tailored service(s). c) Improved satisfaction amongst PSR customers.
10	Planned supply interruption monthly tracking	900	Understanding of performance against customers needs, customer effort and ease and what is required to achieve 10/10.	a) Understand customers, experience of the process, ensure customer expectations are aligned with the business processes. b) Understand what customers are saying are the key drivers and ensure we have actions / business process which align.
11	Faults monthly tracking	1,000	Understanding of performance against customers needs, customer effort and ease and what is required to achieve 10/10.	a) Understand customers, experience of the process, ensure customer expectations are aligned with the business processes. b) Understand what customers are saying are the key drivers and ensure we have actions / business process which align.

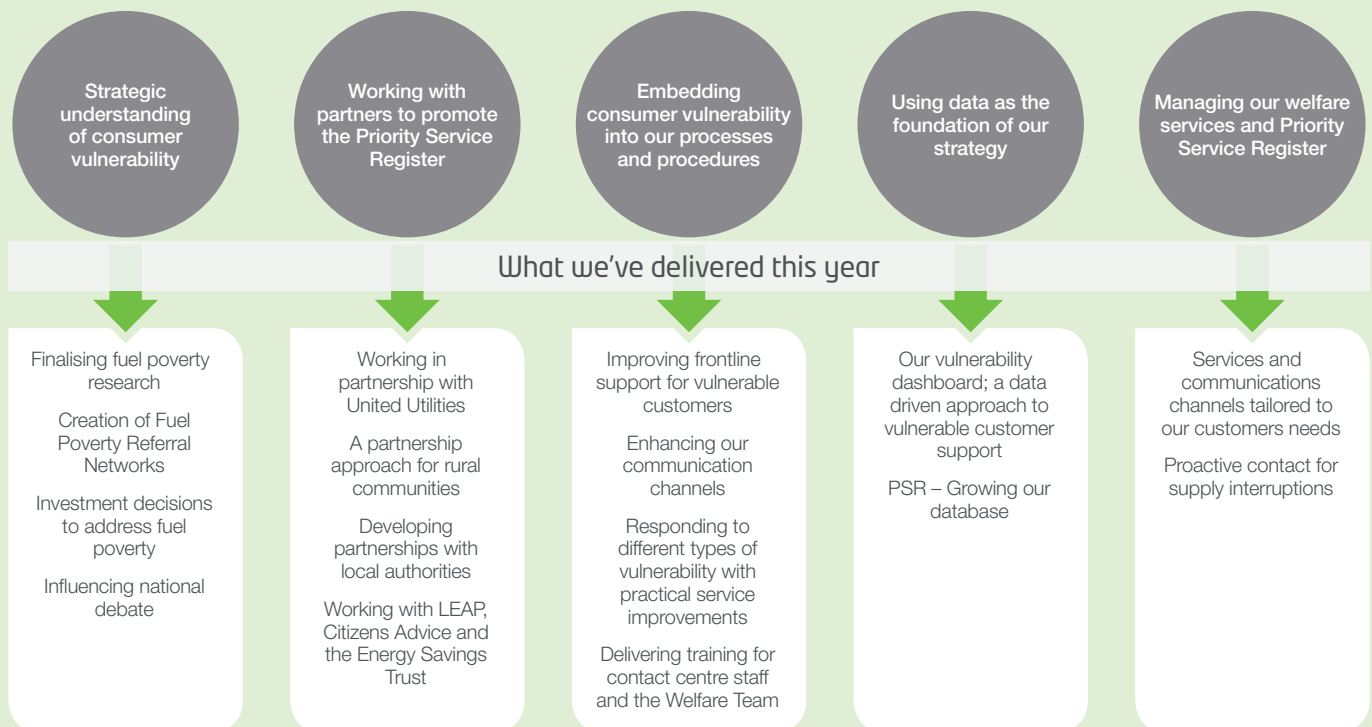
Our goal is to ensure that our services are available and accessible to all our customers, regardless of their personal circumstances and to embed this goal throughout all aspects of our business. Last year, we developed our Consumer Vulnerability Strategy and this sets out our framework to achieve our goal.

