

Together we have the energy to transform our communities

OUR STAKEHOLDER ENGAGEMENT AND CONSUMER VULNERABILITY STRATEGIES

Ofgem Stakeholder Engagement and
Consumer Vulnerability Incentive 2018/19

Part One





Welcome to our Part One submission to Ofgem's Stakeholder Engagement and Consumer Vulnerability Incentive for the regulatory year 2018/19.

Electricity North West champions the region we serve and we're proud that it's our network that connects communities and helps keep the electricity flowing every minute of every day, from when our customers wake up to when they fall asleep and all of the minutes in between.

We are one of 14 distribution network operators in GB regulated by Ofgem. We are responsible for maintaining and upgrading 13,000 km of overhead power lines and more than 44,000 km of underground electricity cables and much more. This covers the diverse communities from the beautiful Lake District landscapes to the bustling city of Manchester and all the towns and villages located inbetween.

Our network in the North West is one of the most reliable in the country and we are investing £1.9 billion (£800 per customer) between 2015 and 2023 to ensure we continue to deliver an excellent, safe and affordable service to all our customers.

We know we can't do this on our own. We need to regularly engage with our stakeholders and our customers so that we can understand and respond to their needs, expectations and priorities. We also have to ensure that no one gets left behind and that we have put steps in place to ensure that our most vulnerable customers are supported today and in the future.

This report sets out our approach to this. If you'd like to know about our approach to stakeholder engagement and consumer vulnerability, you can get in touch with us at stakeholderengagement@enwl.co.uk

Distribution network operator group size by customer numbers (millions)

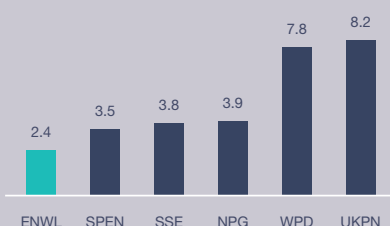


Table of contents

Section one	Chief Executive Introduction
Section two	Our Stakeholder Engagement Strategy
Section three	Embedding a process that drives good decision-making, underpinned by an understanding of social value
Section four	Stakeholders influencing strategic decisions
Section five	Our Consumer Vulnerability Strategy
Section six	Enhancing our culture of stakeholder engagement and consumer vulnerability
Section seven	Independent evaluation, audit and accreditations

Key

	New
	Enhanced
	Embedded
	Outcomes
	Outputs
	Innovative
	Industry-leading
	Partnership
	Case study

Section 01

Welcome from Peter Emery

Chief Executive Officer of Electricity North West

I'm delighted to introduce my third Stakeholder Engagement and Consumer Vulnerability (SECV) submission document. This document demonstrates the importance Electricity North West places on engaging with stakeholders, our commitment to continuously improving our approach and to planning so that we meet current and future needs and expectations.

This year we have built upon our Stakeholder Engagement Strategy with a focussed Improvement Plan that utilises the embedded strengths of committed leadership, strong local relationships, widespread engagement and empowered employees. We're committed to continuously improving our embedded Stakeholder Engagement and Consumer Vulnerability Strategies.

Last year, we shared our new company Purpose that 'Together we have the energy to transform our communities'. The Purpose provides us with a clear ambition and shapes our strategic objectives. This informs the decisions we make as we respond to what we hear through all our stakeholder engagement activity.

Working 'together' is core to this Purpose – engaging with others and taking ownership of and acting on what we hear is vital to how we run our business. I know that we can only be successful when we deliver outcomes that are valued by the communities we serve.

From this Purpose, we structured our engagement activity in 2018/2019 to deliver outcomes that are valued by our stakeholders and continuously improve our decision-making processes. I've also established a Chief Executive Panel to ensure that I'm personally very close to our stakeholders and can more deeply understand their priorities, wants and needs.

I'm grateful to the Ofgem Panel for the helpful feedback they gave us on our strategy and approach last year. We were very disappointed by the result and this has shaped our determination to improve. We've used this feedback, alongside our other engagement and research, to inform the Improvement Plan which has shaped our activity throughout the year. In particular, I'd like to thank Mark Copley for his chairmanship of the Panel and I look forward to working with Anna Rossington, the new chair, over the coming years.

I'd also like to thank Grant McEachran and his team for their willingness to work with companies to review the SECV process to ensure that it remains effective in delivering outcomes for customers.

We take pride in serving the North West. Stakeholder engagement is vital to how we run our business and makes our business better.



Pete Emery
Chief Executive Officer

Key highlights from our stakeholder engagement and consumer vulnerability activity

Establishing the
Chief Executive Panel and Regional Workshops

Committing £63.5 million
to Leading the North West to Zero Carbon

Engaged with more than
17,000 stakeholders

Completed social mapping

60 vulnerable customer partnerships in place

Over the past 12 months, Electricity North West has developed an approach to listen closer to its stakeholders, using stakeholder and customer insights to drive decision-making. There has been a marked shift in Electricity North West's approach, with greater attention paid to stakeholder insights in order to respond more directly to stakeholder needs where applicable

Accountability, 2019



Our Stakeholder Engagement and Consumer Vulnerability Priorities 2018/19

What we heard – In response to Ofgem feedback on our stakeholder engagement and consumer vulnerability approach and to what we've heard from our stakeholders, we've worked with KPMG and undertaken a comprehensive review of our Stakeholder Engagement and Consumer Engagement Strategies. We've structured our activity this year to demonstrably deliver the outcomes our stakeholders prioritise and value and to enhance our internal processes. All of our activity is aligned to delivering our company Purpose.

Company Purpose	Strategic alignment - delivering our Purpose, together we have the energy to transform our communities, and Objectives				
Stakeholder outcomes	Doing what is right for the Electricity North West region	Leading the transition to a zero carbon future	Enhancing our understanding of consumer vulnerability	Creating effective partnerships to better address our customers' needs	Planning for the future by shaping our ED2 approach
Enhancing our processes	Embedding a process that drives good decision-making				
	Enhancing our culture of stakeholder engagement and consumer vulnerability				
	Better understanding of how customers value the outcomes of our stakeholder engagement and consumer vulnerability activity				



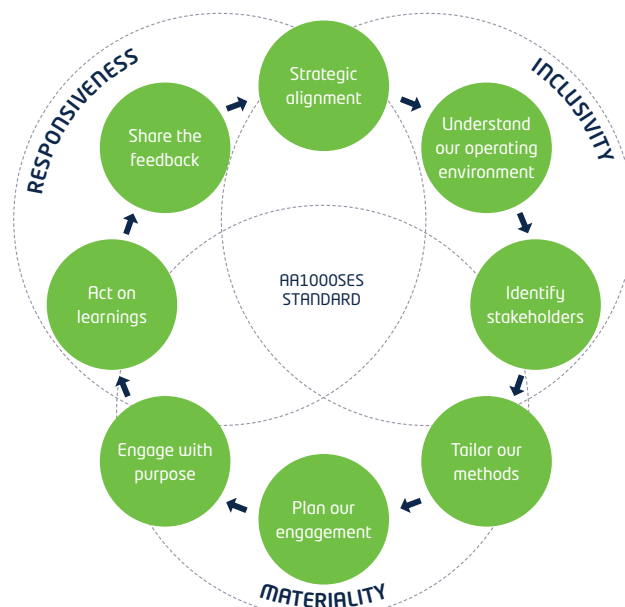
Enhanced delivery

This is our stakeholder engagement process. Established in 2016, this approach to stakeholder engagement is continuously improved by our internal teams and this has been informed by input from our stakeholders. It informs the structure for engagement activity delivered. It is aligned to the Accountability AA1000 Stakeholder Engagement Standard which is best practice for stakeholder engagement.

