Business Plan Commitments

Delivering on our promises to the communities we serve

To 31 March 2021

Electricity North West Limited
Registered number 02366949

electricity north west

Bringing energy to your door

Welcome

Our performance against our commitments to you

This year the Covid-19 pandemic has continued to impact all of our lives and we have had to adapt to new ways of working. Our colleagues have worked together to keep each other safe and provide the essential service to customers when they need it the most. We recognise the additional challenges the pandemic has brought to our communities and have focused on supporting our electricity users in vulnerable circumstances, doubling our spend in this area and introducing Citizens Advice Manchester as our strategic partner. Despite the challenges of Covid-19 we are pleased to report our operational performance has continued to improve as we delivered our lowest ever level of safety lost time incidents, high levels of network reliability and achieved our highest ever customer satisfaction score. In this report we provide an update against each of the business plan commitments we made to our customers for the current regulatory period (April 2015 to March 2023).

At the same time as responding to the challenges of managing our operations during the pandemic we have sought to be proactively influencing in the increasingly dynamic outlook for the electricity industry. The drive to achieve Net Zero has continued to gather pace, driven by both UK and Regional government commitment to driving down carbon emissions. The transition towards this Net Zero future will necessitate changes in the way we operate the network. Our investment in innovation, flexible capacity programmes and next generation network management all support these changes and enable our role in providing Distribution System Operation (DSO) activities, at an affordable cost. In 2018 we added three new low carbon commitments recognising the leading role we play in the move to a Net Zero future.

Customer and stakeholder priorities

This year we have conducted more stakeholder and customer engagement than ever before to ensure we really understand our customer priorities both to support delivery of our remaining ED1 commitments and to ensure our ED2 (2023-2028) plan will deliver what customers want. This engagement has shown us that reliability continues to be a top priority as well as a focus on providing additional support to electricity users in vulnerable circumstances and helping the region deliver a Net Zero future for everyone. Our independent Sustainability and Vulnerability panels have been helping to shape our strategy in these areas and inform our future plans.

We continue to focus on the use of innovation to meet the changing demands of our network and to support decarbonisation such as CLASS (Customer Load Active System and Services), helping manage peak demands without the need for traditional generation, and the continued roll out of Smart Street.

"Deploying Smart Street technology on our low voltage network allows us to reduce customers bills by up to £70 per year."

We have worked hard in the first six years of the price review to deliver cost efficiencies and share that benefit with customers, sharing £106m of cost efficiencies with our customers. We have also been able to make significant reinvestment in our operations in areas such as our new Network Management System and ongoing investment to improve reliability and resilience in our network.

Our performance

Performance against our Business Plan Commitments remains at a high level. Of our 48 commitments, there are three which are behind schedule and these are all still forecast to be complete by 2023. All other commitments have either been completed, are on track or are performing significantly better than target.

Safety

Our continued focus on our safety culture has resulted in a sustained reduction in lost time injuries and recordable injury rate. Our lost time injury rate for 2020/21 was our best ever performance. We are never complacent when it comes to safety and continue to work on our contractors' safe systems of work. Innovative electrical monitoring equipment has now been installed in all of the highest risk multi occupancy buildings in our region to monitor network performance and identify any abnormalities in the rare event that they occur.

Customer service

Customer satisfaction levels are still increasing, and we achieved a significantly improved score of 90.8% for the year, compared to 88.5% in 2019/20. We continue to focus on our Priority Service Register customers, providing targeted services to higher-risk customers and developing strategic partnerships in the region to support and engage with these customers. The number of complaints fell 7.5% compared to the prior year, with complaint resolution also improving.

Connections

Time to quote and time to connect performance has stayed similar to the prior year and is outperforming Ofgem targets, despite a tightening of the targets.

Network reliability and resilience

We continue to deliver industry leading reliability through investment in automation, robust inspection and maintenance programmes and a focus on operational response times. Although we saw a slight increase in numbers of interruptions this year, they remain 16% lower than at the start of the regulatory period (April 2015). The average number of minutes customers were without supply also continued to significantly outperform Ofgem's target. We continue to focus on improving the network's resilience to extreme weather events and more details on our work on flooding is included later in the report.

Affordability

The customer-centric investments we have made in recent years have secured measurable performance improvements and cost efficiencies that we share with our customers, helping to keep customer bills low. Our part of a domestic electricity bill for 2020/21 was £82 compared to the UK average of £95. This has been achieved in part due to the £106m of efficiency savings delivered over the regulatory period.

Sustainability

Our local stakeholders are setting more challenging targets of becoming carbon neutral by 2038 for Greater Manchester with similar targets for Lancashire and Cumbria. To support this ambition and need for increased capacity we are currently working on major infrastructure investment to deliver the Net Zero agenda and support the green recovery. We highlight some of these projects in further detail later in the report. We also wish to lead by example and so we are converting two of our own depots to Net Zero buildings, with plans in place to replicate at our other sites. This year we have launched our electric vehicle strategy, incentivised our colleagues to adopt electric vehicles and have partnered with Transport for Greater Manchester to connect a range of electric vehicle charging hubs across Greater Manchester, with more sites to follow.

You can read more about our progress against our commitments from page five in this report.

Ensuring our business commitments continue to reflect stakeholder needs

From the extensive stakeholder engagement we have undertaken, it is clear electricity users in vulnerable circumstances are of increasing concern to our stakeholders and to reflect this we have added a new vulnerable customer commitment this year. This commitment, developed with our vulnerability panel, is to achieve the targets set out in our two-year pilot project with Citizens Advice Manchester. This strategic partnership will help support our customers and will also help inform our vulnerability and partnership strategy looking ahead to 2028. This new commitment has been endorsed by our independent Vulnerability panel.

This is an exciting time for our industry as we lead the transition to Net Zero and develop our DSO capabilities. We are conscious at this time of change that we need to continue to maintain close relationships with all our stakeholders so that we can deliver what is required and continue to achieve high performance levels. This means delivering our remaining commitments for ED1 but also ensuring we are focused on the right areas for ED2, testing the acceptability of our proposals with our customers and stakeholders. We will continue to develop and shape our business plan commitments and future business plans in response to feedback from all stakeholders.

We welcome feedback on our current commitments and shaping our future priorities. Contact details can be found on the back page.

Peter Emery
Chief Executive Officer

Ensuring our Business Plan Commitments continue to reflect stakeholders' needs

There are 48 commitments to report on for 2020/21

- We had completed the delivery of ten of these commitments by March 2020.
- In the current year, we have added one new commitment #48 supporting vulnerable customers through delivery of the targets set out in our strategic partnership with Citizens Advice Manchester.
- The new commitment has been approved by our independent Vulnerability panel.
- We report our commitments across seven key areas:

Customer | Reliability | Safety | Low Carbon | Social | Connections | Environment

The changes that we have made to our Business Plan Commitments have been a way of ensuring that we are accountable for our performance through:

- Demonstrating public commitment of our critical role in enabling a Net Zero economy
- Demonstrating public commitment for investment targeted at high-profile public safety concerns and supporting those customers who are most vulnerable
- Amending/adding to our commitments to ensure they still reflect our understanding of the priorities of our stakeholders obtained from our stakeholder engagement programme
- Enhancing targets for commitments where additional investment has been made (the outcome of prior stakeholder engagement)
- Updating existing commitments to reflect industry evolution (licence obligation, regulation or legislation) and the resultant changes in company strategy
- Updating existing commitments to reflect the underlying investment programme being more developed (the related outcome being unchanged)

Focusing on developing our future plans and business plan commitments for ED2

- Now we are approaching the end of ED1 we have been focusing our efforts into understanding and balancing our stakeholder needs for ED2
- We have undertaken our most extensive ever stakeholder engagement programme. This engagement has shown us that reliability continues to be a top priority as well as a focus on providing additional support to electricity users in vulnerable circumstances and helping the region deliver a Net Zero future for everyone. Our independent Sustainability and Vulnerability panels have been helping to shape our strategy in these areas. These priority areas form the basis for the headline commitments in our draft ED2 Business Plan
- The increasing concern of stakeholders around vulnerability have led us to incorporate a new commitment in ED1 to deliver the targets for our two-year strategic partnership with Citizens Advice Manchester which will also help shape and inform our strategy in ED2
- We will continue to undertake our comprehensive programme of customer and stakeholder engagement, working with our Customer Engagement Group (CEG) and independent Sustainability and Vulnerability panels to critically review and inform our ED2 business plan submission

Performance snapshot to 31 March 2021

electricity north west
Bringing energy to your door

Our network

Number of customers **2.4m**

Overhead lines	Underground cables	Submarine cables
12,519km	44,872km	23km

Total network length **57,415km**

TOTEX	£202m	£229m	88%
	Total expenditure*	RIIO-ED1 allowance*	of allowance (before adjustment for expenditure profile)

£68 Our part of a typical household bill*

*The price base for all values is 2012/13

Electricity North West received on average £82 from each home in 2020/21, around 13% of the typical electricity bill. This is equivalent to the £68 above which has been adjusted for the impact of inflation, per Ofgem Business Plan Reporting Guidance.