The Strategy is embedded in our Business Plan Commitments – these were devised in collaboration with stakeholders and agreed with Ofgem. Part three of our submission describes the activity we have undertaken this year to achieve our goal and to build on the strong foundations created last year.

## Key metrics



## Our Consumer Vulnerability Strategy in action



## Reinvesting our stakeholder engagement incentive rewards

Our Board reinvests monies earned under the Stakeholder Engagement and Consumer Vulnerability Incentive to improve our services for vulnerable customers.

This year this covers the costs of the Welfare Team, external communications and engagement, catering for customers in extreme events, data cleansing to ensure our priority service register records are up to date and support for referral networks.

We reinvest the incentive reward to support customers



## Outcomes tables

These tables summarises the actions we took in response to input and feedback from stakeholders and the positive outcomes and benefits these actions led to for customers and stakeholders

### General engagement

What stakeholders told us	Action we took	The benefit to customers
Raise awareness of Electricity North West	Overall there were nearly 20 million delivered imapots of our campaign across radio, online and Sky TV	Overall customer awareness increased to 64% (from 56%).
Raise awareness on energy usage and energy efficiency	Developed an energy persona test asking respondents a series of multiple choice questions linked to their energy usage, to establish which character they are – an Energy Drain Jane, Energy Steady Eddie or Energy Busting Beth.	Over 1500 respondents received a guide specific to their persona, which provides simple energy saving tips.
Use social media to serve customers	Used social media for planned and unplanned outages: Social Media: Twitter, Facebook and LinkedIn.	Provides customers with quicker access to power cut updates. Across all our social media channels we have posted 15,193 updates over the past year and we have handled 19,324 customer enquiries. Through our proactive updates we posted the below updates: 5,244 fault updates, 1,404 updates on planned shutdowns, 850 posts around energy efficiency, 453 posts providing safety advice, 450 posts promoting our Priority Services Register.
Improve website accessibility	Launched new website with new improved functions including redesigned and re-engineered interactive power cut map.	More bespoke and user friendly website which offers customers more information about power cuts and where to get help. 1 million additional page views and an 15% increase in the number of visitors to our website.
Improve website accessibility	Ensured new website is available in mobile format.	65% of visits to our website are via mobiles or tablets.
Raise awareness amongst customers on winter preparedness	Worked with Cadent (north west gas network operator) on the Be Winter Ready campaign.	Thousands of customers reached with Electricity North West managers interviewed on local radio.
Improve communications ahead of planned interruptions	Worked with Age UK on raising awareness during planned interruptions Reviewed PSI advance warning process for all customers.	Extended the advance warning times to 60-40 days ahead to check PSR and speak to large customers; 30-40 days ensure SME's informed and card domestic customers 10 days ahead.
Provide updates to employees on company performance	In addition to monthly team briefs (including Business Plan and Safety updates) CEO-led Colleague Roadshow focused on half year performance including customer service.	Over 1,500 employees attended the CEO-led roadshow to hear customer priorities. 80% of colleagues are proud to work for Electricity North West.
Importance of maintaining programme to enhance National Parks and areas of natural beauty.	Worked with regional partners on our programme for undergrounding overhead lines across Areas of Outstanding Natural Beauty (AONBs) and National Parks across the North West.	Worked with seven stakeholders. Removed nearly 20km of the 80km committed in the regulatory period to improve visual amenity.
Provide training for employees	Delivered PSI; dementia and vulnerability awareness; contractor forums and fault dashboard training.	More than 500 hours of training provided in our contact centre.
Make it easier for customers to get information about power cuts	Awareness campaign to promote Call 105 single point of contact.	Approximately 60% of all calls are now via 105 - the most of any DNO.
Regularly engage with stakeholders	Regular Advisory Panel meetings and annual Strategic Advisory Panel meeting.	75 attendees for the 13 advisory panels held this year.