To enhance our culture and to ensure engagement is embedded throughout the business we have undertaken cascade briefing sessions with our senior leadership team. Participation in the stakeholder tracker provides evidence of embedded engagement and is a mechanism for sharing, learning and acting on our engagement activity. See Part One page 9 for more information.

In our 2017/18 submission we made a commitment to establish a framework for measuring outcomes. We invited KMPG to review our strategy in 2018 and they recommended embedding a process that drives good decision-making and we have now introduced a benefits identification and measurement model. This is described in more detail on Part One, page 10.

We've further enhanced our measurement approach through social value research undertaken in collaboration with other DNOs and by gaining a deeper understanding through our own research. This supports our goal of better understanding how customers value the outcomes we deliver. See Part Two, pages 5 for more detail.



Why we engage - strategic alignment

Working 'together' is core to our Purpose – engaging with others and taking ownership of and acting on what we hear is vital. We know that we can only be successful when we deliver outcomes that are valued by the communities we serve.

The starting point for our Stakeholder Engagement and Consumer Vulnerability Strategies is strategic alignment. A key consideration for the company when deciding which activity we undertake as a result of stakeholder engagement is how material it is to the company in delivering our Purpose and our strategic objectives. Our Executive Leadership Team and our Board look at issues through the lens of relevance to our business and consider their materiality in terms of delivering our company objectives.

We have four engagement aims to support our decision making:

- **Enhance our understanding** – stakeholder engagement, including dialogue, research and insight, increases our understanding of our operating environment and of our stakeholders' and customers' wants, needs and priorities, now and for the future
- **Freedom to operate** – working closely with local communities, for example, when we're undertaking disruptive work increases understanding for all sides and enables us to complete work more efficiently
- **Respond to change** – what stakeholders and customers need from the energy sector is rapidly transforming. Strong engagement is identifying those changes which are material to our business, now and for the future, helping us to respond appropriately to them
- **Manage risk** – from incidents to major economic changes, having strong, effective relationships in place means that we can respond better as circumstances change. Our risk approach is aligned to the company's strategic risk management approach and includes reference to the company's classification of risk through our strategic risk register



Understanding our operating environment - keeping our stakeholder network current

We take a dynamic approach to updating our stakeholder network and, in our day-to-day work, we look for opportunities to enhance and grow it.

By doing so we ensure that we engage with a broad and inclusive range of relevant stakeholders.

This year, we also undertook a fundamental review of our stakeholder mapping. We started from first principles using the AccountAbility model shown here to identify our various stakeholder groups. We then compared this to our existing stakeholder database and identified gaps.

We used this gap analysis to inform the development of our stakeholder network and our partnership framework Part Three, page 8. We placed a focus on ensuring that we identified those stakeholders who represent hard-to-reach groups.

As a result of this activity, our stakeholder database now has 2,600 records with specific mailing lists for our engagement themes, including our advisory panels, community and local energy, innovation and connections.

We've also assigned the management of groups of stakeholders to the relevant internal stakeholder manager. This has enhanced our approach to proactively 'account managing' stakeholders and continues to provide them with a clearly identified single point of contact. We also provide a stakeholder engagement guide to all colleagues participating in engagement activity.

We've found that partnership working is a great way to connect with new stakeholders. At our Lancashire Regional Stakeholder Workshop, which we delivered in partnership with the local Chamber of Commerce, **63% of delegates said they had not engaged with us before.**



Who we engaged with

Our ambition is to engage with the widest possible range of stakeholders who have an interest in our business, our region and our sector.

We use our stakeholder tracker to capture all of our engagement activity. This year, it demonstrates that we have engaged with more than 17,000 individual stakeholders over more than 980 events during the year across all stakeholder groups and with national, regional, local and hard-to-reach stakeholders.

In response to colleague feedback, we've improved the tracker to make it easier to complete and included a section to capture where the stakeholder is based. This supports our goal of doing what is right for our region by improving our understanding of the regional split of our stakeholders.

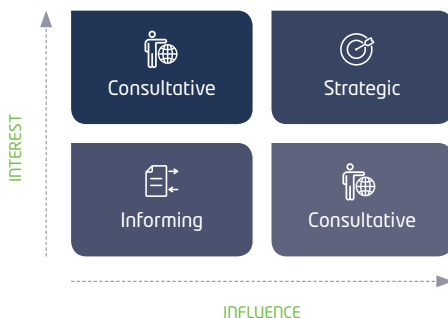


Engage with purpose - our engagement and collaboration methods

We tailor our methods and plan our engagement

Our strategic approach ensures that we engage with purpose with our stakeholders. This ensures that our engagements are tailored to our stakeholders to meet their needs and expectations and to deliver meaningful outputs. It also ensures that we are providing timely responses to the issues raised and that we have strong and effective feedback loops to ensure that our stakeholders know how we've acted on what they've told us. We focus on the quality of engagement.

When agreeing the most appropriate engagement method, we apply a stakeholder mapping four-box model which maps stakeholders against axis of influence and interest (based on Mandelows matrix).



Tailoring engagement ensures that we engage with the right stakeholder, at the right time and capture the relevant outputs. Our engagement is structured to ensure we don't create 'talking shops' and by asking our stakeholders about their communications preferences, we ensure that we make effective use of our stakeholders' time and resource. We also ensure we're responsive when others approach us for engagement.

Collating and coordinating stakeholder engagement activity is key to ensuring that our stakeholder engagement is holistic and consistent, providing high-quality outcomes for the business and our stakeholders and timely and effective feedback to our stakeholders.

Our engagement drivers and tailored activity is shown in the table below:

Strategic	Consultative	Informing	Operational	Responsive
Expert input to the development of our strategy	Focussed consultation to inform business decision-making	Broadcast stakeholder and customer engagement and surveys	Day-to-day operational engagement	Supporting events and consultations organised by our stakeholders
All events led by Executive Team member and attended by managers responsible for delivering the actions <ul style="list-style-type: none"> CEO Panel Incentive on Connections Engagement (ICE) Expert Panel Advisory Panels Sector working groups 	All events led by Executive Team member and attended by managers responsible for delivering the actions <ul style="list-style-type: none"> Regional stakeholder workshops Incentive on Connections Engagement consultation events Community and local energy events Annual Innovation Learning Event Stakeholder panels 	All customers <ul style="list-style-type: none"> Customer Voice online panel Customer research PSR awareness campaign Newsletters Code webinars Incident reports Promoting Flexible services webinar 	All interactions captured on our tracker All communication activity detailed below	Events include:- <ul style="list-style-type: none"> Community Energy England Conference The Green Summit Local Resilience Forums National Park Climate Change Partnership 10 years celebration event Greater Manchester All Party Parliamentary Group
Number of events 17	31	451	980	126
Number of stakeholder reached 100	500	over 440,000	over 17,000	over 8,300

We use tailored, diverse, effective communication channels

We utilise a wide range of open, two-way channels to ensure effective engagement with and feedback from our stakeholders.

