Business Plan Commitments

Delivering on our promises to the communities we serve

To 31 March 2020

Electricity North West Limited
Registered number 02366949

electricity north west

Bringing energy to your door

Welcome

Our performance against our commitments to you

We are pleased to report we have continued to make progress in our operational performance, including significantly improving customer satisfaction, securing a step change in network reliability and improving our support for customers in vulnerable situations. Progress is also evident in the service levels provided to connections customers and in the safety and integrity of our network operation.

This report is being published as we continue to face the unprecedented impact from the COVID-19 pandemic. The essential service that the Company provides of maintaining the electricity supply to homes and business has been more important than ever, and highlights the critical role that we play to the lives of those who live in the North West, particularly for the most vulnerable. To meet this imperative, we rapidly deployed our well-practised incident management processes to reorganise our activities and to continue to operate at the levels of service required, both being cognisant of the increased impact of planned interruptions on our customers and the need to keep our people and the public safe.

Our colleagues have continued to show their commitment to the communities we serve, with a number of local initiatives including collecting food and supplies for local foodbanks and hospitals and working in partnerships with the charities to deliver food bundles to families in our region.

We continue to monitor the situation closely, and to adapt and respond appropriately. We will continue to ensure that we play our part in supporting our communities through these unprecedented times.

Customer and stakeholder priorities

The Company's plans continue to be informed by customer and stakeholder input. Our engagement process has confirmed that our stakeholders' key priorities remain clearly focussed on delivering net zero, helping vulnerable customers, providing a reliable service and delivering an efficient connections service, all at an affordable cost. These priorities remain closely aligned to our business plan commitments.

The move to a low-carbon economy continues to gather momentum. In June 2019, the Climate Change Act was amended to make the UK the world's first major economy to enshrine in law its commitment to become carbon neutral by 2050. Some of our key regional stakeholders have set further ambitious targets to deliver this change earlier. This regional acceleration has become central to our strategic thinking.

Our 'Leading the North West to Zero Carbon' plan commits £63.5m to decarbonise our own operations and to help colleagues, businesses and customers to do the same.

The company is well placed to respond to the low carbon challenge. Innovations such as Customer Load Active System Services (CLASS) and the roll out of the Smart Street project address the dual challenge of supporting decarbonisation and ensuring customer bills remain as affordable as possible. Smart Street, which enables the deployment of low carbon technologies on to our low voltage network, will reduce customers' electricity bills by up to £70 per year.

Our significant investment in the next generation Network Management System (NMS) and Active Network Management (ANM) will enable granular real time control of the network at all voltage levels and position the business for the next stage of the move to Distribution System Operation (DSO) as we operate our network more dynamically. The DSO concept is critical to enabling the efficient operation of the network through the low carbon transition at a much lower cost to the consumer.

We have worked hard in the first five years of the price review to deliver cost efficiencies and share that benefit with customers. We have also been able to make significant reinvestment in our operations to deliver service improvements for our customers and to invest in the next generation Network Management System. This investment means the business will be well placed to lead the transition to DSO.

Our performance

Performance against our Business Plan Commitments remains at a high level. There are ten commitments where our performance is significantly better than target and only one which is currently behind target with an improvement plan in place. All other commitments are on target.

Safety

The continued focus on the safety culture has resulted in a sustained reduction in lost time injuries and recordable injury rate. We continue to work on our contractors' safe systems of work. In addition, Weezaps have been installed in 49 of the highest risk multi occupancy buildings in our region to monitor network performance and identify abnormalities.

Customer service

Customer satisfaction levels are still increasing and are now at 88.5% overall, compared to 86.5% in 2018/19. We continue to focus on our Priority Services Register customers, providing targeted services to higher-risk customers and developing links with other utilities in the region to support and engage with these customers. The number of complaints has reduced significantly with complaint volumes down 32% compared to the prior year, with complaint resolution also improving significantly.

Connections

Time to quote and time to connect performance has continued to improve, supported through our new on-line quotations service, allowing planners to spend more time with customers who require a more complex service and providing a single point of contact through the whole customer journey.

Network reliability and resilience

Following the completion of our £18m investment in quality of supply during the year, we have seen a step change in performance in both customer interruptions (CIs) and customer minutes lost (CMLs). We are now delivering some of the lowest levels of CIs and CMLs lost across the industry.