How we're performing

Reliability

CI 30.7	CML 28.2
Customer interruptions (Including exceptional events)	Customer minutes lost (Including exceptional events)
CI 30.7	CML 28.2
Customer interruptions (Excluding exceptional events)	Customer minutes lost (Excluding exceptional events)

Connections

Time to quote	Time to connect
3 Days	28 Days

Our customer commitments

Customer satisfaction

90.8%

Social obligations

Stakeholder Engagement

Scored 6.61 Pass

Incentive on connections engagement (ICE)

Penalties incurred under the ICE scheme

NONE

Operating responsibilities

Safety

Licensee safety performance and compliance with Health and Safety Executive (HSE) legislation

Lost time injuries	Lost time injury frequency rate
1	0.012*

*Number of lost time injuries per 100,000 hours worked

Carbon emissions	Undergrounding for visual amenity
14,090 tCO_2e	11.2km

www.enwl.co.uk/innovation

Our performance in 2020/21

★ Performance significantly better than target ✓ Met target ● On track ● Behind schedule ✕ Missed target

Safety	#1	Site security	★	Completed
	#2	Safe climbing	●	P. 11
	#3	Asbestos management	●	P. 11
	#41	Management of the risk of link box failures	●	P. 12
	#42	Rising and lateral mains	●	P. 12
Social	#4	Enhanced Priority Service Register service	★	P. 13
	#5	Improve services for vulnerable and Priority Service Register customers – services	★	P. 13
	#6	Improve services for vulnerable and Priority Service Register customers – staff training	●	P. 14
	#7	Improve services for vulnerable and Priority Service Register customers – support	●	P. 14
	#8	Responsible organisation	✓	Completed
	#9	Resilient supplies to vulnerable locations	✓	Completed
	#10	Mitigate fuel poverty	★	P. 15
	#48	Support electricity users in vulnerable circumstances and deliver the commitments of our pilot partnership with Citizens Advice Manchester **(new for 2020/21)**	●	P. 15
Reliability	#11	Improve overall reliability	★	Completed
	#12	Improve overall availability	★	Completed
	#13	Complete flood protection programme to all major sites	●	P. 17
	#14	Network health – overall risk index	●	P. 17
	#15	Network health – fault rate	★	P. 18
	#16	Strategic site security	✓	Completed
	#17	Ensure all major substations have appropriate backup battery capacity	●	P. 18
	#18	Reconfigure the network where appropriate to ensure redundancy in event of major incident	✓	Completed
	#19	Improve performance for worst-served customers (WSC)	●	P. 19
	#20	Ensure that the loading risk of the network is appropriately managed – overloaded substations	★	P. 19
	#21	Ensure that the loading risk of the network is appropriately managed – larger transformers	●	P. 20
	#22	Ensure that network constraints to the connection of Distributed Generation are removed	●	P. 20
	#46	Improve overall reliability	●	P. 21
	#47	Improve overall availability	●	P. 21
Customer	#23	Customer survey – composite score	★	P. 23
	#24	Complaints – 1 day	★	P. 24
	#25	Complaints - average days to close	★	P. 24
	#26	Stakeholder engagement	✓	P. 25
	#27	Guaranteed Standards	✓	P. 25
	#28	Storms	✓	P. 26
Connections	#29	Connection quotation – single domestic connections	★	P. 27
	#30	Connection quotation – up to four domestic connections	★	P. 27
	#31	Connection quotation – all other connections	★	P. 28
	#32	Connection completion – single domestic connections	★	P. 28
	#33	Connection completion – up to four domestic connections	★	P. 29
	#34	Connection completion – all other connections below Extra High Voltage	✓	P. 29
	#35	Engagement – Incentive on connections engagement	✓	P. 30
	#36	Guaranteed Standards of performance	✓	P. 30
Environment	#37	Reduce carbon footprint	★	Completed
	#38	Reduce losses	✓	Completed
	#39	Reduce oil lost from cables	★	P. 31
	#40	Undergrounding overhead lines	●	P. 31
Low carbon	#43	Driving transition to DSO	●	P. 32
	#44	Facilitating expansion of electric vehicles	●	P. 32
	#45	Enabling our communities to take part in the low carbon energy transition	✓	Completed

The ten commitments that were completed in prior years have been excluded from the detailed sections that follow in this report.

Leading the transition to a Net Zero economy

The drive to Net Zero is a high priority for our stakeholders and as the region's network operator, it is our responsibility to lead the way in this transformation. We are working with regional and national stakeholders and are also undertaking a wide range of investments to help lead the way to Net Zero and to support our low carbon related Business Plan Commitments. Some of the activities we are currently undertaking, including Green Recovery investment, are highlighted below.

Low Voltage (LV) monitoring - PRESense

Facilitating the adoption of Low Carbon Technologies (LCTs) is key to enabling Net Zero. Through our stakeholder engagement work we have shared evidence that the industry notification processes to capture customers adopting LCTs, typically resulted in less than 50% of installations being notified. This lack of visibility and hence understanding of the real time utilisation of our assets can act as a barrier or delay to further LCT adoption. Our stakeholders told us that we need to enhance visibility of the low voltage network to gather information about emerging constraints and detect the presence of disparate LCTs such as electric vehicles (EVs).

To achieve this aim we have installed our innovative LV monitoring device PRESense in substations without disrupting supplies to customers. PRESense captures power flow data, enabling proactive management of the network. This capability is powered by a machine learning engine which 'learns' normal network conditions wherever it is deployed.

This programme is part of our Green Recovery investment scheme and we will install 4,400 PRESense units across 3,600 sites by the end of 2023. Deployment will be targeted in urban areas with the highest customer density and the greatest probability of adoption of LCTs. This ensures that the largest possible number of customers benefit from the identification of underutilised network capacity. This is expected to deliver a social benefit of £33.4m over five years, a multiplier of x4 for every £1 invested and we have calculated that we could monitor up to 50% of the customers on our network through deploying this technology at around 12% of our substations.

Promoting the Green Recovery in our region

We have been partnering with local authorities assisting them with their plans for green recovery as we look to accelerate the North West's path to Net Zero, working initially with Greater Manchester Combined Authority (GMCA) but now progressing enquiries across the North West. Working in partnerships with these authorities to develop plans for the installation of heat pumps, increasing the number of EV charging points and Photovoltaics (PV), as the region looks to decarbonise social housing, public building infrastructure and travel in line with 2038 targets.

We have produced decarbonisation pathways for Greater Manchester, Cumbria and Lancashire. Developed in collaboration with Cadent Gas and Northern Gas Networks (the regional gas network operators in our area) these pathways provide clear policy insights and time bounded actions for identified parties to consider on the pathway to Net Zero. Our pathways work informs decision making and investment planning, both within our business and within our stakeholders' operations, for the adoption of low carbon technologies.

Several major infrastructure investments are now underway that support the Greater Manchester and Lancashire areas to provide increased capacity (notably the South Manchester Enterprise Zone area and Samlesbury Aerospace Enterprise Zone in Lancashire).

Samlesbury Enterprise Zone

The Samlesbury Enterprise Zone is located in the heart of the largest cluster of aerospace production in the UK which employs 13,000 people. Focussing on new and emerging market opportunities, Samlesbury will be a leading centre for world-class research businesses and supply chain manufacturers; developing cutting edge technologies and advanced manufacturing processes. Network studies concluded that the construction of the proposed enterprise zone is expected to result in the loading on the existing distribution network to increase to a level where it far exceeds its current capability. As such, a strategic solution was required however in the first instance a "capacity call" was formally undertaken to determine if local stakeholders could relinquish sufficient demand requirements. The "capacity call" was not successful and therefore we have proceeded to construct a new 33kW substation with over 22km of underground cables connecting it to our network.

In our engagement with Lancashire County Council they have driven the concept that the site should have renewable energy and low carbon transport at its heart. It is expected that EV take up and therefore charging infrastructure will be incremental in nature however, it is prudent to consider the future needs and requirements of the users of the enterprise zone. A strategy of combining behind the meter renewable generation will allow the increasing utilisation of electric vehicle charging across the enterprise zone if a smart distribution network is employed without triggering additional reinforcement works in the future and therefore will future proof the development during the transition to a Net Zero economy.

Flood Protection Programme

Improving resilience to flooding

Protection against flooding was included as one of our original ED1 commitments and is an area that has been kept under close review, learning from the impacts of severe storms and revised risk assessments, in many cases increasing the levels of resilience originally planned. Following flood risk assessments our final programme of work for ED1 included 46 of our major substation sites that required flood risk mitigation works, in accordance with the national standard, Engineering Technical Recommendation (ETR) 138. To date, we have completed work at 36 of these sites, investing £11.8m in our flood programme and securing supplies to 1.15 million customers, with the remaining sites all planned for completion by the end of 2023.

Flood mitigation solutions

The solutions for the flood mitigation include;

- physical barriers such as flood doors, flood walls and waterproof membrane;
- raising of the key assets above the expected flood levels; or
- electrical interconnection solutions where customers supplied by the substation at flood risk can be supplied from alternative network not at flood risk.

Storm response

Following the devastating impact of Storms Desmond and Eva in 2015, we identified five sites that needed significant mitigation works - Lancaster, Carlisle, Willowholme, Melling and Rochdale Central. Work has been completed at four of these sites. During the Storm Desmond flooding in Cumbria seventeen smaller local substations were also flooded, and flood mitigation works were planned reactively. To date work has been completed at fifteen of these sites.

The image above shows our completed work at the Lancaster substation which includes two raised grid transformers and an elevated switchroom.Work is still ongoing at the fifth remaining site Rochdale Central substation where the only outstanding work is to raise one of the three primary transformers.

Work completed to date includes new switchgear installed in a raised switchroom and completion of the cable interconnector. We have installed temporary defences while these permanent flood works continue and these have been effective, as the site has been flooded a couple of times but no supplies were lost to our customers.

Rochdale Central - 6.6kV Elevated switchroom

Strategic partnerships to support our customers

We recognise the importance of developing strategic partnerships to support our customers and help better understand their needs to shape both our current and future programmes of work, ensuring that customers are at the heart of all our plans. This has been even more critical in the past year as we have been preparing our draft business plan for the next regulatory period ED2. Due to the importance of this area we have added a new business plan commitment #48 to make sure we deliver our targets in our pilot strategic partnership with Citizens Advice Manchester (CAM), rather than wait until ED2 to include a new commitment. The following case studies explore just a few of our important partnerships.

Citizens Advice Manchester

The two-year pilot project commenced in October 2020 with the aim to reach 8,000 of our electricity users in vulnerable circumstances. Funding of £250k p.a. is being provided to support the recruitment of specialist energy advisors at CAM who will be able to provide several services to electricity users such as providing energy efficiency advice, support to switch suppliers, financial advice and support, referrals to trusted partners and facilitate sign up to the Priority Services Register (PSR). The mid-year review of the contract with CAM demonstrated that we have already gained valuable insights into the needs of our customers through this work and we are setting up a round table of all fuel referral and energy partners to share knowledge and best practice and deliver a co-ordinated approach to customers across the region.

Utilities Together

Utilities Together are four regulated utility companies in the North West; Electricity North West, Cadent, Northern Gas Networks and United Utilities. We are collaborating to support our customers and communities, often in vulnerable situations to achieve the maximum benefit. By working together, we can share best practice and innovative ideas to increase awareness of and subscription to our PSR. There are multiple benefits to being on our PSR, like prioritised service and communications in the event of planned or unplanned interruptions, access to energy efficiency advice, referrals to other specialist support agencies and other financial assistance schemes, as well as engaging with other stakeholders with aligned ambitions.