Face-to-face <ul style="list-style-type: none"> Events <ul style="list-style-type: none"> Stakeholder Workshops Incentive on Connections Engagement Panels Community engagement events Meetings Expert panels <ul style="list-style-type: none"> Chief Executive Panel Advisory Panels Incentive on Connections Engagement Expert Group <p>17,259 stakeholders engaged (number from tracker)</p> <p>100 Panel members</p> <p>17 Meetings per year</p>	Social media <ul style="list-style-type: none"> Facebook followers: 13,000 (↑ 15% Increase this year) Twitter followers: 22,200 (↑ 10% Increase this year) LinkedIn followers: 11,800 (↑ 35% Increase this year) 65 Participants in webinars 219 Participants in online customer panel Voting buttons used at events to secure immediate feedback 167 external stakeholders using buttons to register preferences 	Areas of research <p>2,600 engaged through in-depth research</p> <ul style="list-style-type: none"> Priority customer service Contact centre Payment preference Planned supply interruption Faults Connections tracking Joint DNO Social Value Research ENWL Social Value Research <p>408 stakeholders surveyed at events</p> <p>1,500 colleagues completed climate survey</p>
Newsletters and updates issued <p>Newsletters issued 20</p> <p>Issued to over 1,500 recipients</p>		Action and feedback reports <p>3 issued</p> <p>154 recipients</p>

Balancing needs - making good decisions for our business, our stakeholders and our customers

We are committed to strong and effective stakeholder engagement and the needs and the expectations of our stakeholders are one of the key considerations for our business when we are making decisions to act.



Our responsibility, from our Board members to our delivery managers, is to take a balanced approach to decision-making which starts with our business Purpose and Strategic Objectives. This recognises the material and relevant preferences of our stakeholders and is cognisant of our customers' willingness to pay for activity.

We do this by balancing these drivers to make decisions which result in a sustainable business delivering outcomes that our stakeholders value. We use the Decision Making Framework (as explained below) to help us do this. Strategic decisions are captured in our annual company Business Plan which is approved by our Board in January each year.

These elements are described below:-

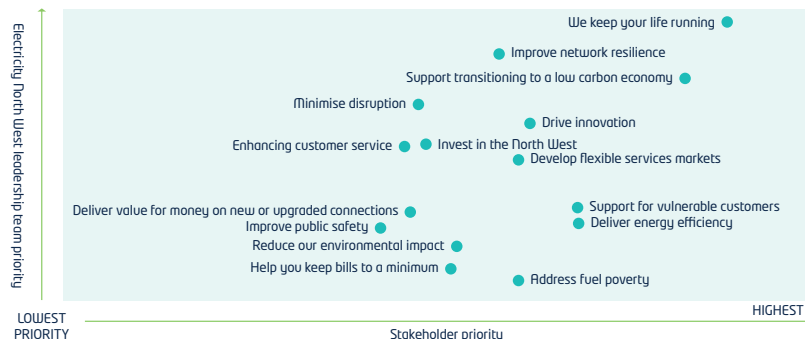
- **Our business Purpose and Strategic Objectives** – our priority is to deliver our business Purpose and objectives. This includes the delivery of the plan that has been agreed with Ofgem and delivers a wide range of legal and regulatory requirements. It states our ambition as a business and our understanding of how we most appropriately meet the needs of

stakeholders. Changes to this are informed by shareholder and stakeholder priorities, changes to our operating environment, what we learn through our business performance, and our customers' current willingness to pay

- **Our stakeholders' future needs and expectations** – we identify our stakeholder needs and expectations through a range of activities including events, research, dialogue, data held by the company and data we source to support decision-making. This year we have developed and implemented a Benefits Identification and Measurement (BIM) model which helps us better understand the value of activities (described below)
- **Our customers' current willingness to pay** – robust customer benefit valuations to understand how customers are measuring the social value of outcomes are also a key consideration. This year, we've worked with the other distribution network operators and also independently to commission willingness to pay (WTP) research to better understand our customers' preferences

Understanding our shared priorities

HIGHEST PRIORITY



Working with our Strategic Advisory Panels, our regional Stakeholder Workshop, our Executive Leadership Team and our Senior Leadership Team, we undertook an issue prioritisation exercise and updated our materiality matrix. This exercise is described in more detail on Part Two, page 10. Capturing our stakeholders' priorities and concerns ensures that our focussed engagement is delivering outputs that are relevant to the current issues faced by our stakeholders.

Our materiality matrix was last updated in 2017 and we committed to review it with stakeholders every two years.

The main changes to note are:

- **We keep your life running (previously combined with network resilience) remains high for all stakeholders. They expect a reliable electricity supply**
- **Transition to the zero carbon economy has increased in priority and delivering energy efficiency is also important**
- **Keeping bills to a minimum and safety have fallen in priority significantly**

Stakeholder engagement is valuable for the business as it is helping us keep abreast of long-term priorities. We are not only looking at today's concerns, but also informing stakeholders about future changes. This engagement around our medium and longer-term priorities is also being used to inform the first stages of our RII0-ED2 engagement. We're in the 'consult' phase of our engagement on our plan. There is more detail about our approach in Part Two, page 10.

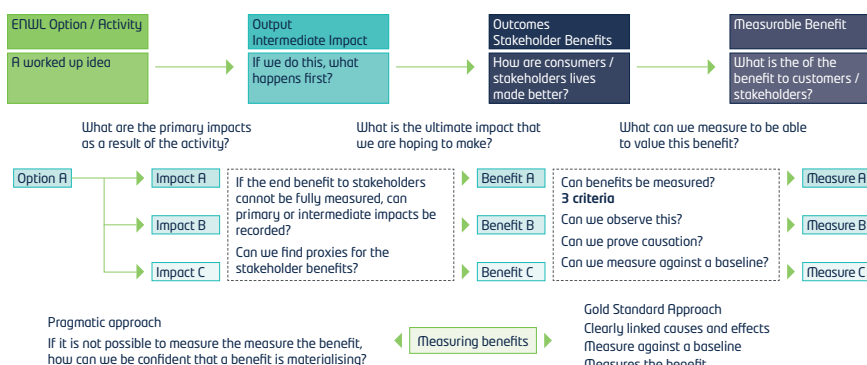
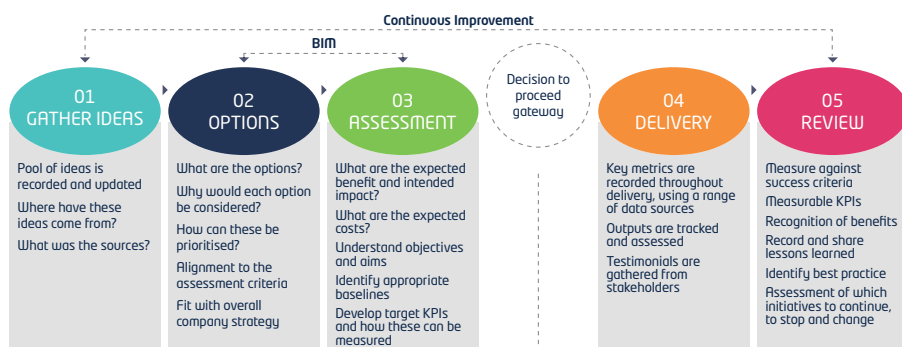
Compromise area

When asked to consider which activities that should be a priority for us, our stakeholders tend to place 'public safety' low on their list. Discussions reveal that, for them, safety is taken as a given, it's assumed that we will always operate in a safe manner. We agree that we should always aim to work safely and that we secure this by making this an explicit company priority rather than an implicit assumption.