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. Our part of a domestic electricity bill for 2019/20 was £87 compared to the UK average of £93. Since the start of the regulatory period we have shared £65m of efficiency savings with our customers (customer share £27m).

Sustainability

We continue to deliver year on year reductions in our own carbon emissions. Through our leadership and expertise, as well as the continued investment in our own network systems, we are uniquely placed to facilitate the growth in low carbon technologies and are working on many strategic projects to deliver net zero, discussed within this document.

You can read more about our progress against our commitments from page 5 in this report.

Ensuring our business commitments continue to reflect stakeholder needs

Unprecedented change lies ahead for our business and industry as we transition to Distribution System Operation and this brings both opportunities and uncertainty that need to be managed carefully. This means it is more important than ever that we build on the relationships that we have with our stakeholders so that together we can deliver the ambitious plans of our dynamic region.

We continue to be fully engaged in understanding and influencing the RIIO-ED2 regulatory control. As we now start to approach the end of ED1 our focus is delivering on the promises we made for ED1 but also looking now to ED2 out to 2028, and working with our stakeholders and customers as part of our biggest ever engagement campaign to determine the priorities for the next regulatory period.

We welcome feedback on our current commitments and shaping our priorities for ED2. 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 41 commitments to report on for 2019/20

- We made 40 commitments when we agreed our Business Plan for RIIO-ED1 (2015-2023)
- We agreed five new and two amended outputs with our stakeholders in 2018 and 2017
- Offset by the completion of six others delivered by March 2019.
- We report our commitments across seven key areas:

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

The changes that we have previously 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 low carbon economy.
- Demonstrating public commitment for investment targeted at high-profile public safety concerns.
- 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 ED2

- Now we are approaching the end of ED1 our focus has shifted from updating our ED1 commitments to channelling our efforts into understanding and balancing our stakeholder needs for ED2.
- Stakeholders tell us that transition to net zero is amongst their primary concerns if it is affordable, whilst customers are focused on the reliability of the network.
- We continue to undertake a comprehensive programme of customer and stakeholder engagement to inform the ED2 business plan submission.
- Our Customer Engagement Group commenced full meetings from May 2019 and was one of the first to be established. The CEG has met monthly and has ensured effective challenge of our approach and execution of developing our ED2 plan.

Performance snapshot

Our network

Number of customers **2.4m**

Overhead lines	Underground cables	Submarine cables
12,546km	44,863km	23km

Total network length **57,432km**

TOTEX	£213m	£227m	94%
	Total expenditure*	RIIO-ED1 allowance*	of allowance (before adjustment for expenditure profile)

£73 Our part of a typical household bill*

*The price base for all values is 2012/13

Electricity North West received on average £87 from each home in 2019/20, around 14% of the typical electricity bill. This is equivalent to the £73 above which has been adjusted for the impact of inflation, per Ofgem Business Plan Reporting Guidance.

How we're performing

Reliability

CI 30.3	CML 29.4
Customer interruptions (Including exceptional events)	Customer minutes lost (Including exceptional events)
CI 28.0	CML 27.2
Customer interruptions (Excluding exceptional events)	Customer minutes lost (Excluding exceptional events)