Examples of our collaborative projects include helping fund a Mobile Advice Centre for Age Concern to access hard to reach people and communities. We are also working with a network of independent pharmacies to promote a multi utility PSR, energy efficiency and safety advice by including messages on 400,000 pharmacy prescription bags and distributing 60,000 PSR leaflets. One of our future focus areas is to understand the longer-term effects of Covid and Brexit in our area and work together to support those most affected.

Youth Projects

It is important we engage with our future electricity users as well as the current ones, so successful youth partnerships are essential and ours include Girlguiding North West and Inspire Youth Zone Chorley. Both partnerships focus on the key themes of energy efficiency, PSR, safety around electrical apparatus and Net Zero networks and energy for the future.

Inspire Youth Zone Chorley is a community charity which funds a multifunctional space with experienced youth workers to help children's and young people's social and emotional development. Our partnership involves the Youth Zone promoting our PSR, the delivery of key messages and engaging in our advisory panels and establishing research projects. They are led by a youth team of eight Energy Ambassadors who provide a unique youth perspective to our advisory panels and research projects which has been critical in supporting the development of our ED2 business plan. The team will be working to develop an energy efficiency plan for the Youth Zone and creating fun and engaging awareness campaigns.

Girlguiding North West England (GGNWE) is a volunteer run charity with over 55,000 members in our region, across 17 guiding counties. They enable members to discover and fulfil their potential through an exciting range of enjoyable activities and events, so they can make a positive contribution to their community and make a difference to the world. We have partnered with GGNWE to create a series of engaging activities delivering messages on safety, support for vulnerable members of the community, energy efficiency and renewable energy to create a 'Challenge'. Successful participants in the Electricity North West Challenge will be awarded an Energy Badge.

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Our performance
in 2020/21

#2. Safe climbing

We'll improve operational safety for climbing and working at height on our steel towers (pylons)

Background

Steel towers support our 132kV overhead lines and stand around 27m tall – the equivalent of six double decker buses stacked one on top of the other. Our employees work on these towers all year round in all weather conditions.

We are installing 'latchway' systems on all of our steel towers. These are permanently fixed to the structure and enable safer climbing through the provision of additional fall arrest protection.

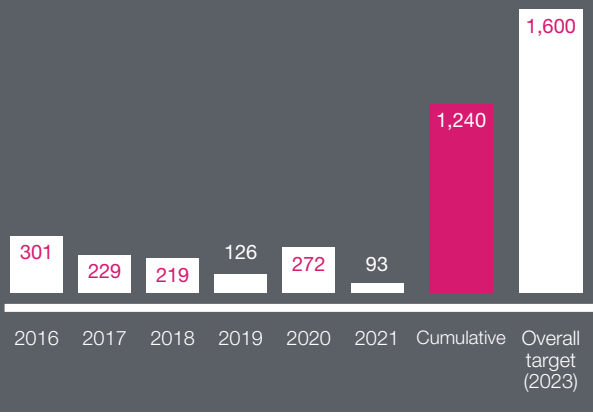
Measurement	Target	Completion date
Number of towers with latchway installed	1,600	2023

Performance

In 2020/21 we installed 93 latchway systems, taking the total current price control period (2015-23) progress to 1,240.

The programme is 78% complete after six years of the eight-year period.

We are reviewing all of our towers to ensure that those without appropriate safe climbing systems are identified for their installation by 2023. This may result in the final figure being different from the original target.



#3. Asbestos management

We'll make sure asbestos in our substations is safely managed

Background

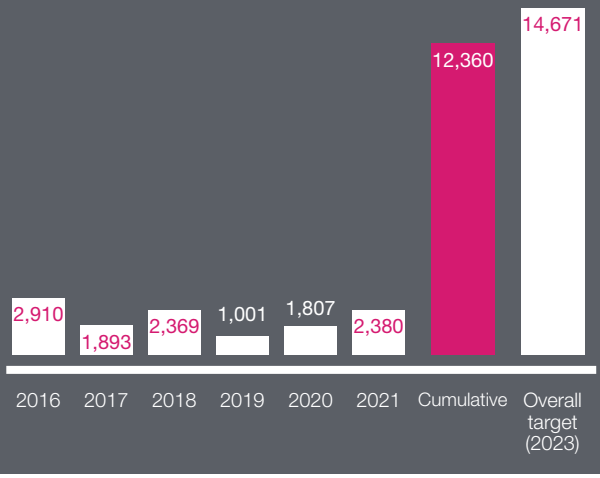
The majority or our network assets were installed in the 1950s and 1960s. At that time, the dangers of asbestos were not understood and this material was used widely in construction and insulation, including use in our substations.

Measurement	Target	Completion date
Inspect and remediate, to make safe all of our substations	14,671 inspections and sites made safe where required	2023

Performance

In 2020/21 we completed 2,380 inspections. This takes the total current price control period (2015-23) progress to 12,360 inspections. The total number of remediations is 1,509.

The programme is 84% complete after six years of the eight-year period and is ahead of the run rate required to meet the target.



#41. Management of the risk of link box failures

We'll put in place additional measures to mitigate the potential risk of link box failures

Background

Disruptive failures of underground link boxes, which are where we connect underground cables, are rare, but their location in public areas could pose a public safety risk if not appropriately managed.

Measurement	Target	Completion date
Inspect and intervene, to make safe all our link boxes	Over 18,000 inspections and interventions where required	2023

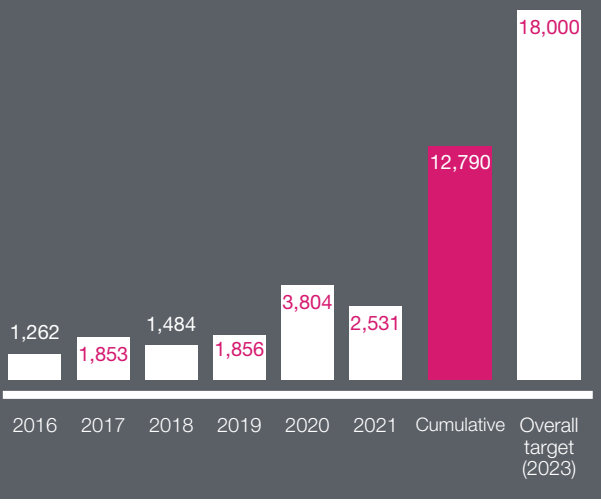
Performance

In 2020/21 we completed 2,531 inspections. This takes the total current price control period (2015-23) progress to 12,790 inspections. The total number of resulting interventions is 9,114.

Inspections assess the risk. Depending on the risk, an intervention may be required which could include blast mitigation protection, replacement or removal of the link box.

The type of intervention depends on the magnitude of the risk. From 2018/19 the blast mitigation protection changed to a new innovation of a blast bag rather than a traditional fire blanket.

The programme is 71% complete after six years of the eight-year period and we expect to complete the remaining work by 2023.



#42. Rising and lateral mains

We'll fit innovative vacuum circuit breakers (Weezaps) at our higher risk sites to reduce the safety risks

Background

Rising and lateral mains (RLM) refers to the electrical system in multi-occupancy properties which, if not properly maintained, could present a public safety risk. We have a proactive programme of replacing the highest risk RLM installations, in conjunction with the building owners; however this will take many years to complete.

To reduce the risk, we are installing newly developed electrical monitoring equipment, Weezaps, at the highest risk premises. This allows us to monitor network performance and identify abnormalities. Weezaps have the capability to detect early stage electrical faults and allow an operator to remotely shutdown the electrical supply to minimise the likelihood of fire.

Measurement	Target	Completion date
Deployment of Weezap protection	All sites deemed to have a high risk due to age, height or condition	2023

Performance

The highest risk sites are those that are more than 15 stories high, contain more than 50 Meter Point Administration Numbers (MPANs) and where the RLM are more than 20 years old.

There are now 53 of these high rise blocks that are more than 15 stories high, with older cables in our area. Weezaps have now been installed in 51 of these sites, with the remaining two sites due to be demolished. All identified work is now complete and additional work is only required if any further sites fall into this highest risk category through the remaining surveys.

Surveys have been completed at 250 of the 636 sites that have been identified as 'high risk'. These surveys are on track for completion by 2023.

#4. Enhanced Priority Services Register (PSR) service

We'll keep an up-to-date and accurate PSR

Background

We maintain a PSR to identify those customers who are most dependent on our services. We contact customers on our register to ensure the details we are holding are correct. This helps us to develop tailored support to assist customers, for example those who are medically dependent on electricity, to ensure we are offering the right level of support at the right time.

Measurement	Target	Completion date
Up-to-date and accurate information	To contact 100% of our high priority PSR customers every year and contact one third of medium/ low priority PSR customers every two years	On-going

Performance ★

At the start of the 2020/21 year, PSR registrations were at 922,037 customers. This has increased over the year by 94,284 to 1,016,321 customers with over 1,845,892 vulnerabilities registered.

The PSR registrations are split by 281,588 high priority customers and 734,733 medium/low priority customers.

We've proactively contacted 466,118 customers this year, which is 8,823 above our target. This was split to ensure that 100% of high priority customers and 33% of med/low priority customers were contacted as planned.

A benefit of these contacts is that we can check the information we hold is still relevant and appropriate, and that customers are still comfortable with us holding this information about them. This allows us to remove individuals where there is no longer a need to be on the register. We have removed 4,187 customers off our priority services register at their request following communications in the events of storms or general faults. This has been completed via various means of communications dependant on the customers preferred communication channels.

Our industry leading data sharing partnership with United Utilities is fully embedded, and continues to reduce customer effort and increase the support given to customers through a single registration. This process is leading edge and being used as a best practice model as the water industry develops its approach to the single PSR with all energy distributors and suppliers.

#5. Improve services for vulnerable and Priority Service Register customers –services provided

We'll improve our services to provide better support to PSR customers

Background

The services we can provide are only as good as the data we hold. Our data analysis allows us to determine how many PSR customers we have, what their circumstances are and where they reside. We combine this with feedback from stakeholders to ensure that what we do reflects genuine need.

Measurement	Target	Completion date
Better targeted services using data that will become available over the course of RIIO-ED1	Enhancements identified by stakeholder engagement	On-going

Performance ★

Following a review of our customer needs we have refreshed our partnerships to focus on key areas identified by stakeholders and Ofgem. Our fuel poverty referral programmes are provided by specialists local to the area to maximise on local knowledge and available grants. We also provide debt management with our partners which our stakeholders advise is an increasing concern for many vulnerable customers. We are enhancing our strategy in partnership with Citizens Advice Manchester to provide a voice to the fuel poverty referral programme and adapting our services to meet changing demands.