### Affordability Advisory Panel

What stakeholders told us	Action we took	The benefit to customers
To regularly engage with our stakeholders	Three Affordability Stakeholder Advisory Panel meetings attended by 15 stakeholders.	Key outputs included the fuel poverty research project and the creation of the referral networks and the need for greater collaboration with partners.
To undertake a research project on fuel poverty to develop our understanding and identify how Electricity North West could contribute to the alleviation of fuel poverty	Commissioned Energy Saving Trust to undertake a fuel poverty research project.	Developed and Implemented our referral networks approach which included four separate networks.
To work with local partners	Worked with Transport for Greater Manchester on £350million Metrolink Programme. Diverted and installed 22km of new electricity cable and creating innovative multi-utility trenches for up to 40 ducts and pipes to be relayed for electricity, water, gas, and telecommunications.	Collaborative working helped to keep disruption to a minimum. Substantial cost savings against original estimates for utility diversions.
Ensure future decisions directly guided by customer needs	Value of Lost Load project.	Segmentation model enables DNOs to make decisions more reflective of actual customer needs.

### Reliability Advisory Panel

What stakeholders told us	Action we took	The benefit to customers
To regularly engage with our stakeholders	Three Reliability Stakeholder Advisory Panel meetings attended by nine stakeholders.	Key outputs included detailed work on reliability versus resilience and the introduction of new welfare van. Dedicated support to SMEs.
Increase investment in flood defences	Increased our investment in flood defences including the raising of key equipment and installation of CCTV to monitor activity in substations.	Invested £270 million in flood defences since 2015. 47 Strategic Sites are receiving additional defences.
Invest in protecting exposed rural areas	Trialling sensor technology to detect faults on overhead power lines.	
Support customers during supply interruptions	In December 2017 we launched a new Customer Support Hub which enables customers to make hot food and drinks, get information, recharge mobile phones and use wi-fi.	Following a successful trial, modifications are being made to further improve the facilities available.
To reduce the level of transient faults	Developed a new type of fuse which automatically recloses following a transient fault.	Better reliability for customers.
Improve resilience in vulnerability hot spots	Launched a programme to fit remote control and automation equipment to sites which serve vulnerable customers.	On our low voltage network we have identified 87 substations which provide power to 50 or more vulnerable customers.



## Sustainability Advisory Panel

What stakeholders told us	Action we took	The benefit to customers
To regularly engage with our stakeholders	Three Sustainability Stakeholder Advisory Panel meetings attended by 38 stakeholders.	Key outputs include the creation of the Distribution System Operator event; the Community and Local Energy Strategy; and a review of business carbon emissions.
Engage with the new Greater Manchester Mayor	Electricity North West is part of an expert panel being led by the new Mayor Andy Burnham on the low carbon city agenda. Participated in the Mayor's Green Summit in March 2018.	Establishment of a Greater Manchester Low Carbon Milestone. Committed to lead the Future Energy Demand workstream.
Environment should be given more consideration	The creation of the UK's only oil reprocessing plant and ongoing use.	Extend the life of a transformer by 10 – 15 years. This new approach will save around £32 million over the next six years – savings which will help the environment and help keep bills down for our customers.
	Upgraded underground oil filled cables with new environmentally friendly electricity cables.	14km of cables upgraded with new environmentally friendly electricity cables. Bringing our three year total to 60km.
	Met our carbon reduction target ahead of schedule and engaged sustainability panel around next steps	Options for enhanced environmental targets including distribution losses to be considered.
To address the skills gap in our workforce	Continued our education programme and enhanced our outreach programme to support apprenticeship and graduate recruitment particularly in under-represented areas.	Our Bright Sparks programme delivered 140 electricity and safety workshops to more than 4,000 primary school pupils in 2017. As partners of two regional science festivals, attended by around 150,000 people, particularly schools, we have promoted electricity, engineering and the importance of STEM subjects (Science, technology, engineering and mathematics). We recruited four graduates on a two year programme and 32 apprentices joined in May 2017, bringing the total number to more than 200.
Take lead role facilitating increase in EV charge points	Engaged with Manchester Airport on how charging points can be installed in short and long stay car parks. Working with Greater Manchester Combined Authority on their integrated transport plan including the provision for electric vehicles in the city centre.	Increased availability and reliability of EV charging to facilitate the transition to a low carbon economy, and support Greater Manchester's aspirations.
Working with regional partners on the reduction in carbon emissions	Active partners in cross industry groups such as Greater Manchester Combined Authority's infrastructure and energy advisory groups.	Support Greater Manchester low carbon targets.
	Working towards the upgrading our network management system.	This will provide data at a more granular level and a digital, automated connection systems.
	Developing and deliver of key innovation projects.	To support the transition to a low carbon economy and increase efficiency