Our decision-making process and our approach to benefits identification and measurement

Over the last year, we've developed and implemented a framework for decision making around which initiatives should be taken forward, how benefits should be measured and how learnings should be fed back into the business and shared with stakeholders.

Our Stakeholder Engagement Challenge Group and our Internal Working Group have led the process of embedding this model within our business and it has been built into our Incentive on Connections Engagement processes, our business change framework model and aligned with our IT project management processes. All authorisation and approvals levels for decisions made within the business are set in our Internal Control Manual. We've called it the Decision Making Framework and it provides consistency and robustness of our approach to our engagement and initiatives.



As part of this process, we've also developed a Benefits Identification and Measurement (BIM) model. Based on Government Logic-Mapping models, it provides us with a way of thinking about the expected impacts as a result of initiatives. The model starts with the initial ideas and actions of the business, identifying the primary and intermediate impact of these and then tracing these through to the ultimate benefit for stakeholders.

This approach ensures that all projects have clearly defined aims, objectives and methods of how these will be achieved. Monitoring plans are then put in place to capture and track the ongoing benefits of the project. Initiatives included in this submission include a description of how both the Decision Making Framework and the BIM have been applied. These are captured in the output and outcome boxes associated with our examples in Parts Two and Three.

NEW

Measuring the social value of outcomes of stakeholder engagement activity

It's essential that our decision making is supported by robust customer benefit valuations that can be used to understand how customers are measuring the social value of outcomes. This year, we've worked with the other DNOs and also independently commissioned research to better understand our customers' preferences.

The six electricity DNOs of Great Britain collectively commissioned Accent and PJM economics to design

and implement a quantitative research study to obtain an industry-wide set of values for relevant Stakeholder Engagement and Consumer Vulnerability service initiatives. We also commissioned supporting qualitative research to provide a further set of evidence against which the main quantitative results can be compared.

This joint survey obtained customer willingness to pay (WTP) estimates for use in cost-benefit analysis based on an application of the stated preference methodology.

This approach involves asking survey participants a series of carefully designed questions to explore their preferences in relation to the object of the study. This comprehensive survey targeted and achieved sample sizes by company size. The target sample distribution was designed to be spread across the DNO areas proportionately based on the Great Britain population.

	Designed	Achieved
ENWL	96	97
NPG	158	163
WPD	317	326
UKPN	333	335
SPEN	142	143
SSEN	154	152
TOTAL	1,200	1,216

The initiatives identified were grouped into the following five service bundles and the research has produced a consistent set of results of the intrinsic social value to customers of these outcomes.

- Customer support
- Vulnerable customer support
- Resilience
- Smart networks
- Sustainability

We commissioned additional qualitative research to build on, and validate, the results of the WTP survey including

the drivers of views and the context and conditions underlying customer prioritisation. We wanted to understand how customers in the North West prioritise initiatives differently from GB customers and explore how different North West customer groups approach these issues and how this may vary by sociodemographic and geographic factors.

The second point is particularly relevant for the company as we are the smallest of the six DNO groups. Our area has specific physical and landscape characteristics, and also population demographics that inform customer prioritisation of our activity.

The key features of our qualitative research are shown below:

Groups with Electricity North West Customers		Qualitative research approach					
		1	2	3	4	5	6
<p>Six focus groups across three locations (46 customers in total)</p> <p>Representation of a range of life-stages (pre-family, family, empty nesters), socio-economic group (SEG) and urban / rural locations.</p> <p>Depths with vulnerable / hard-to-reach customers</p> <p>In-depth interviews with 6 customers living in vulnerable situations.</p> <p>Customers included those who are power reliant due to health condition or disability, low income and those with English as second language.</p> <p>Fieldwork: February 2019</p>	Location	Stretford		Blackburn		Kendal	
	Urban / Rural	Urban	Urban	Peri-urban	All urban	Live in Kendal	Rural
	SEG	A/B/C1	C2/D/E	B/C1/C2	D/E	A/B/C1	C2/D/E
	Life-stage	In each group: min x2 family, min x2 pre-family, x2 empty nester					
		6 interviews (some participants had more than one vulnerable characteristic):					
		▶ 4 x Disability affecting daily activities ▶ 2 x English second language ▶ 2 x Power reliant					

The research used the stated preference methodology to estimate the value to our customers of a wide range of SECV initiatives and examine differences between customers in our region and the Great Britain average. The headline insights derived from the quantitative and qualitative assessment are:-

- **Our customers want to be able to communicate with us via a wide range of channels** – but they do not want the needs of vulnerable customers to be forgotten in the new digital world.
- **Continuing to increase the reach and impact of the Priority Service Register is seen as vitally important.** Community resilience is supported.

Domestic customers generally give higher priority to supporting individuals and communities rather than organisations.

- **Customers know little about smart networks**, but are interested in hearing more from us on the subject.
- **Customers want the company to support communities in benefiting from distributed generation**, but they want these concepts – and the potential benefits – to be explained in simple terms.

In Part Two and Part Three, we have included the outputs of this research alongside the relevant case studies for the activities surveyed. We have included the

comparative willingness to pay (WTP) and the annual spend level per customer (expressed as £ per customer). We've also included some of the detailed customer insight and feedback that was gained from our qualitative research on these issues.

When we asked customers about activities, they indicated a positive willingness to pay. This indicates that there is support for further activities in the categories surveyed.

This information is a key input to our decision-making and will be utilised in reviewing activity our activity for the remainder of RIIO-ED1 and also to inform the development of our RIIO-ED2 plan.

<>

Outcomes resulting from engagement activity

By considering our strategic purpose and objectives, stakeholder needs and expectations and customers' willingness to pay we deliver outcomes that are valued by our stakeholders. This table summarises the actions we took in response to input and feedback from stakeholders and the 163 positive outcomes and benefits these actions led to for our customers and stakeholders.

43 stakeholder engagement events	STRATEGIC advisory panels	11 events	100 stakeholders	85 outcomes including: <ul style="list-style-type: none"> • Created regional advisory panels and engaged 100 additional stakeholders in Cumbria and Lancashire (Part Two, pages 2 and 3) • Increased prioritisation of transition to low carbon economy led to development of our Carbon Plan called Leading the North West to Zero Carbon (Part Two, page 5) • Development of the VOLL project linked to fuel poverty areas (Part Three, page 2) • Discussions at the Reliability Panel inform our Strategic Direction Statement Panel help to revise Customer Vulnerability Strategy and distribute Consumer Vulnerability Fund (Part Three, page 7)
	CONSULTATIVE Regional workshops	32 events	530 stakeholders	78 outcomes including: <ul style="list-style-type: none"> • Priorities identified for Manchester, Lancashire and Cumbria regions to inform our investment and decision making (Part Two, page 3) and created regional investment booklets • Working in partnership to deliver regional events identified new partners for us to work with and incorporate the views of hard-to-reach stakeholders in our decision making • Following events stakeholders take up connections and community and local energy support available • Identification and development of new vulnerable consumer partnerships including Eden Council
	INFORMING Research	12 events	2,600 customers	Outcomes including: <ul style="list-style-type: none"> • Better services for customers and prioritisation of investment