Subject to agreement with Ofgem for the exceptional events

Connections

Time to quote	Time to connect
2 Days	28 Days

Our customer commitments

Customer satisfaction

88.5%

Social obligations

Stakeholder Engagement

Scored **6.03** 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
2	0.024*

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

Carbon emissions	Undergrounding for visual amenity
18,051 tCO_2e	7.2km

www.enwl.co.uk/innovation

Our performance in 2019/20

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

Safety	#1	Site security	Completed in a prior year	-
	#2	Safe climbing	●	P11
	#3	Asbestos management	●	P11
	#41	Management of the risk of link box failures	●	P12
	#42	Rising and lateral mains	●	P12
Social	#4	Enhanced Priority Services Register service	★	P13
	#5	Improve services for vulnerable and Priority Services Register customers – services	●	P13
	#6	Improve services for vulnerable and Priority Services Register customers – staff training	●	P14
	#7	Improve services for vulnerable and Priority Services Register customers – support	●	P14
	#8	Responsible organisation	Completed in a prior year	-
	#9	Resilient supplies to vulnerable locations	Completed in a prior year	-
	#10	Mitigate fuel poverty	●	P15
Reliability	#11	Improve overall reliability	Completed in a prior year	-
	#12	Improve overall availability	Completed in a prior year	-
	#13	Complete flood protection programme to all major sites	●	P17
	#14	Network health – overall risk index	★	P17
	#15	Network health – fault rate	★	P18
	#16	Strategic site security	✓	P18
	#17	Ensure all major substations have appropriate backup battery capacity	●	P19
	#18	Reconfigure the network where appropriate to ensure redundancy in event of major incident	Completed in a prior year	-
	#19	Improve performance for worst-served customers (WSC)	●	P20
	#20	Ensure that the loading risk of the network is appropriately managed – overloaded substations	★	P20
	#21	Ensure that the loading risk of the network is appropriately managed – larger transformers	●	P21
	#22	Ensure that network constraints to the connection of Distributed Generation are removed	●	P21
	#46	Improve overall reliability	●	P22
	#47	Improve overall availability	●	P22
Customer	#23	Customer survey – composite score	✓	P23
	#24	Complaints – one day	✓	P24
	#25	Complaints - average days to close	✓	P24
	#26	Stakeholder engagement	✓	P25
	#27	Guaranteed standards	✓	P25
	#28	Storms	✓	P26
Connections	#29	Connection quotation – single domestic connections	★	P27
	#30	Connection quotation – up to four domestic connections	★	P27
	#31	Connection quotation – all other connections	★	P28
	#32	Connection completion – single domestic connections	★	P28
	#33	Connection completion – up to four domestic connections	★	P29
	#34	Connection completion – all other connections below Extra High Voltage	✓	P29
	#35	Engagement – Incentive on connections engagement	✓	P30
	#36	Guaranteed standards of performance	✓	P30
Environment	#37	Reduce carbon footprint	★	P31
	#38	Reduce losses	✓	P31
	#39	Reduce oil lost from cables	●	P32
	#40	Undergrounding overhead lines	●	P32
Low carbon	#43	Driving transition to DSO	●	P33
	#44	Facilitating expansion of electric vehicles	●	P33
	#45	Enabling our communities to take part in the low carbon energy transition	✓	P34

The three commitments that were delivered in 2017/18, one commitment delivered in 2018/19 and the two original reliability commitments (enhanced targets for 2018/19) have been excluded from the rest of this report.

Leading the transition to a net zero economy

A radical approach to the transition

In a world focused on achieving net zero carbon emissions, Electricity North West is at the centre of the change needed to make that goal a reality for our customers. We already had a commitment to reduce our carbon footprint but three additional business commitments were added in a prior year to reflect the increasing importance of this transition. Not only do we need to transition to a net zero economy, we need to adapt to the new climate reality we see where extreme weather events are increasing in scale and regularity. A radical approach to the transition is needed and change must happen now; our stakeholders need us to accelerate and remove barriers to achieving net zero homes and businesses.

Local government have declared climate emergencies; some in our region are committed to going further, faster than the national, legally binding obligation of net zero by 2050 bringing that date forward by 12 years to 2038. To provide the electricity to decarbonise transport and heat will mean up to three times the current volume of electricity being carried across our network. The scale of the challenge is clear, the urgency of making the transition is great, and the speed at which we need to see change is unprecedented.

Decarbonising our own operations

Our Leading the North West to zero carbon plan sets out some of the actions that we're taking to decarbonise our own operations, but also provide exemplars, research evidence and business case information to inform the investment decisions that stakeholders need to take to decarbonise. Some examples of these actions are described below:

- In the last 12 months, we have commissioned more than £1m of activity to decarbonise our Training Academy in Blackburn and our depot in Oldham. This will include making the buildings as energy efficient as possible and then generating enough electricity on site to power the buildings, as well as installing electric vehicle charging points. These actions means we should continue to outperform our commitment to reduce our carbon footprint.
- As changing people's behaviour is a big part of meeting the climate challenge, we're rolling out carbon literacy training to our leaders and incentivising them to swap their petrol or diesel car to an electric one, which they will be able to charge at any of our depots for free. This action will support our commitment to facilitate the expansion of electric vehicles.
- We're changing the lighting in our depots to LEDs and have swapped to a renewal electricity tariff. We have also purchased four electric mini diggers, which as well as saving carbon are virtually silent so significantly reduce the inconvenience to our customers when we're working without compromising operational performance.