## Vulnerable Customer Advisory Panel

What stakeholders told us	Action we took	The benefit to customers
To regularly engage with stakeholders.	Three Vulnerable Customer Stakeholder Advisory Panel meetings attended by 13 stakeholders.	Key outputs include support for the data sharing project with United Utilities; fuel poverty research; and creation of the referral networks.
Provide staff with the skills and knowledge to provide a tailored service	Commissioned scenario based vulnerable customer training and Dementia Friends training for the welfare team.	Helps the Welfare Team to support customers. Training now being rolled out to the 80 contact centre colleagues.
Improve website accessibility	As part of the website review we worked with the Royal National Institute for Blind people (RNIB) to ensure the new website is accessible for people with any disability.	New website adheres to the 'AA' standard accessibility rating, with some key areas achieving an 'AAA' rating.
Maintain PSR data accuracy	Email campaign contacting 24,137 PSR customers.	Enabling more proactive and targeted support to PSR customers in power cuts
	Letter campaign sending to 84,145 where we don't have any telephone numbers or email addresses.	Enabling more proactive and targeted support to PSR customers in power cuts
	Access to mortality data.	Able to avoid unnecessary calls to customers asking for a relative who may have passed away which may cause undue stress to this relative.
Raise awareness of our Priority Services Register and 105 number	400,000 pharmacy bags promoting our PSR and the 105 number distributed in areas of high vulnerability.	96% of responding pharmacies were impressed with the level of support offered and 70% would tell vulnerable customers about the support they get on PSR.
	Introduction of 'All Together Now' adverts (The North West Health and Disability Magazine).	110,000 free copies distributed across the region.
Raise awareness of our Priority Services Register	Designed a new PSR leaflet.	50,000 PSR leaflets distributed to local authorities.
The need for a mobile phone charger during power cuts	Included mobile chargers in our welfare crisis packs and in new welfare van.	Customer are able to charge their phone during a power cut, remain in contact with their friends and family and receive regular updates from Electricity North West.
Provide a tailored service for different customer groups	Introduced a new dashboard which links our PSR data with our CRM (Customer Relationship Management) system.	Helping proactive contacts.
	Separated out PSR customer data from the overall CSAT survey	Our proactive customer satisfaction score for priority services is 89% which is 4.5% higher than our overall business CSAT
	52% of customers surveyed stated that wished to have text messages with regular updates throughout the night.	Over 30,000 text messages have been issued to affected customers following the change. There has been a 54% reduction in customer dissatisfaction.
Work with other utilities on customer vulnerability	Working with United Utilities the north west water network operator on a data sharing project.	80% of customers have taken up the data sharing trial with United Utilities.
Prioritise the food vans as a welfare service		Provides vulnerable customers with further reassurances during power outages.