Enhanced delivery

4 new business plan commitments

Establishing the Chief Executive Panel and Regional Workshops

In 2018/19, we have enhanced our stakeholder engagement structures, processes and governance. Changes made to our processes have been informed by:

- The strength of the outcomes delivered by our engagement activity
- Our experience of operating stakeholder engagement panels and workshops
- Discussion with our stakeholders about their experience of engagement and their priorities
- Visits to other DNOs to learn best practice from them and
- The desire of our Chief Executive to have more focussed, detailed, regular engagement and dialogue with stakeholders

We have strengthened our stakeholder engagement cycle, embedding it within our overarching company governance processes and ensuring that our stakeholders' priorities shape our annual business planning process. This has been achieved by:-

- The creation of a new Chief Executive Panel
- The consolidation of some of our Advisory Panels
- The creation of sub-regional stakeholder workshops
- The creation of a new DSO Engagement role
- The implementation of expert Task and Finish groups and
- Changes to our internal governance structures

These are described in more detail in Part Two, pages 2 and 3

NEW

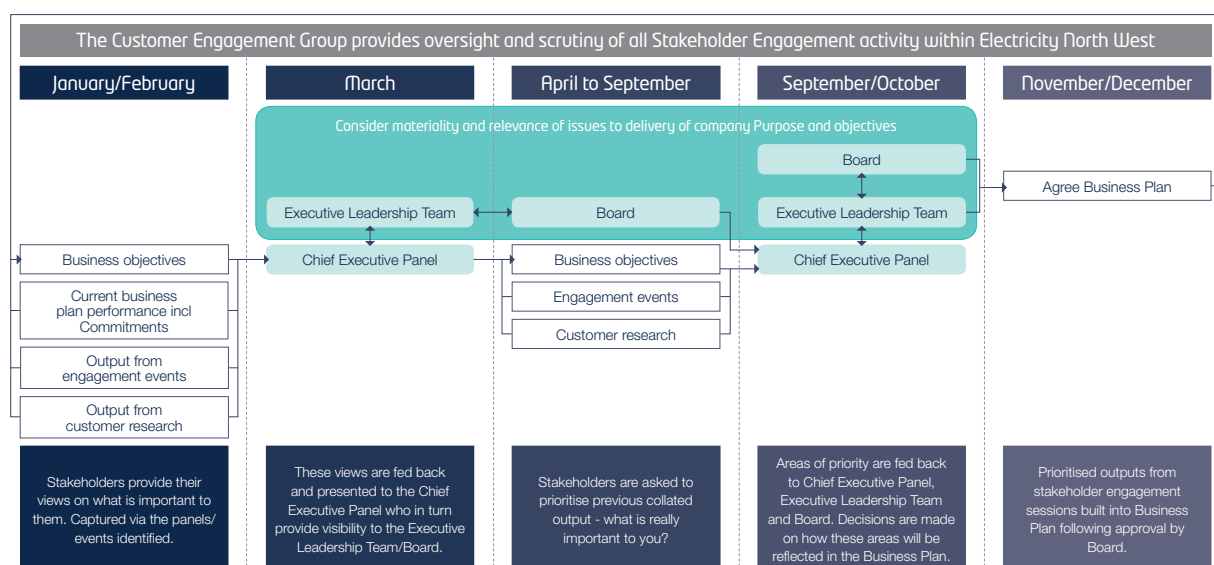
Our independent Customer Engagement Group provides oversight and scrutiny of the stakeholder engagement approach. This group includes experts in consumer research, economic regulation, engineering and technical operation and energy sector structures. The independent Chairs of our Sustainability and Consumer Vulnerability Advisory Panels are also members of the Group. There's more information about the Customer Engagement Group in Part Two, page 2.



Our annual business planning process

This diagram illustrates the role stakeholder engagement plays in our annual business planning process.

Please note - our engagement is not limited to the events included in this diagram; they are included to help demonstrate this particular process. Engagement is ongoing throughout the year.



Impact on our company business plan

In 2017, we introduced a new strategic framework for company planning and one of the four strands is 'Getting closer to the customer'. This includes the requirement that business decision making is informed by stakeholder engagement. With the introduction of the Chief Executive Panel, we've now formalised our approach to embed our stakeholder engagement cycle within our business planning process.

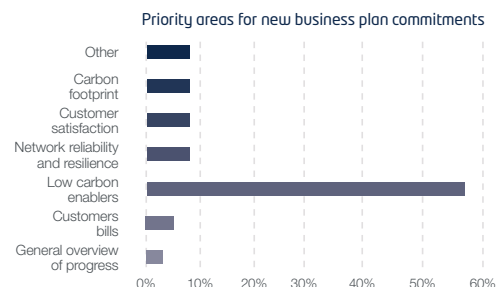
This builds on Business Plan Commitment engagement we've undertaken through our Strategic Stakeholder Advisory Panels in 2017 and 2018. The following table captures new investment commitments which have directly resulted from this strand of engagement.

Year	What we heard	What we did
2017/2018	Through industry working group, we were made safety aware of risks associated with link boxes and cable pits	We invested in implementing an innovative new approach to mitigating this risk (SECV submission 2017/18)
	Post Grenfell, we worked with the Greater Manchester Combined Authority (GMCA) High Rise Task Force to identify ways of giving residents peace of mind	We applied existing technology innovatively to help identify and respond to electrical network risks in multi-occupancy buildings (Part Two, page 8)
	Our Stakeholders prioritised reliability of the network at Strategic Stakeholder workshop	We delivered increased Quality of Supply investment (SECV submission 2017/18)
	Stakeholders affected by Storm Desmond engaged with us on the impact of a loss of power due to substation flooding	We worked with local stakeholders to agree appropriate and innovative flood resilience investment (SECV submission 2017/18)
	At our DSO conference, stakeholders outlined their need for dedicated community and local energy support	We appointed a Community and Local Energy manager and consulted with stakeholders to create our strategy (Part Two, page 6)
	GMCA approached us to develop closer partnership working; half of our customers live in this area	We participated with GMCA in a range of activities (SECV submission 2017/18 and Part Two, page 7)
	Our Consumer Vulnerability Advisory Panel agreed challenging targets with us	We created the welfare team to deliver against these targets (SECV submission 2017/18)
	Our Consumer Vulnerability Advisory Panel asked us to enact the recommendations of the Energy Saving Trust research	Created three fuel poverty referral networks to provide direct support to customers across region (Part Three, page 5)
2018/2019	Our Stakeholders continue to prioritise reliability of the network at our Strategic Stakeholder workshop	We increased Quality of Supply investment (SECV submission 2017/18)
	Our Sustainability Advisory Panel changed our thinking on carbon issues	We've created the Leading the North West to Zero Carbon Plan (Part Two, page 5)
	Working with GMCA, Manchester City Council and independent investors, we've agreed the need for investment to facilitate low-carbon growth	£12 million of investment identified in Manchester strategic projects (Part Two, page 7)
	Ofgem indicated the importance of independent scrutiny of our stakeholder engagement approach	We appointed an independent Chair for our Customer Engagement Group and he has recruited Group members (Part Two, page 10)
	Ofgem and BEIS have challenged companies to solve peak demand problems on their own network and National Grid has also engaged in this	We've implemented CLASS to respond to this issue and we now offer services to National Grid (Part Two, page 8)
	Our Consumer Vulnerability Advisory Panel continued to challenge us to improve our support	We increased welfare team resource by a further 50% (Part Three, page 9)

Ensuring our business plan commitments continue to reflect our stakeholders' needs

Last year, we reported that we had started a conversation with our Strategic Stakeholder Advisory Panel about our business plan commitments. The commitments were agreed in 2014. Since then the sector is evolving at pace and our stakeholders have told us that it is important to ensure that our commitments remain relevant. Last year, acting on their input, we updated six commitments and added one new commitment to deal with the risk of link box failure. As part of our business planning process, we've continued to develop our business plan commitments with our Strategic Stakeholder Advisory Panel.