Working in partnership with key stakeholders

Our commitments to enable our communities to take part in the transition and to drive the transition to DSO means we have been working very closely with our key stakeholders across the region and have recently produced decarbonisation pathways for Greater Manchester, Cumbria and Lancashire. Developed in collaboration with Cadent Gas, our main regional gas network operator, these pathways provide near to mid-term certainties around the future of energy supply and demand to inform decision-making and investment planning for the adoption of low carbon technologies (including solar PV and electric vehicles) as the North West transitions to a net zero future.

Through the remainder of this current price control period, ED1, we will be launching a business to business engagement campaign to provide organisations with the research and financial business case information they need to inform their decarbonisation investment decision-making.

Innovation to deliver a smart and flexible network

Our innovative projects Customer Load Active System Services (CLASS) and Smart Street are further examples of our work to support decarbonisation, whilst ensuring customer bills are still affordable. CLASS is now active in the fast reserve market helping to create network capacity, reducing the need for traditional reinforcement and driving down carbon emissions by avoiding the need for additional fossil fuelled generation at times of peak demand.

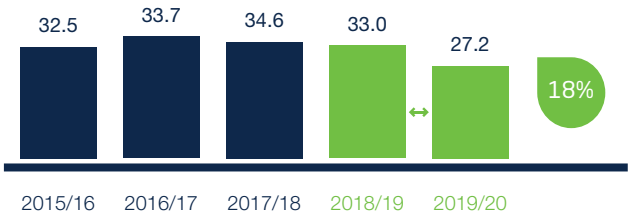
As the region's electricity network operator, it's our responsibility to provide a smart and flexible electricity distribution system which will meet the future needs of customers, support the region's economic development and deliver on our mission to achieve net zero carbon for our business and our customers.

Reliability

Our business plan commitments contain ambitious plans about improving reliability of the network. This is primarily measured as the number of customer interruptions (CIs - number of times the power goes off) and customer minutes lost (CMLs - how long it stays off for). We recognise the importance of these two measures for our customers and work hard to deliver ever improving performance levels. In the year ended 31 March 2020 we delivered our best ever CI and CML performance for the customers of the Northwest 17% or 18% improved over the previous year and we are committed to going even further. The relative reliability performance in recent years are shown below.

Customer Interruptions

Customer Minutes Lost



Performance improvement to date

- Completion of an £18m quality of supply investment programme with its innovative application of automation technology. This investment strengthens the automation on the network and improves reliability for our customers.
- We strengthened our management of risk during the planning of works to minimise outages to our customers. Whilst we cannot always avoid all risk whilst we maintain, connect or build on the network, we can take additional proactive risk avoidance steps. The approach involves a thorough assessment of risk, applying risk mitigation and strict approval and visibility across the business throughout.
- We also introduced a new formalised approach to managing the network during extreme weather events and this delivered consistently well for our customers during storms Ciara, Dennis and Jorge in February this year.
- Working collaboratively with our colleagues who work out of hours to secure support during these times, this included the implementation of a new incentive mechanism.
- Finally, when faults do occur, there has been a focus on provision of timely performance data that targets improved restoration performance across the business.

Future improvements

We continue to set stretching internal targets to continually improve performance levels for our customers. This will be achieved by:

- The realisation of full year benefits and refinement of the quality of supply investments in previous years.
- Continue to drive restoration performance through our operational response.
- Migration to the new Network Management System realises the culmination of six years broad business preparation and creates an exciting new platform to operate our network and serve our customers. This new system software has capability to enhance automatic operation of the network and realise further capability in our existing network automation hardware. This will create significant additional opportunity in network reliability and how we understand and improve the network performance for our customers.
- Increasing our understanding of customers experiencing multiple interruptions and in particular, multiple short duration interruptions. By proactively identifying customers early, we can adapt our approach to further improve the reliability and performance of the network for our customers.