We have embraced and embedded a culture where everyone who works at Electricity North West is actively involved in engaging with our stakeholders and supporting our vulnerable customers. Our frontline staff told us they were concerned at leaving customers without any electricity because they could not afford to top up their prepayment meter and unable to make alternative arrangements with their supplier. Our partnership with Auriga Services means we provide free emergency credit vouchers to customers who are unable to contact their supplier for support.

We continue to grow our collaboration with Cadent and United Utilities to provide a joined-up approach in Water and Energy in the Home, Our Utilities Together forum operates to share best practice and deliver innovative approaches to common issues for our organisations and/or our stakeholders.

We continue to benefit our shared customer base by jointly funding campaigns with United Utilities (UU) to promote the PSR and energy efficiency advice. This year we continue to support the lonely and isolated in our communities with the use of Age Concerns Mobile Advice Centre providing an outreach service across a variety of hard-to-reach communities in Lancashire.

#6. Improve services for vulnerable and Priority Services Register customers – staff training

We'll improve our colleagues' capabilities to provide better support to PSR customers

Background

Our customer-facing colleagues are our primary means of contact with our priority service customers. It is important that they are fully trained to both recognise potential PSR customers and, where this is the case, provide a proactive registration and service.

Measurement	Target	Completion date
Enhanced training for all customer-facing frontline colleagues	Improved identification of and advice to vulnerable customers	On-going

Performance

Our PSR and social data is embedded in our core planning processes and used by Network Referrals, Planned Supply Interruptions and Innovations teams. The roll out of Smart Street has been heavily influenced by PSR data and areas of poor reliability have been prioritised.

Our Consumer Vulnerability Champions (CVC) work to raise awareness across our depots about accessing support for our vulnerable customers, they are in addition to our Customer Welfare Team and act as a point of contact for our operational colleagues. Each Champion has different focus areas including supporting energy efficiency, connections, fundraising, partnerships, PSR promotion and colleague training. They have delivered training initiatives, identified new channels and partnerships to promote our PSR and overseen quarterly company-wide 'Welfare – What's happening' communications.

To increase the reach of our PSR information, we issued joint storm communications with United Utilities and improved our website so that customers could access information about their water and electricity supplies and when appropriate we share this information with our partners.

Our website and PSR pages have been revamped to provide clear advice and support to vulnerable customers as well as training materials from partner organisations. We are continuing to develop the support hub to provide extra help to customers impacted by the pandemic as well as fuel poverty and provide a simple way for customers to make contact.

We've embedded our 'We're Switched On' approach to call handling in our customer contact centre. This means that as part of every call we tell customers about the PSR and we ask whether anyone in their household, or anyone they know, would benefit from this service. Specialist training from expert partners like NSPCC, Age Concern, Citizens Advice and Dementia Friends has been provided to all customer contact centre agents to give them the skills and confidence to conduct what can sometimes feel like a difficult conversation.

#7. Improve services for vulnerable and Priority Services Register customers – support provided

We'll improve our support services during interruptions for PSR customers

Background

Some of our customers are more dependent on electricity than others and are therefore more severely affected by planned or unplanned interruptions. These customers receive enhanced support during power cuts whether planned or unplanned.

Measurement	Target	Completion date
Welfare package support and temporary power supplies	Deliver services during planned or unplanned power interruptions	On-going

Performance

We continuously measure PSR customers' overall satisfaction with our tailored services across all contact types; planned and unplanned supply interruptions and general enquiries. This year, the 840 customers who responded have scored us 91.7% on average, of which 68% couldn't fault us with a 10/10 score – this is an increase of 8% from last year.

We continue to maintain our Business Priority Services Register. Power cuts have a relatively high impact on the 590,000 businesses in our region, many of whom say they are vulnerable to significant financial, social and sometimes reputational impacts caused by reduced productivity and the ability to maintain services to end customers.

We conducted a deep-dive research programme and heard that SMEs have few, if any, business continuity plans in place to mitigate the impact of a power cut. In response, we launched a free Business Priority Services Register in May 2019 for all our business customers.

Working with our customers, we co-created materials and business continuity advice, including information on how to assess risk and how to procure a generator. Since its launch, 2,876 business customers have signed up to the service enabling them to access benefits including 30 days' notice of a planned power cut.

This year we sent 86,833 SMS weather alerts to high priority customers on our PSR as part of our embedded approach to preparing for storms such as Bella, Christoph, Ellen and Francis.

#10. Mitigate fuel poverty

We'll reduce our prices

Background

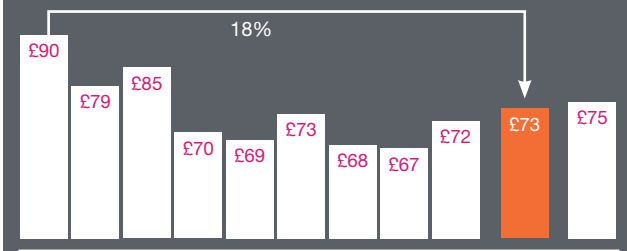
Fuel poverty is affecting an increasing percentage of the population. We aim to keep current price control period (2015-23) prices lower than those of the previous price review (2010-2015) to help work against this growing issue. The RIIO incentive mechanisms ensure our customers share the benefits of our improved performance. The cost efficiencies that we generate result in lower prices in the current price control period.

Measurement	Target	Completion date
Reduced average RIIO-ED1 prices compared to DPCR5	16%	2015-2023

Performance ★

As our prices are set fifteen months ahead of the charging year we have now published confirmed prices for the full RIIO-ED1 period, up to the 2022/23 charging year. For a typical standard domestic customer, our average current price control period charges will be 18% lower than those of the previous price control period. This exceeds our business plan commitment to reduce our prices by 16%.

Prices have risen by 7% in 2022/23 compared to 2021/22. This is primarily a result of us under-recovering our costs in 2020/21 due to lower demand linked to the COVID-19 pandemic.



The price base for all values is 2012/13
Average prices are calculated by assuming usage of 3100kWH

Electricity North West received on average £82 from each home in 2020/21, around 13% of the typical electricity bill. This is equivalent to the £68 above which has been adjusted for the impact of inflation, per Ofgem Business Plan Reporting Guidance.

#48. Support electricity users in vulnerable circumstance and deliver the commitments of our pilot partnership project with Citizens Advice Manchester (NEW)

We will provide support to electricity users in vulnerable circumstances and gain a deeper understanding of their needs by working in a strategic partnership.

Background

A 24-month pilot project has been initiated with Citizens Advice Manchester (CAM) to support electricity users in vulnerable circumstances and help develop a deeper understanding of their needs to inform our work in this area in the next regulatory period. We will provide funding of c.£250k p.a. to recruit specialist energy advisers at CAM who will be able to provide help to an estimated 8,000 individual customers p.a. The services provided will include financial assistance, energy efficiency advice, help to switch suppliers, referrals to trusted partners, and encouragement to sign up to the Priority Service Register.

Measurement	Target	Completion date
Monthly review of contract performance against KPI's	Deliver all the key performance targets outlined in the contract	30 September 2022

Performance ●

The partnership started in October 2020 and the funding has enabled the recruitment of four full time advisors, one senior advisor and an energy champion at CAM.

The mid-year review of the contract showed that 2,513 customers have already been supported. Of these customers;

- 425 added to the Priority Services Register
- 353 supported with a tariff switch
- 539 helped with a query around fuel debt
- 369 prevented from self-disconnection
- 246 supported with applications for white goods
- 713 helped with income maximisation
- 1049 given advice which improved their health and wellbeing

These figures also show that customers are obtaining multiple benefits from their interaction with CAM.

CAM have engaged with more than twenty community partners to develop referral routes. To help with this aspect of the contract we are setting up a round table with CAM of all fuel referral and energy partners to share knowledge, best practice and deliver a coordinated approach to customers across the region.

The work already done has helped provide insights into the issues faced by customers seeking energy advice. We have concerns that debt enquiries are likely to rise as people have struggled during the pandemic and fallen behind with their bills. For example, CAM have provided over £35k in emergency fuel vouchers over the last six months. These valuable insights will feed directly into our vulnerable customer strategy and our planned programme of work going into ED2.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#13. Complete flood protection programme to all major sites

We'll reduce the risk of our major sites to flooding

Background

Our programme aims to protect those of our major substations identified as being at risk against a once in 100-year flooding risk.

To protect our customers and our network, we are spending money on flood defences in excess of the original business plan. In some cases this will improve the level of resilience to a one in 1000-year forecast flood levels. Extensive works are being completed at Lancaster, Carlisle and Rochdale.

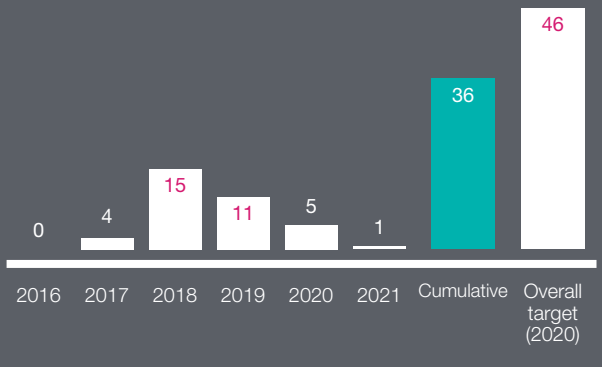
Measurement	Target	Completion date
Number of higher voltage substations protected against 1/100 year flooding	46	2020

Performance

The programme currently stands at 46 sites, reduced from the original 47 following detailed assessment of the flooding risk. Three sites (Peel BSP, Edgeley BR and Clifton Marsh) were removed from the programme whilst two sites (Hindley and Westgate) supplying more than 10,000 customers each were added following changes to industry standards requiring these to be protected to 1/1000 flood risk instead of 1/100.

In 2020/21, flood mitigation works were completed at one site bringing the total of completed sites to 36 for the current price control period (2015-23) so the programme is 78% complete.

The programme is behind its original schedule with nine sites due for completion in FY22 and one site in FY23. This is mainly due to the need to co-ordinate with other work on these sites and where work has not been completed we have implemented interim measures in addition to our temporary redeployable flood defences to protect supplies in the event of flooding.



#14. Network health – overall risk index

We'll deliver a reduction in the condition-related risk of our network through a targeted programme of replacement and refurbishment

Background

It is our responsibility to our customers to ensure that we both refurbish and replace our existing assets, to ensure the overall health of the network does not significantly deteriorate.