In July 2018, following detailed discussions and recommendations from our Advisory Panels, the Strategic Panel agreed that we should introduce new 'low carbon' outputs made up of three commitments, include a new safety commitment, enhance the targets for reliability and network health and retain the targets associated with our complaints commitment. As such we are putting stakeholders at the centre of what we do and we are the leading DNO in maintaining our business plan commitments and adding and updating them through the regulatory period.



The changes are outlined in the table below. More detail on our business plan commitments can be found on our annual performance report www.enwl.co.uk/commitments

	NEW	ENHANCED	UNDER REVIEW		NEW	ENHANCED	RETAINED
	1	5	2		4	3	2
2017	Link box remediation	<ul style="list-style-type: none"> Manage the loading of risk of the network Flood protection Back up capacity at major sites Strategic site security Management of asbestos 	Resolution of complaints (2 commitments)	2018	<ul style="list-style-type: none"> Driving transition to Distribution System Operator (DSO) Enabling Electric Vehicles Community and Local Energy Rising and Lateral Mains 	<ul style="list-style-type: none"> Improve overall reliability (Customer Interruptions) Improve overall reliability (Customer Minutes Lost) Network health 	Resolution of complaints (2 commitments)

Our customer and stakeholder surveys

Seeking feedback on the quality of our engagement is as important to us as delivering outcomes that are valued by our stakeholders. We use a wide range of stakeholder, customer and colleague surveys to test the quality and to seek feedback from these groups on where we can improve.

In 2018/19, we carried out in-depth surveys of 2,600 customers. More than 2,000 of those helped us better understand potential service improvements. There's more information about the vulnerable consumer topics in Part Three, page 3.

Who	How many	What we heard
Vulnerable customer research	300	<ul style="list-style-type: none"> Part Three, page 3
Customers who hang up waiting to speak to an agent	75	<ul style="list-style-type: none"> Customers who hold told us they find it reassuring to ask questions about the power cut and area affected or wanted specific information Over 40% of customers hung up because they thought they would be on hold too long
Customers who scored nine or less and said there was nothing to improve (Planned Supply Interruptions and Faults)	150	<ul style="list-style-type: none"> Customers want us to give more detailed reasons and communicate about any changes to planned supply interruptions Customers involved in a fault wanted us to make it easier to find updates on restoration times, contact information or to speak to someone Customers also didn't want a power cut or interruption
Understanding Customers Payments Preference	500	<ul style="list-style-type: none"> Paypal is the preferred method of compensation, however, over a quarter of customers still want a cheque Email is the preferred proactive communication method
Planned Supply Interruption Tracking	600	<ul style="list-style-type: none"> Satisfaction is driven by customers getting ten days+ notice but suggest the 24hour reminder is changed to 48 hours Customers trust us to do the right thing and would prefer one longer fault over two shorter ones
Faults Tracking	600	<ul style="list-style-type: none"> Customers were satisfied after hearing our recorded messages and a key focus is providing restoration times 92% of customers were updated through their preferred method of contact
Connections Tracking	248	<ul style="list-style-type: none"> Proactive communication is important We gained an understanding from customers regarding cost, value for money and enhancing their communications experience

Customer Satisfaction Survey

Every month, our customers are surveyed by Ofgem as part of the Broad Measure of Customer Satisfaction. 4,818 were surveyed by Ofgem this year. To ensure we fully understand what our customers are telling us, we also undertake bespoke surveys to provide more in-depth information on our customers' expectations. We use this data to inform our Customer Satisfaction Improvement Plan.

In 2018/19 we surveyed an additional 2,473 customers and through understanding customer needs, we have improved our customer satisfaction (CSAT) score from 84.7% to 86.5%.

Overall customer satisfaction (CSAT) score from 84.7% to 86.5%
Improvement of 1.8%

Power cuts

Improvement of
3.6% to 86.8%

Connections

Improvement of
2.5% to 84.4%

General enquiries

Improvement of
1.4% to 91.2%

Delegate feedback at events

We survey all delegates at our engagement events and, alongside asking them to rate the event, we ask for feedback on their experience.

Total number of events	Total number of delegates	Satisfaction score
25	408	81%



Our strategy

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. Providing effective support to the vulnerable customers on our network means having in place systems, services and partnerships which provide customers with protection from the risk of harm during power cuts and which help to build their energy resilience on a sustained basis.

We developed our Consumer Vulnerability Strategy in 2016 in partnership with our Consumer Vulnerability Advisory Panel. This year, we invited the Money Advice Trust to review our approach. We chose the Trust because of their recognised expertise in this area. They recommended that we review our strategy with stakeholders with a view to ensuring that it remained appropriate, relevant and able to meet the needs of vulnerable consumers.

We conducted the review in January 2019 and gained input from 16 of our partner organisations; the organisations have worked with us directly by participating in our Consumer Vulnerability Advisory Panel since its inception. We issued a number of online surveys and held a series of one-to-one interviews to seek their input on our existing strategies and to hear their ideas on how this could be enhanced.

They agreed it was timely to review our strategy and prioritised potential activity that we should undertake. We discussed their observations and recommendations at the meeting of the Consumer Vulnerability Advisory Panel in March 2019 and agreed to adopt this updated strategy.

Here are the new Strategy pillars

Strategy	To ensure no customer or community is left vulnerable by barriers to the service Electricity North West and their trusted partners provide during a loss of electricity now and in the future				
Stakeholder outcomes	Use data to ensure we understand the vulnerability challenges of the North West	Continuously improve and refresh customer contact data, first time, through accessible channels	Manage trusted services that deliver tailored support to our Priority Services Register customers	Build and maintain a resilient network across the North West, supporting vulnerable communities	Tackle poverty through working in partnership with various referral and fuel poverty schemes
Enhancing our processes	Social data mapping and advisory panel insights	Contact strategy and accessibility	Partnership tiers and data driven	Network data and consumer vulnerability data	Strategic partner hub relationship



Working with our advisory panel to set challenging targets

Our Consumer Vulnerability Advisory Panel provides oversight and scrutiny of our activity to support vulnerable customers. In 2016, the Panel agreed a number of challenging SMART objectives to drive improvements in our approach. Progress against these targets is regularly discussed and the objectives are reviewed to ensure that they

remain appropriate, relevant and stretching. The targets are reviewed at each of our Consumer Vulnerability Advisory Panel meetings and are updated if this is appropriate. It's important that we balance continuity with ensuring our targets are stretching.