## Outcomes tables

### Connections, engagement

What stakeholders told us	Action we took	The benefit to customers
Make it easier to speak to your experts	We hosted a combination of 10 surgeries, workshops and focus groups on preferred topics.	80% of attendees reviewed our events as useful or very useful.
Make it easier to apply online	We implemented the first phase of LV/HV online application via our website.	15% of applications are submitted online.
Make it easier to connect	Streamlined our process for connecting PV solar systems to our low voltage network.	580 PV solar systems were connected in 2017/18.
Champion Virtual Private Networks in industry to support more flexible and efficient connections.	We worked with relevant stakeholders in our areas to develop proposals for Virtual Private Networks as an innovation solution.	This will support quicker, more efficient and flexible connections.
Target improvements in customer satisfaction	Undertook regular customer satisfaction research with our distribution generation customers.	85% of customers were satisfied with the services we provided.
Work with independent connection providers (ICPs) and independent distribution network operators to improve access to training facilities	Undertook a trial training needs analysis with Independent Connections Provider (ICPs) in our area.	Completed a Training Needs Analysis. Two ICPs attended the training courses.
Provide quarterly updates on progress of actions	Published and share quarterly updates of progress against plans online and distributed via mailing lists. Engaged with stakeholders to monitor the effectiveness of updates.	100% of attendees reviewed the newsletters as useful or very useful
Make it easier for community and local energy groups to get in touch with Electricity North West	Appointed a Community Energy Manager.	A single point of contact with responsibility to build relationships with community and local energy groups.
More visibility of Electricity North West and more opportunity for face to face to help understand issues	Hosted and supported three community and local energy events.	The events attracted over 300 delegates providing them with opportunity to talk to and hear from Electricity North West about issues affecting the sector.
Develop a Community and Local Energy Strategy	Developed a consultation document which allowed respondents to provide their feedback through an online survey.	We worked with 189 stakeholders to develop a Community and Local Energy Strategy.
Develop Community and local energy distribution lists and share relevant updates	We have developed a dedicated distribution list for Community Energy Stakeholders and provided newsletter updates.	We have 118 stakeholders on our distribution lists who receive a quarterly newsletter.

### Innovation and future energy

What stakeholders told us	Action we took	The benefit to customers
Engage with stakeholders on the transition from a DNO to a DSO.	Hosted a one day interactive workshop with our stakeholders to develop our DSO approach. Publication of Powering the North West's Future, which sets out how we will evolve our business to best serve customers in a future, decentralised energy landscape.	Strategy for DSO transition informed by the needs and expectations of customers in the North West and developed to deliver benefits they value.
Work with Government to formulate future energy policy to help Government to meet its targets.	Took an active role in the Northern Energy Taskforce. Working with the taskforce on a 12-month study to develop a clean energy growth strategy for the North. Responded to the Government's 'Building an Industrial Strategy' green paper.	Ensured that the wide range of views held by customers and stakeholders in the North West was captured and shared with Government.
Build effective relationships with key regional stakeholders	Met with Salford MP and Shadow Based Secretary BEIF Rebecca Long Bailey to showcase how we provide power to the local area and how innovation is used to meet future energy challenges.	HM Opposition aware of views held by service providers in the North West, informed by customer and stakeholder input.
Work with regional partners to formulate future energy policy to help government to meet its targets.	Worked with IPPR North on a report on the Future of Energy in the North.	Policy development reflects the wants and needs of customers in the North West.
Working with industry partners to formulate the smart, flexible energy system.	Participation in national groups and forums such as the Open Networks Projects and Ofgem's Charging Futures Forum.	Development of new services delivered more efficiently and effectively.

### Safety

What stakeholders told us	Action we took	The benefit to customers
To improve our safety culture	CEO lead colleague roadshows on safety.	Our safety messages reached 1,500 colleagues Resulting in a reduction in injuries to our staff and customers.
To engage young people on electricity safety	Undertaken Bright Spark sessions with primary school children.	Key Stage 2 Electricity and safety messages were delivered to over 4,000 young people across the region this year.
Promote rural safety.	Supported the nationwide 'Look Up, Look Out campaign'.	The campaign was supported by local MPs and received significant coverage. Discussions with local representatives also led to promotion by the National Farmers Union.
To contribute to the safety of high rise flats	Created a dedicated team to inspect and replace wiring in high risk flats.	Identified 500 high risk buildings across the North West. Inspected 120 high rise blocks. Installed technology, called Weezap, in 100 of the most high risk high which provides remote monitoring of communal electrical cables inside flats, and an early warning system if something goes wrong.

The SECV report is published before the annual RRP return to Ofgem and some of the detailed data figures included in the document have not yet been subjected to the RRP Data Assurance process. As a result of this, data may be subject to change.





## Electricity North West

304 Bridgewater Place,  
Birchwood Park,  
Warrington. WA3 6XG

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



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