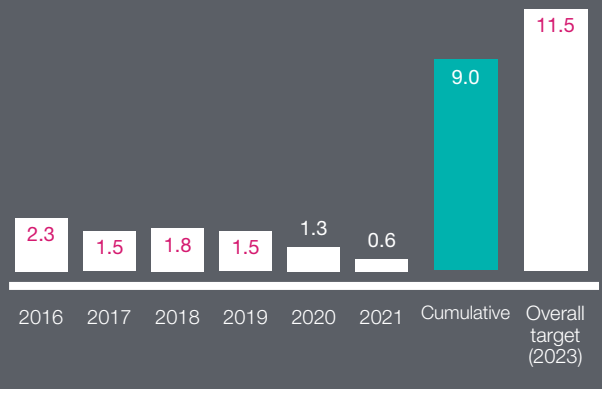
Our approach is to inspect, on an asset by asset basis, the condition of the asset to estimate the probability of it failing and to assess the consequence should that asset fail, for example, how easy it is to supply from other sites. We are then able to prioritise our investment based on the assets that are more likely to fail and those that will have the greater impact on customers.

Measurement	Target	Completion date
Risk points	11.5m	2023

Performance

In 2020/21 we have delivered 0.6 million risk points, taking the total current price control period (2015-23) progress to 9.0 million. The reduction in the year was mainly due to the deferment of some of our major projects due to Covid-19 restrictions.

We have now delivered 78% of the 11.5 million risk points after six years of the eight-year target and the programme is ahead of the run rate required to meet the target.



#15. Network health – fault rate

We'll ensure the overall fault rate of the network doesn't deteriorate significantly from the 2011 – 2013 average

Background

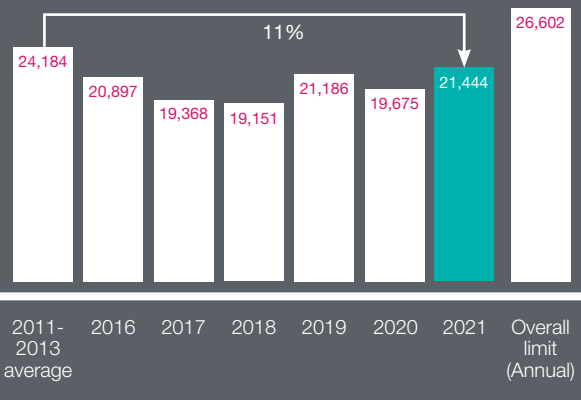
For some of our equipment, particularly buried assets such as cables, it is difficult to measure their condition accurately. For these assets, we are using the rate of faults to measure our network health. We calculate this fault rate as the number of faults we experience each year divided by the amount of equipment we have.

The fault rate method we use allocates weightings to different types of faults to allow us to create an overall picture of how we have performed.

Measurement	Target	Completion date
Fault rate	Less than 110% of 2013 average	On-going

Performance ★

In 2020/21, the annual fault rate was 89% of the 2011-13 average and the network continues to perform well. Performance has declined slightly versus the prior year but remains significantly ahead of the commitment target.



#17. Ensure all major substations have appropriate backup battery capacity

We'll ensure our network has 72 hour resilience to restart should the electricity system fail

Background

Black Start is the procedure to restart all or part of the electricity system in the event of a complete shutdown. National Grid controls this and, if required, would sequentially restart generators and parts of the transmission and distribution networks until the whole system was live once again.

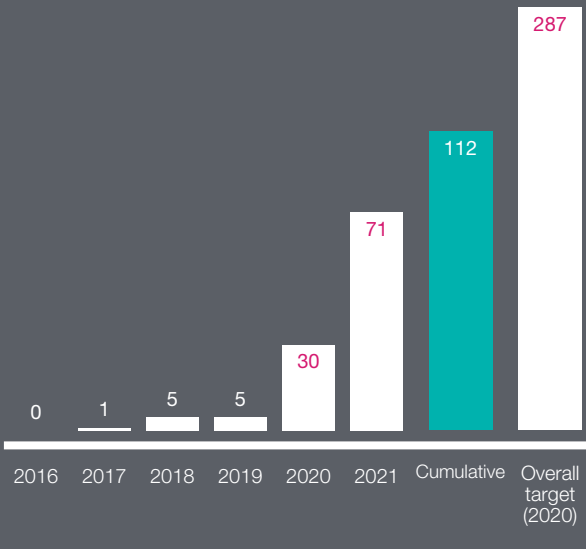
Our role in this is to ensure our network has sufficient battery backup so that the network's communications systems will work in the event of a complete mains power failure.

Measurement	Target	Completion date
Number of substations with 72 hour backup capability	287	December 2020

Performance ●

The solution is made up of a combination of two elements. In addition to the installation of 72-hour batteries, we are fitting additional equipment to existing batteries to increase their capacity. So far, we have commissioned 112 substations.

This programme of work is being delivered in line with the investment in our new Network Management System. The Network Management System (NMS) completion date moved back to autumn 2021 and therefore this commitment is now behind schedule and will be completed in 2022, after NMS goes live.



#19. Improve performance for worst-served customers (WSC)

We'll work to ensure none of our customers are classified as 'worst-served'

Background

A WSC is defined by Ofgem as a customer who has experienced 12 or more high voltage interruptions in the last three years, with a minimum of three interruptions per year.

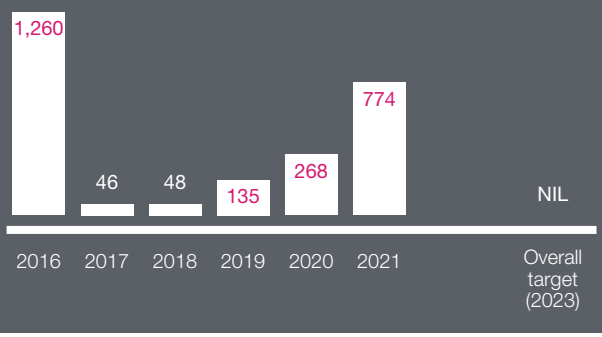
Analysis of WSCs has helped to shape our investment programme. The solutions considered for improving performance are varied and include application of additional remote control and implementation of network automation among other solutions.

Measurement	Target	Completion date
Reduce the number of customers qualifying as worst-served	No WSC	2023

Performance ●

Of our 2.4 million customers the number classified as worst-served at the end of 2020-21 was 774 across seven high voltage circuits. Once a year, based on our analysis of the previous three years' performance, we identify what additional investments are needed to improve the reliability of networks supplying customers newly classified as WSC. Where customers have been classified in previous years, we will already have projects underway and we will validate that these projects remain suitable.

As more customers have fallen into the WSC this year we have marked this commitment as behind schedule. Last year we introduced a proactive approach whereby customers identified as being 'at risk' of becoming worst-served trigger a rapid action response. Owing to the need to respond swiftly to rectify the performance issues and prevent customers qualifying as worst-served, the process sees us doing work in a short as time as possible and no later than the end of the current year.



#20. Ensure that the loading risk of the network is appropriately managed – overloaded substations

We'll manage the loading risk of our network

Background

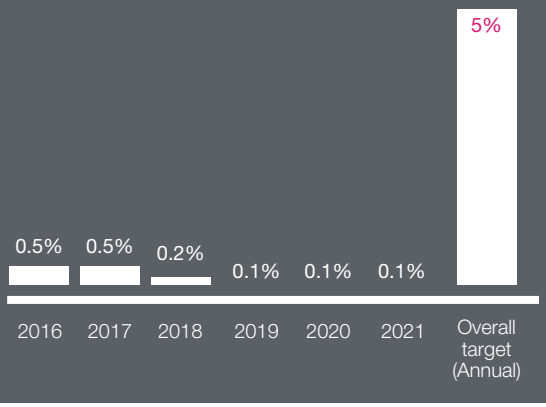
If demand exceeds capacity for an extended period of time, there is an increased safety risk and a greater vulnerability to faults or an extended loss of supply for customers supplied by such equipment.

We measure asset loading using a load index on our higher voltage substations. This compares the maximum demand on a substation to its capacity. We balance utilisation with an appropriate amount of spare capacity to accommodate short-term increases in demand.

Measurement	Target	Completion date
Proportion of customers connected via overloaded substations	<5%	On-going

Performance ★

At the end of 2020/21 three substations were running above their firm capacity. The three substations feed 3,554 customers out of a total customer base of 2.4 million (0.1%).



#21. Ensure that the loading risk of the network is appropriately managed – larger transformers

We'll manage the loading risk of our network

Background

Where new connections are added to the network, we may need to reinforce the network so that it can cope with the additional demand. Furthermore, we need to reinforce the network where the load from existing connections increases to the extent that assets become overloaded.

New substations, larger transformers and additional interconnection are standard traditional reinforcement interventions to address current and forecast capacity shortfalls.

Measurement	Target	Completion date
Install larger capacity transformers and/or additional interconnection at our major substations	Where required, in line with policy	2023

Performance

The following strategic reinforcement schemes are driven by the level of demand connections activity in the relevant area:

- The project for the installation of a third grid transformer at Stuart Street BSP is now in construction with commissioning expected in September 2021.
- Construction work is in progress for the installation of an additional primary transformer at existing primary stations in the Golborne area.
- Construction work is in progress for a new primary substation equipped with two transformers in the South Manchester Enterprise Zone area.
- Construction work is in progress for a new primary substation equipped with two transformers in the Samlesbury Aerospace Enterprise Zone area.
- A scheme for an additional primary transformer at existing Eastlands primary substation in Manchester City centre has been deferred until RIIO ED2.

Four connections driven schemes have been completed, resulting in the installation of seven primary transformers in the Greater Manchester area.

We have improved 33kV interconnection for Rochdale Central BSP so that the majority of customers can be restored in the event of loss of the grid transformers. Also, a scheme was completed to improve 33kV interconnection for Lytham BSP. Improved interconnection can be a cheaper alternative to installing additional transformers.