Area	Target	Achieved	RAG status
Data strategy	Contact all high vulnerability customers annually Contact a third of medium vulnerability customers annually	26,000 ahead of target	Green
Welfare provision	Ensure sign language and subtitles are utilised in communications Stop welfare packs (too costly)	Achieved	Green
Priorities Services Register customer satisfaction - faults	Customer satisfaction score 87% target Customer satisfaction score 89% stretch target	89%	Green
Promotion of the Priority Services Register	Increase in referrals from April 2018 to March 2019. Increase of 5,500 achieved	5,500	Amber
Effective contact strategy	100% of high vulnerability Priority Services Register customers contacted (planned supply interruptions) 100% of high vulnerability Priority Services Register customers contacted (faults)	97.3% 95%	Amber



Enhancing our understanding of consumer vulnerability

In 2017, we commissioned Energy Savings Trust to undertake research on fuel poverty in the North West. This research was a very helpful first step in enhancing our understanding of this matter.

We recognised that this research provided helpful insight into one area of vulnerability and that it is important to have a comprehensive understanding of the complex drivers of vulnerability for our customers. The Centre for Sustainable Energy has undertaken consumer

vulnerability mapping of our region and this is now informing our company response to vulnerability. The mapping has enhanced understanding of the multiple drivers of vulnerability. More detail about this research is provided in Part Three, page 10.



Creating effective partnerships to better address consumer vulnerability

Our Consumer Vulnerability Strategy has always been informed by our Priority Services Register data. We've now used this alongside the consumer vulnerability mapping information provided by the Centre for Sustainable Energy research. Together they drive our new partnership framework through partnership working with a wide range of local organisations who are closest to and trusted by our hard-to-reach customers. More detail about partnership framework and case studies of our joint work can be found in Part Three, page 8.

Level One Support agency specialists	Level Two Local authorities, housing associations, shelters and community groups	Level Three Referral scheme	Level Four Feedback groups
6	7	32	15
Plus the organisations they partner			



Connecting with hard to reach customers through our Consumer Vulnerability Fund

Last year, we funded three partners to deliver fuel poverty services to some of our most vulnerable Priority Services Register customers. We developed this pilot approach as it gave us the capacity to test the effectiveness of the different support approaches. As

a result of our learnings from these pilots, we've asked each of the providers to bid for funding and invited to our Consumer Vulnerability Advisory Panel to judge which schemes will receive funding. Two of our existing providers were not successful.

We awarded five organisations with a total of £190,000 funding under this new approach and more detail about the partnerships and the outcomes we expect them to deliver can be found in Part Three, page 7.



Enhancing our culture of stakeholder engagement and consumer vulnerability

Engaging with our stakeholders and providing support to our vulnerable customers can only be effective if it is our whole company taking part. We've worked hard to enhance and embed this culture within our business and have taken a structured approach to achieving this. Stakeholder engagement is embedded throughout our management population. The guiding principle is that everyone is empowered to act on what they hear.

All colleagues receive a regular updates on stakeholder engagement through our monthly team brief process and twice-yearly executive roadshows.

Stakeholder Engagement performance forms part of the bonus criteria for everyone who works for Electricity North West.

Theme and number of events
(See table for key)



Executive-led engagement

- Executive team members lead our Chief Executive Panel, our Advisory Panels, our Incentive on Connections Engagement Panels and our Regional Stakeholder Panels (Part Two, pages 2 and 3)
- Executive Leadership Team undertake Dementia Friendly Training (Part Three, page 9)

Embedding stakeholder engagement and consumer vulnerability structures, processes and governance

- Embedding a stakeholder engagement cycle within our overarching company governance processes and ensuring that our stakeholders' priorities shape our annual business planning process (Part One, page 6)
- Embedding a new decision making process (Part One, page 4)
- Strengthened approach to identifying and measuring outcomes, and assessing the benefit of activity (Part One, page 4)
- Cross-business workshops, led by the Centre for Sustainable Energy, to develop our social programme improvement plan (Part Three, page 10)

Giving our people the right skills and tools

- Updating stakeholder tracker to enable all stakeholder contacts to be captured and management of subsequent activity can be undertaken
- Implementation of PSR real-time data dashboard to inform planned and reactive business decision making (Part Three, page 4)
- Roll-out of Dementia Friends training to all front-line colleagues (Part Three, page 10)
- Roll-out of 'We're Switched-On' approach to all contact centre staff (Part Three, page 10)

Strong principles guiding our approach

- Implementation of new stakeholder engagement principles to guide our approach (Part Two, pages 1 and 2)

Theme	Number of events	Number of internal attendees	Number of external attendees	Investment in engagement (£)
Influencing the national agenda	231	399	4,262	134,937
Working with our local partners	477	956	6,118	332,713
Working with vulnerable customers	96	298	1,497	114,069
Undertaking customer research	9	10	2,344	3,901
Meetings with contractors and suppliers	75	285	493	107,771
Connections events	20	109	195	32,712
Speaking at conferences	51	122	2,271	42,394
Other	27	61	79	22,278
TOTAL	985	2,238	17,259	£790,775



Executive-led engagement

Peter Emery, Chief Executive Officer, said: "In my first SECV submission, I noted that my initial priority was to build a strong relationship with my internal stakeholders; the colleagues who deliver our vital service to our customers and communities. This remains important to me and I continue to issue a weekly blog, a monthly vlog and to host bi-annual roadshows attended by over 90% of our people. These roadshows include vibrant question and answer sessions and post-event action reports are issued.

"I'm also proud to have now hosted three annual Strategic Stakeholder Advisory Panels and established my own Chief Executive Panel. This allows me to work directly with influential stakeholders and it was pleasing to hear their desire to partner with us to address issues they are currently facing - like delivering an integrated transport approach for Manchester which includes infrastructure for electric vehicles like taxis and buses.

"My colleagues on the Executive Leadership Team are also committed to driving engagement. Every one of our Stakeholder Workshops, our Advisory Panels, our Incentive on Connections Engagement Panels and our other engagement events are attended by a member of our Executive Leadership Team. They also lead industry engagement through the chairing of Open Networks Workstreams and Energy Networks Association (ENA) Committees.

"I also participate in regional stakeholder panels, including the North West Business Leadership Team, the Greater Manchester Combined Authority (GMCA) Low Carbon Hub Board and the GMCA Infrastructure Board. I also regularly meet with many of our region's Members of Parliament through our relationship with the Greater Manchester All Party Parliamentary Group and through our on-going engagement programme."



Embedding stakeholder engagement structures, processes and governance

Catherine Rix, Head of Financial Control, said: "I lead the company's annual business planning process. In 2017, as part of this process we introduced a new strategic framework and one of the four strands is 'Getting closer to the customer' which includes the requirement that business decision making is informed by stakeholder engagement.

"Our Strategic Advisory Panels have added invaluable insight and with the addition of the Chief Executive Panel, we've now formalised our approach to embed our stakeholder engagement cycle within our business planning process and this ensures that stakeholder engagement shapes our plan.

"Evidence of the approach built into engagement at our Strategic Advisory Panels is the inclusion of Quality of Supply Investment, the introduction of our 'Leading the North West to Zero Carbon' plan, our strategic investment in Manchester, investment in systems to develop our Distribution System Operator capacity, investment in the creation and operation of the Customer Engagement Group and enhanced CLASS investment in our Business Plan for 2019/20.

"At the Chief Executive Panel in March 2019, we discussed their expectations of Electricity North West, including the transition to the low carbon economy whilst leaving no-one behind, working with stakeholders to better understand our network and anticipate and plan for future network capacity requirements. Our meeting in October 2019 will further inform the development of our business plan to 2023 (RIIO-ED1) and our business plan for 2023 to 2028 (RIIO-ED2)."