#22. Ensure that network constraints to the connection of distributed generation are removed

We'll remove network constraints that prevent the connection of distributed generation

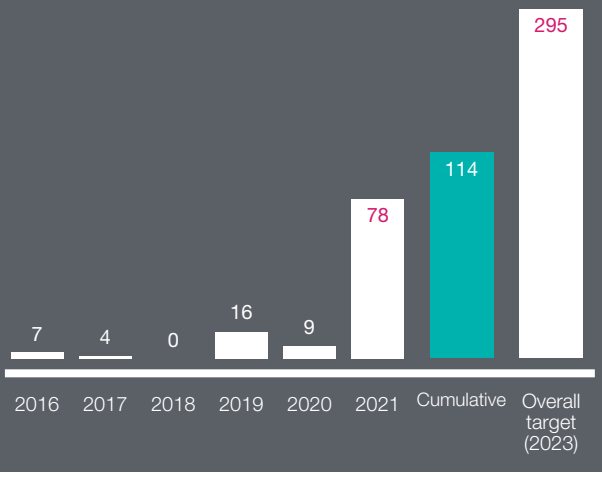
Background

The equipment that forms the electricity distribution network has to be able to cope with the large amounts of electrical energy that flow when faults occur. The amount of energy that would flow in a particular part of the network under worst case conditions is known as the fault level. We have designed our network to limit the fault energy to be as low as possible in order to maintain safety margins, but this can constrain our ability to connect new sources of electrical energy such as distributed generation, as well as the widespread adoption of low carbon technologies, in a particular area.

Measurement	Target	Completion date
Replace switchgear at locations where its current rating is likely to prevent the extensive connection of distributed generation	295	2023

Performance

Programme delivery has commenced with the rollout of the conventional reinforcement method expected to cover 233 distribution substations. 114 have so far been completed. 87 have been completed using the conventional method and 27 using the innovative reinforcement technique for a particular manufacturer's (Long & Crawford) equipment.



#46. Improve overall reliability

We'll reduce the number of interruptions our customers experience

Background

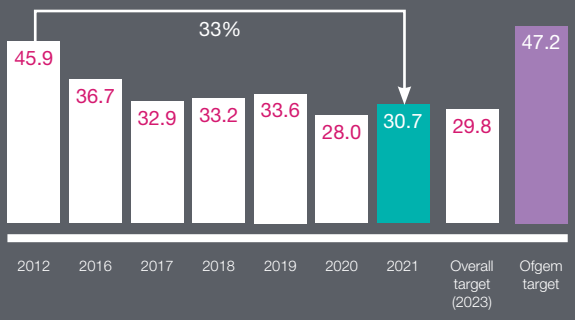
Our customers have told us that reliability is one of their top priorities and we work to reduce the amount of times our customers lose supply. We measure our performance against this using Ofgem's standard customer interruptions (CI) metric.

Measurement	Target	Completion date
Customer interruptions per 100 customers	29.8	2023

Performance

This is an enhanced commitment to improve reliability by 35% (compared to 2012 levels) by 2023. Our original commitment to improve reliability by 20% has already been met.

In 2020/21, the number of interruptions our customers experienced was 33% lower than 2012. This is a slight reduction in performance against the prior year but still represents the second-best ever performance. 2021 was the first year in five without any exceptional event claim despite a series of heavy impact weather events. The reliability of the network has improved due to enhanced management of network risk, enhanced vegetation management and utilisation of previous investment in automation.



Our Ofgem target has been included to show the target set by the regulator for context. Customer interruptions represent the number of interruptions our customers experience, measured through interruptions per 100 customers. It is calculated by taking the total number of customer interruptions, divided by the total number of customers connected to the network, multiplied by 100. It is adjusted to exclude exceptional events.

#47. Improve overall availability

We'll reduce the time our customers are without power in the event of an interruption

Background

During a fault it is important that we restore power as soon as possible. To track our performance against this we use Ofgem's standard customer minutes lost (CML) metric.

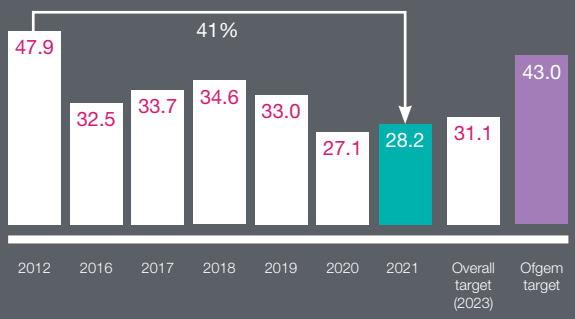
Measurement	Target	Completion date
Customer minutes lost per customer	31.1	2023

Performance

This is an enhanced commitment to improve availability by 35% (compared to 2012 levels) by 2023. Our original commitment to improve availability by 20% has already been met.

In 2020/21, the length of time our customers were without power in the event of an interruption was 41% lower than 2012, so we are continuing to hit our target ahead of the target date of 2023.

The underlying performance this year remains close with last year which was our best ever performance. 2021 was the first year in five without an exceptional event claim yet with multiple smaller storms. Storm performance has been further enhanced and has demonstrated best ever performances this year. In 2020/21 we continued to develop the utilisation of innovative fault detection equipment helping our operational teams narrow down the location of a fault, resulting in improved restoration performance. In particular, the focus on power in the hour for low voltage faults has delivered a 6-minute improvement on restoration performance versus 2019/20 and a 16-minute improvement based on the previous three years.



Customer minutes lost represent the average time customers are without power per year, in the event of an interruption, measured as customer minutes lost per connected customers. It is calculated by taking the sum of the customer minutes lost for all restoration stages of all incidents, excluding exceptional events, and dividing by the number of connected customers as at 30 September each year.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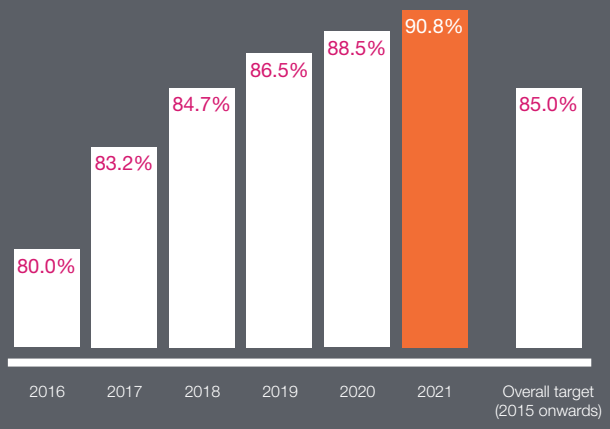
#23. Customer satisfaction – composite score

We'll improve our customer service performance

Background

Our composite score incorporates levels of customer satisfaction for interruptions, connections and general enquiries.

Measurement	Target	Completion date
Composite score	85%	2015 onwards



Performance ★

Customer satisfaction (CSAT) levels have improved during the year, achieving an overall score of 90.8% in 2020/21 compared to 88.5% in 2019/20. Performance since FY15/16 has increased by 10.8% through continuous improvement of processes and our customer culture.

We continue to drive improvements through clear actions focussing around simplification, compliance with our process that provides a positive customer journey when interacting with us, improvement in IT systems including our telephony platform called STORM to deliver a more tailored customer journey, and resourcing strategies.

Interruptions

This makes up 30% of our CSAT metric, covering planned and unplanned supply interruptions.

For planned supply interruptions (PSI) we provide our customers with PSI cards. These cards provide information about when the power cut will take place along with an explanation about the work that will take place. The continued focus on embedding our PSI Golden Rules (delivery factors which customers have identified as being important to them) underpins performance in this area. During winter months and where the planned outage impacts an area of high vulnerability, generators are used to ensure the electricity supply is maintained.

For unplanned interruptions, all customers who contact us about a loss of electricity either through speaking to an agent or matching to a fault in our messaging system are then updated about our work to restore their power supply. Following a systematic review of the customer journey and compliance against it, the contact centre has enhanced their role to manage every step in the fault journey for communications to customers.

Connections

This makes up 50% of the CSAT metric, covering quotes that we provide to customers and, where progressed, the delivery of this work.

Focus during the year has been on embedding a new structure with clear ownership, an updated pricing structure and working with our contractors to have clearly defined consistent service levels.

General enquiries

This makes up 20% of the overall CSAT metric, covering a broad range of enquiries, for example the tidiness of our substations.

The focus in this area has been on the optimisation of resource management within the contact centre and collaborative working between contact centre and operational staff to improve processes following feedback.

#24. Complaints – one day

We'll resolve 80% of our complaints within one day

Background

In the instance that a customer feels the need to make a complaint, we endeavour to resolve the issue as efficiently as possible. We aim to resolve the majority of complaints within 24 hours.

Measurement	Target	Completion date
Resolved within one day	80%	2018 onwards

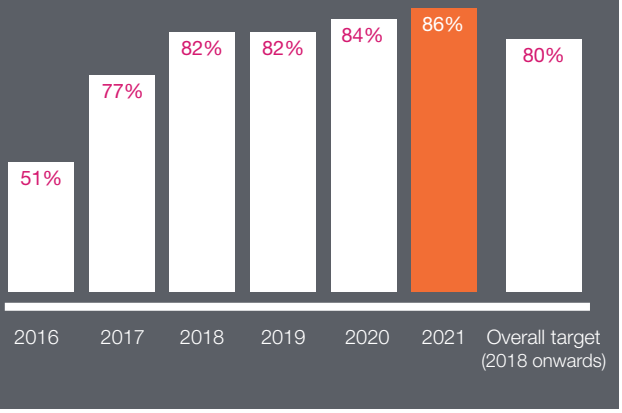
Performance ★

In 2020/21 we resolved 86% of complaints within 24 hours, exceeding the target of 80% and improving on our 2019/20 performance of 84%.

We have introduced more rigour to our internal escalations process to ensure that all complaints are dealt with in a timely manner. Working closely with operational teams to build relationships giving us swift answers to customer questions has been beneficial.

This focus has reduced average time to close complaints and led to a smoother customer experience as well as improving our complaints metric performance.

'Live' allocation of cases has brought about an increase in 24 hr resolution of complaints. Cases are reviewed on a real-time basis and quick resolution cases are closed immediately. This process is fully embedded in the customer relations team.



#25. Complaints – average days to close

We'll close all of our complaints, on average, within four days

Background

The majority of our complaints are resolved within the first 24 hours; however some complaints can be more complex than others and take longer to close.

We appreciate the importance and need for continual focus on each and every one of our complaints and we therefore aim for an average resolution time for all complaints of less than four days.

Measurement	Target	Completion date
Average days to close	Average < four days	2018 onwards

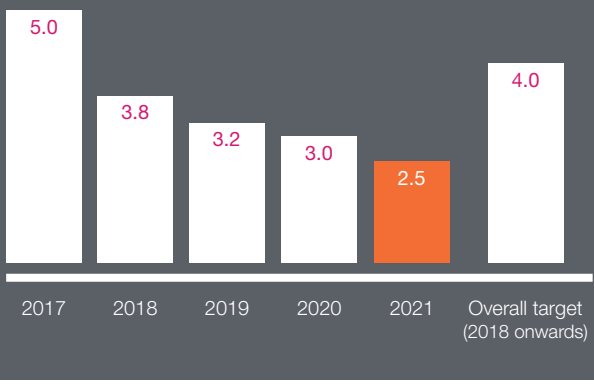
Performance ★

On average, complaints were closed within 2.5 days in 2020/21, exceeding the target of four days and improving on the 2019/20 performance of 3.0 days.

The average days to close has steadily reduced due to continued focus on complaints that are quick to resolve, closer case management and analysis of complaint handling procedures internally. This includes internal escalations and a review of the quality of information provided by technical areas, when their support is required. A reduction in case touchpoints has been evident enabling complaints to be resolved sooner.

Stronger management, clearer processes and ownership of escalated cases such as CEO & Ombudsman cases have also driven handling efficiencies. Guidelines for managing issues raised by MPs, Councillors and other 3rd parties also contribute to making our case management more efficient and effective.

The growing awareness of Subject Access Requests (SAR) amongst the general population has been evident this year with 12 customer SARs being received, and 100% compliance with regulatory response times being achieved.



#26. Stakeholder engagement

We'll continuously improve our stakeholder engagement

Background

Stakeholder engagement is a cornerstone of our business and we will continue to make sure we respond to our stakeholders' changing needs.

To measure how we are progressing, we use Ofgem's evaluation of our annual Stakeholder Engagement and Consumer Vulnerability (SECV) submission.

Measurement	Target	Completion date
Ofgem's evaluation of annual stakeholder engagement submission	Pass part one submission	2015 onwards

Performance

Our SECV score for 2020/21 has been confirmed as 6.61, an improvement of 0.58 from the prior year score. This performance placed us 5th out of the 13 different energy distribution suppliers. We are pleased that we have continued to improve in this important area and are keen to build upon this further including reviewing the feedback received from the panel.

#27. Guaranteed standards

We'll pay out the required guaranteed standard payments

Background

Guaranteed standard payments compensate customers where our performance doesn't adhere to regulatory standards.

Measurement	Target	Completion date
Due compensation	100%	2015 onwards

Performance

In 2020/21 we met our target of paying 100% of automatic and requested Guaranteed Standard payments, paying 4,308 payments totaling £269,690.

We will continue to proactively contact any customers who may be eligible for compensation and automatically make payments to customers who are on the Priority Services Register.

#28. Storms

We'll pay out guaranteed standards even in storm conditions, retaining discretion for extreme events to balance the impact on customer bills

Background

Following the devastating winter storms of December 2013 and February 2014 we consulted with stakeholders on the regulatory approach to making guaranteed standard payments to customers affected by power outages in exceptional weather events.

Stakeholders told us it was appropriate to make such payments even in storm conditions. This is beyond the regulatory requirements.

Stakeholders also recognised the need to balance guaranteed standard payments against the costs incurred by other customers to fund this commitment.

We therefore agreed that the company would retain discretion with regard to the application of this commitment to ensure that all customers are protected from the impact of significant payments in the event of an extreme event.

Measurement	Target	Completion date
Pay out guaranteed standards even in storm conditions	100%	2014-15 onwards

Performance ✓

In 2020/21 we had zero confirmed exceptional events.

#29. Connection quotation – single domestic connections

We'll provide a quotation after receipt of the customer's initial application on average within six working days

Background

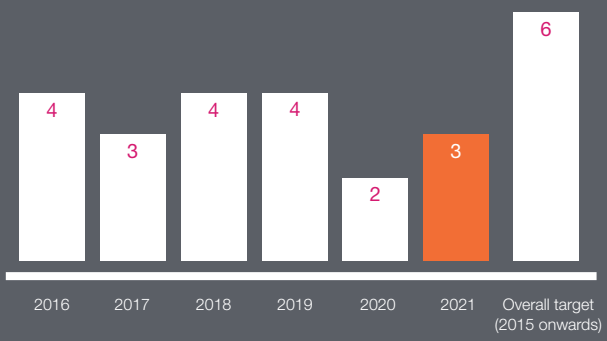
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

To allow efficient connection timescales, it is important that we provide customers with quotations in a timely manner following their initial application.

Measurement	Target	Completion date
Single domestic connections	Six working days	2015 onwards

Performance ★

Our average performance in 2020/21 was three days. In the year we produced 2,969 quotes within this sector and we continue to recognise the importance of serving our customers quickly and are pleased to have outperformed our commitment.



#30. Connection quotation – up to four domestic connections

We'll provide a quotation after receipt of the customer's initial application on average within ten working days

Background

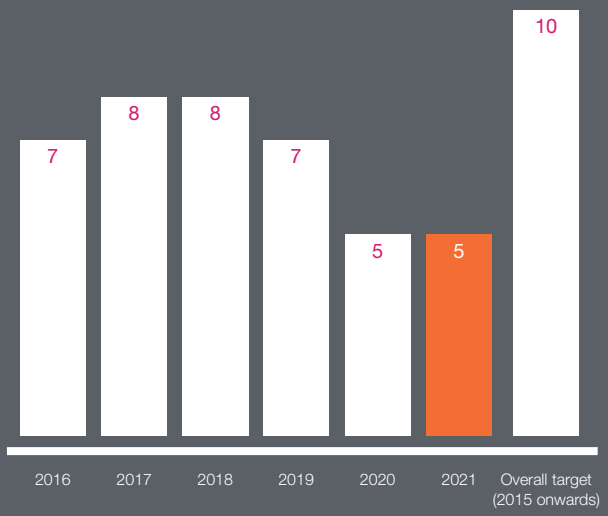
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

To allow efficient connection timescales, it is important that we provide customers with quotations in a timely manner following their initial application.

Measurement	Target	Completion date
Up to four domestic connections	Ten working days	2015 onwards

Performance ★

Our average performance in 2020/21 was five days. In the year we produced 2,345 quotes within this sector and we continue to recognise the importance of serving our customers quickly and are pleased to have outperformed our commitment.



#31. Connection quotation – all other connections

We'll provide a quotation after receipt of the customer's initial application on average within 25 working days

Background

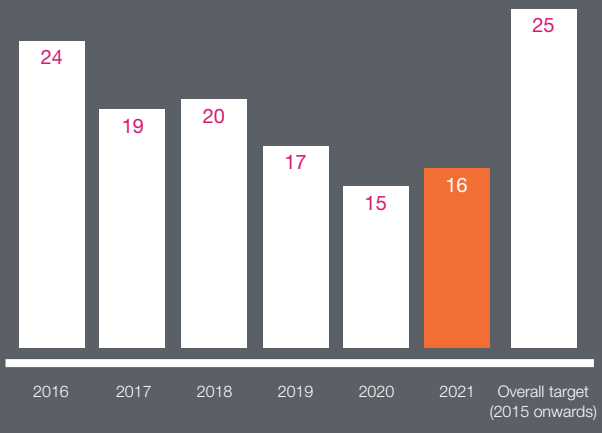
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

To allow efficient connection timescales, it is important that we provide customers with quotations in a timely manner following their initial application.

Measurement	Target	Completion date
All other connections	25 working days	2015 onwards

Performance ★

We continue to outperform this commitment and our average performance in 2020/21 was 16 days. During the year we produced 8,159 quotes for this group of customers.



#32. Connection completion – single domestic connections

We'll complete the connection after agreeing terms with the customer on average within 30 working days

Background

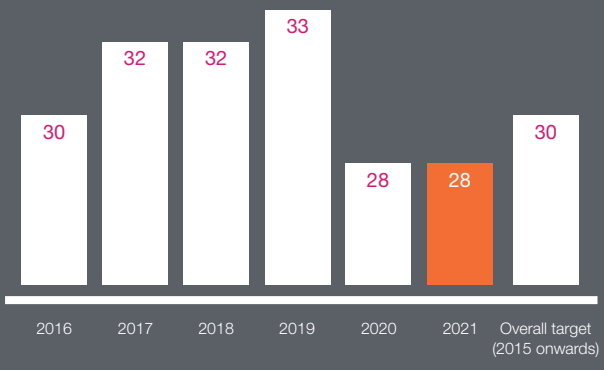
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

After agreeing terms with a customer, it is important that we provide a completed connection as efficiently as possible.

Measurement	Target	Completion date
Single domestic connections	30 working days	2015 onwards

Performance ★

Our average performance in 2020/21 was 28 days. In the year 678 connections were completed within this sector. We are ahead of both of our incentive maximum and commitment.



#33. Connection completion – up to four domestic connections

We'll complete the connection after agreeing terms with the customer on average within 40 working days

Background

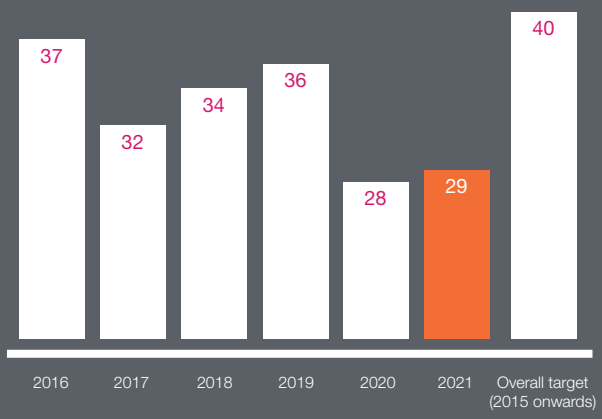
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

After agreeing terms with a customer, it is important that we provide a completed connection as efficiently as possible.

Measurement	Target	Completion date
Up to four domestic connections	40 working days	2015 onwards

Performance ★

Our average performance in 2020/21 was 29 days. In the year 595 connections were completed within this sector. We are pleased that we are outperforming our commitment.