NEW

Strong principles guiding our approach

Jake Ashton, call centre agent, said: "We've implemented a 'We're Switched-On' approach when we are handling every call we answer in our Customer Contact Centre. This means that as part of the call we tell customers about the services available as part of being registered on our Priority Services Register and we ask whether anyone in their household, or anyone they know, would benefit from this service. As a result, we've added 16,500 customers to our Priority Services Register.

"Beginning this conversation with a customer used to feel quite difficult. It was uncomfortable because I felt like I was prying into their private lives. It was sometimes hard to get people to open up about their circumstances and there have been other times when customers have almost been too open and shared quite distressing information about themselves.

"We've been given lots of different training to handle these situations. The one I found most helpful was the training provided by Dementia Friends. This helped me to recognise mental health issues earlier and to be able to support these customers better. It's good to know that you've helped someone understand and manage something like a Planned Supply Interruption which can have a big impact on a vulnerable customer."



NEW

Giving our people the right skills and tools

Sean Leape, Area Manager for Manchester, said: "I was approached by the Environment Agency and Greater Manchester Police who raised concerns about vandalism of one of our substations. The substation powers the sluice gates at Castle Irwell Salford Flood Storage Basin. This protects more than 2,000 homes in Salford and the vandalism was putting the flood defences at risk which in turn puts lives at risk.

"Within our business, everyone is empowered to act on what they hear and I worked closely with the Environment Agency and the police to put in place extra safety measures to protect the substation to help ensure power continued to work the flood defenses, especially during the winter months. Working together, we used a wide range of engagement channels, including local community meetings, letter drops, social media, print and local broadcast media to urge the local community to report any safety concerns to us straight away.

"We wanted to reassure the community that the flood storage reservoir remained operational and continued to provide improved flood protection to the community.

"As a result of our joint working on these issues, the instances of vandalism at the substation have declined and the substation has been available to protect the community of Salford."



Independent evaluation and audit

To give our stakeholders confidence that we have a robust approach, we follow the AA1000APS Stakeholder Engagement Standard developed by AccountAbility. We have embedded the AA1000APS principles of Inclusivity, Materiality and Responsibility.

Accountability also provided independent assurance of our stakeholder engagement activity for the third year in succession.



Over the past 12 months, Electricity North West has strategically enhanced the structure of its stakeholder Advisory Panels to ensure that the sessions optimally gather stakeholder input. This restructuring has better embedded the stakeholder engagement cycle into organisational governance. External stakeholders noted that there is now a clearer flow of stakeholder input to senior management, and a clearer thread between engagement outputs and operational activities. The top-down involvement from senior leadership sets a clear example to the rest of the organisation, which is helping to create a positive culture for stakeholder engagement across different teams

Extract from Accountability assurance review, 2019

KPMG review

From October 2018 to January 2019, we worked with KPMG to provide assistance around our Stakeholder Engagement and Consumer Vulnerability Strategy. Their work covered three broad areas:

- Understanding "What good looks like" in relation to stakeholder engagement
- Identifying the gaps in the current approach

- Improving measurement of the benefits of your stakeholder engagement and using this to assess engagement and understand

The audit recommended short, medium and long term priorities and the short term priorities have been implemented as part of our approach. They supported us in developing and embedding a process that drives good decision making and builds a strong evidenced

narrative of the benefit delivered. Called the Decision Making Framework, this is described in more detail on Part One, page 4 of this report. They have also helped us to better understand how customers value the outcomes of our stakeholder engagement and consumer vulnerability by introducing a Benefits Identification and Measurement (BIM) model. This work is described on Part One, page 4 of this report.

Centre for Sustainable Energy

We commissioned the Centre for Sustainable Energy to undertake a fundamental review of our social programme. They provided us with their findings in March 2019. More detail of this can be found on Part Three, page 10

Money Advice Trust

We commissioned the Money Advice Trust to review our Consumer Vulnerability Strategy. They recommended a review of our strategy and the outputs of this review were agreed with our Vulnerable Customer Advisory Panel in February 2019. More details of this can be found in Part Three, page 2



Our Accreditations

Queen's Award for Enterprise 2018

In partnership with engineering firm Kelvatek, we were awarded the Queen's Award for Enterprise in 2018 for the development of a 'smart fuse' and the technology has now been adopted by all DNOs.

The smart fuse, also known as a 'Bidoyng' detects blown fuses and automatically switches supplies to a backup, without the need to wait for an engineer, reconnecting

customers' supplies within a few seconds. It is also equipped with innovative fault-location technology which sends information to the electricity control centre. This alerts engineering teams to any problems and enables them to detect and repair faults on the network much faster.

Several hundred of these smart fuses are now installed on our network helping to restore supplies to customers every day, and this groundbreaking technology has now been adopted by all other DNOs in Great Britain.

Institute of Customer Service

We continue to seek external feedback on a broader agenda and this external measurement informs the development of wider social and environmental activities. This is key to us as a responsible business.



Benchmarks - continuing accreditation

We continue to benchmark priority company activity to ensure that we are cognisant of the highest standards and working in line with them. This provides assurance to our customers and our colleagues and is key to us as a responsible business.



- ▶ We continue to report against the Business in the Community Corporate Responsibility Framework.
- ▶ The framework is used to benchmark and compare company performance against the four categories of environment, marketplace, people and governance.

Overall score is 92%



- ▶ For the second year, we assessed our responsibility performance against the Global Real Estate Sustainability Benchmark. This assesses and benchmarks the Environmental, Social and Governance performance of real asset investments, and in 2018, GRESB assessed 904 real estate funds and property companies, 75 infrastructure funds, 280 infrastructure assets and 25 debt portfolios.
- ▶ We're proud that we hold 4th position for global network companies benchmarked.

Overall score 81%
Position 4th globally

ISO 14001 Environmental Management Systems Certification

ISO55001 Asset Management Certification

Network Association of Pension Funds Pension Quality Mark Plus

OHSAS 18001 Occupational Health and Safety Assessment Series for Health and Safety Management Systems



Collaboration projects with other Distribution Network Operators

DNOs work collaboratively to ensure efficient sharing of information and resources to benefit customers. This year, the ENA's Distribution Network Operators Stakeholder Engagement Best Practice Working Group has worked collaboratively on a number of stakeholder engagement activities including:

- The third year of engaging communities in network innovation, with events in Edinburgh and Cardiff, with the support of Regen

- Joint UK-wide willingness to pay research which we supplemented with further regional research (Part Two, page 5)

We have also supported a number of joint media campaigns, including further promotion of vital safety messages and we continue to work hard to make sure as many people as possible know about the 105 power cut emergency number and winter ready campaigns. The ENA has also adopted our innovative major incident infographic and they now issue a consolidated

infographic capturing data from all DNOs immediately after a storm event, (Part Two, page 8).

We are an active member of the ENA Low Carbon Technologies (LCTs) Working Group. This group is responsible for developing national approaches and procedures for the connection of LCTs such as electric vehicles. The group has recently produced a new connection process for connection of electric vehicle and heat pumps. The Electric Vehicle Forum was organised at the request of Ofgem to launch the new process.

BLANK

electricity
north west

Bringing energy to your door



Proud to bring energy to the North West

We own, operate
maintain the regional
electricity network
2.4 million homes

We're constantly
deliver more power
to meet everyone's
energy demands