#34. Connection completion – all other connections below extra high voltage

We'll complete the connection after agreeing terms with the customer on average within 50 working days (from when the customer is ready)

Background

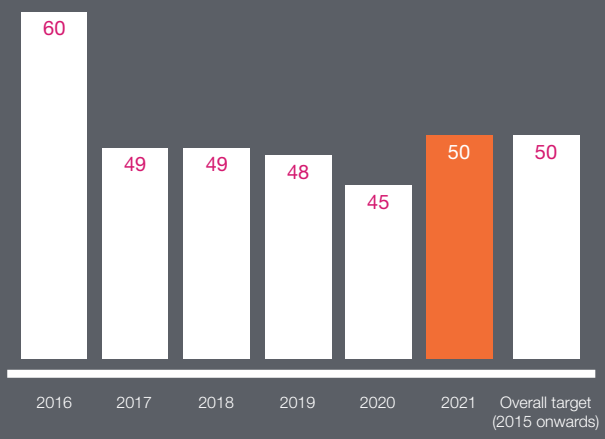
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

After agreeing terms with a customer, it is important that we provide a completed connection as efficiently as possible.

Measurement	Target	Completion date
All other connections below extra high voltage	50 working days (from when the customer is ready)	2015 onwards

Performance ✓

Our average performance in 2020/21 was 50 days. Despite the pandemic, we connected 292 customers in this sector and are pleased to have met our target of 50 days. We continue to introduce improvements to our processes so that we better understand customer delivery timescales and have improved customer confidence in our ability to meet them.



#35. Engagement – Incentive on connections engagement

We'll continuously improve our stakeholder engagement for connections customers

Background

The Incentive on Connections Engagement is a penalty-only incentive that requires us to engage with our stakeholders and make commitments to address their issues and deliver against those commitments. It is assessed annually by Ofgem.

Measurement	Target	Completion date
Incentive on Connections Engagement	No penalty	2015 onwards

Performance

Overall, we have worked hard to deliver this commitment and we are pleased to report that Ofgem's assessment during 2020/21 was again positive.

Engagement this year moved to all being done via virtual events, building on our increased use of webinars in previous years. Our events are recorded and published on our website which stakeholders have found useful to view at more convenient times and to share with colleagues that could not make the event

We have completed all actions against our 2020/21 workplans. Workplans, reports and updates are available on our website via the link below:

www.enwl.co.uk/ice

#36. Guaranteed standards of performance

We'll meet the regulatory standards of performance

Background

There are a number of guaranteed standards of performance that cover our provision of quotes, contacting customers, commencing and completing work on site. If we fail to meet these standards we make a payment to the customer affected.

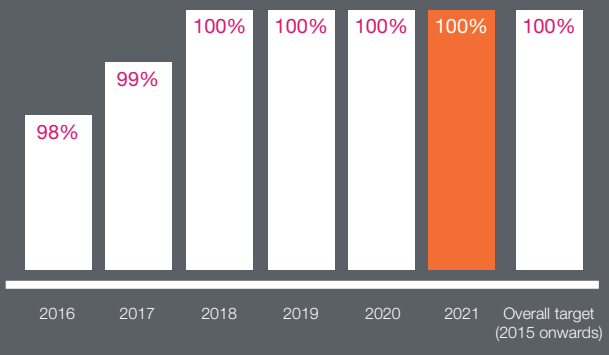
Measurement	Target	Completion date
Guaranteed standards of performance	100%	2015 onwards

Performance

Guaranteed standards of performance continue to be an important focus and we are pleased to report another year of good performance in this area.

We have reduced the number of failures during the current price control (2015-2023), improving on the 338 failures in 2015/16. We now have a third year with significantly reduced levels of failures with 22 and 23 in previous years, though slightly increased to 39 for 2020/21.

The 39 failures compared to the 19,633 services delivered forms the basis of our performance rating.



#39. Reduce oil lost from cables

We'll reduce the amount of oil lost from cables

Background

Oil filled cables have been used since the 1960s where the oil acts as an electrical insulator. Leaks from oil filled cables can occur and, whilst only a small percentage develop leaks, the oil can present an environmental risk particularly if it is adjacent to a water course. The use of modern replacement oil mitigates this risk.

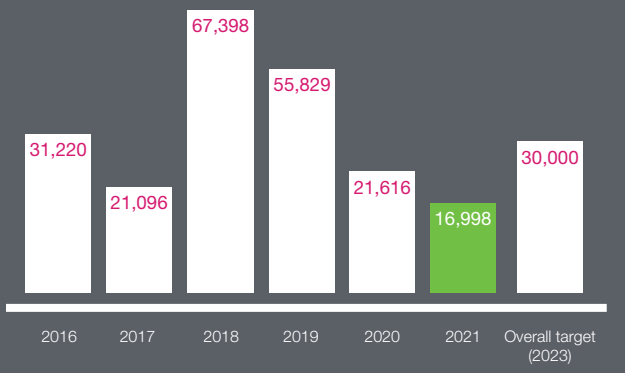
We currently have approximately 383km of legacy oil filled cable on our network. We're addressing leakage from oil filled cables by replacing them with alternative modern oil-free cabling. Where we do have leaks, we replace the oil with a biodegradable equivalent.

Measurement	Target	Completion date
Litres lost	<30,000 litres/ annum	2023

Performance ★

In 2020/21 our cable oil leakage was 16,998 litres which is significantly better than the target leakage of below 30,000 litres per annum by 2023. It is also a significant improvement on last year which was leakage of 21,616 litres.

Whilst we are replacing all of our oil filled cables in a long-term programme, the circuits that leak are repaired and put back into service. Conventional methods of finding leaks are time consuming and not always accurate. In 2019 we started using a new tracing technique which requires the cables to be dosed with Perfluorocarbon which enables the source of the leak to be detected more accurately and quickly.



#40. Undergrounding overhead lines

We'll remove overhead lines in National Parks and Areas of Outstanding Natural Beauty

Background

There are three National Parks and four Areas of Outstanding Natural Beauty in our region and the overhead lines that run through them can be visually intrusive.

We are working with the relevant authorities and other stakeholders who identify and prioritise potential undergrounding schemes.

Measurement	Target	Completion date
Km removed	80km*	2023

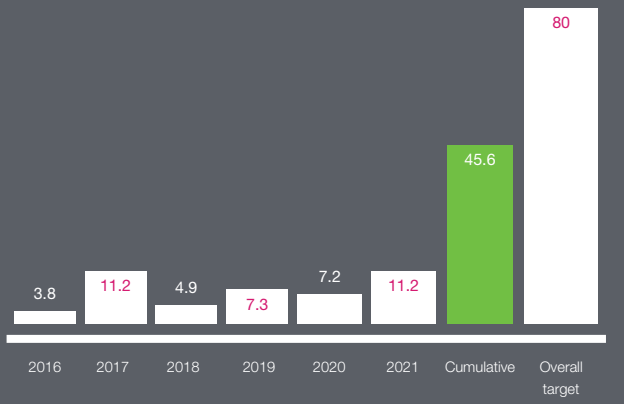
Performance ●

In 2020/21 we have undergrounded 11.2km of overhead line, taking the total progress to 45.6km. This equates to 57% of the original 80km target.

We have continued our work with the National Parks and Areas of Outstanding Natural Beauty throughout the year and have removed overhead lines from areas within the Forest of Bowland, the Peak District and the Lake District.

*The selection of sites is driven by our stakeholder partners and is ultimately driven by improvements in visual impact rather than length. As some of these priority sites are expensive to underground, we will deliver a lower total length than originally forecast for the same cost in line with our stakeholders' priorities.

We continue to identify additional schemes and prioritise investment with our partners. We still intend to spend the full entitlement for this activity included in the RIIO-ED1 settlement.



#43. Driving transition to DSO

We'll deploy Active Network Management (ANM) across all of our high voltage (HV) network

Background

Traditionally, distribution networks were designed to meet worst case demand and generation scenarios in order to remain stable under any load or generation condition.

The drive towards a Net Zero economy relies on connecting much more renewable generation and low carbon technology to the network quickly and without the need for expensive and disruptive network reinforcement.

By placing additional load measurement sensors at strategic points in the network and deploying software algorithms in our Network Management System (NMS), in conjunction with new types of flexible connection, and services contracts, it is possible to manage flows on the network in real time by turning generation and demand up or down to balance available network capacity at any given time. This is typically known as Active Network Management (ANM).

Measurement	Target	Completion date
Deployment of ANM	Available across all of our HV network	2023

Performance

We continue to work with our Network Management System (NMS) supplier to develop the Active Network Management (ANM) software algorithms for deployment in our new control systems.

Once implemented, the ANM algorithms will monitor and balance the available network capacity. The capacity balancing will be achieved through varying customer demand and generation in real time using flexible connections and services contracts in order to prevent network limits being exceeded.

In essence, ANM will automatically manage available network capacity dynamically through a range of options including network reconfiguration and smoothing out peaks and troughs only for a limited period when and where is necessary. This will facilitate the connection of more renewable and low carbon technology without the need for network reinforcement by using all the available capacity inherent in the existing network infrastructure. Flexible services contracts also add the ability to financially incentivise providers to alter their demand or generation profile; in the future we envisage that many of these contracts will be established with low carbon technology providers.

#44. Facilitating expansion of electric vehicles

We'll help domestic properties to connect low carbon technologies to the network

Background

Over the next 20 years, we expect demand for electricity to increase significantly (up to double) as we move our reliance away from fossil fuels and more people adopt electric vehicles. We will ensure that network capacity is there and it's increasingly important that we support our customers transition to a Net Zero economy by connecting low carbon technologies such as renewable energy, heat pumps and electric vehicles (EV) to our network.

As a key part of our responsibility to lead the North West to zero carbon we will help our customers move to electric vehicles. The government has brought forward to 2030, the date by which the sale of new pure petrol and diesel vehicles will be banned. We will facilitate the uptake in electric vehicles by providing a free connection for EV charging posts at domestic properties where these can be installed.

Measurement	Target	Completion date
Connection of low carbon technologies	Swiftly facilitate all connections	2023

Performance

We are continuing our programme of investment with domestic properties and where properties have "looped services" (the connection of homes together rather than separately to the network) we are intervening to ensure that all domestic customers can swiftly install low carbon technologies.

In April 2021 we published an EV Strategy which sets out our plans to lead and support our stakeholders on the journey to decarbonise the region's transport. Our role is to enable this journey by preparing the electricity network for the rapid uptake of electric vehicles (EVs) and associated charging infrastructure needed to support this.

Alongside this, we have published information for small businesses on how they can start their decarbonisation journey and provided useful case study information based on our own carbon reduction activity.

To understand uncertainties from the effects of EV charging on our networks, we've undertaken a Network Innovation Allowance (NIA) project, called Reflect. This has enabled us to develop forecasting methodologies that frame regional uncertainties regarding the effects of EV charging on the electricity demand, which will inform our future investment planning.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