Improving services for vulnerable and Priority Service Register customers

Our Vulnerable Customer Strategy is the framework we use to ensure that the support we are giving customers in our region is focused appropriately and helps us respond to the complexities of the challenge of supporting those most in need in our region. Our strategy is informed by our advisory panel and supported by external specialist support agencies. A good example of our strategy in action is that we created the first DNO Emergency Credit voucher scheme to support customers who were unable to top up their prepayment meters during the Covid 19 pandemic. Our success is also demonstrated by our good performance in the three business commitments focused in this area.

We have just under one million customers on our Priority Services Register (PSR). This tells us that almost 20% of our customer base consider that they need extra support during a power cut. Support is provided through our dedicated Customer Welfare Team, over 20 external specialist support agencies, multiple partners and all our customer facing teams.

Our strategy creates solutions under five main pillars or focuses.

- Use data to ensure that we understand the vulnerability challenges of the North West
- Continually improve and refresh customer data, right first times and accessible channels
- Manage trusted services that deliver tailored support to our PSR Customers
- Build and maintain a resilient network across the North West supporting PSR
- Tackle fuel poverty through working with various referral and fuel poverty schemes

Using data to support customers during an interruption

We use social data mapping to supplement our PSR data, and to target our activities in raising awareness of the services to support the customers who could need it most. This year, we distributed 95,271 PSR leaflets to targeted households, supported 583 lonely and isolated customers, made 2,028 affordable warmth referrals giving customers access to new boilers, home insulation and draft proofing, as well as benefits reviews to ensure that they are getting all the help they are entitled to. We've also distributed 40,000 branded pharmacy bags to areas of high deprivation to further increase the awareness of our PSR.

Improving and refreshing customer data

The customer contact centre handles approximately 516,000 calls every year, each of which is an opportunity to refresh our customer data.

We've also proactively contacted 597,671 customers this year to update their records, and removed 90,504 dormant customers from the register, in line with our policy, helping to keep our data cleansed and accurate.

Each year there are 2,900 planned supply interruptions where PSR requirements are checked and during unplanned interruptions, contacting all PSR affected customers is the priority activity for our Welfare Team. During these calls we find out what support customers need and we tailor our response to help them the most.

Managing trusted services to deliver tailored support

This year we increased investment into our Consumer Vulnerability Fund to approximately £200,000, indicative of our ambition to scale the social benefit of our activities. Using social data mapping and PSR data, priority for investment was given to areas with a high propensity to have homes with low income, fuel poverty, over 65's, physical disability, PSR gap and power cut incidence.

Build and maintain a resilient network

We are constantly reinforcing our network to reduce the number of interruptions in all areas, but particularly worst served areas and rural communities. Power cuts have a high impact on the 590,000 small businesses in our region, and any loss of business can severely impact their cash flow and capability to sustain their services. Learning from this, and inspired by the Whaley Bridge dam incident, we were the first DNO to introduce a business PSR to protect our local businesses, economies and high streets.

Tackle fuel poverty working with referral schemes

This year alone 4,309 PSR customers have been supported to access £975,000 of benefits from local authority and government grants due to our intervention, giving them a better quality of life, reduced risks to health issues and improving physical and mental wellbeing, as well as reducing bills.

Supporting our customers emotionally and financially helps create more resilient communities, who in the event of a power cut are better able to cope. To find out more about the services we can offer customers and colleagues alike, visit our PSR pages on our website www.enwl.co.uk/priority.

Our performance
in 2019/20


PETZL

#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.

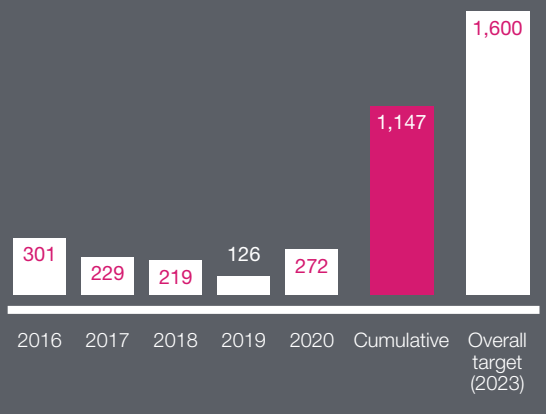
Measurement	Target	Completion date
Number of towers with latchway installed	1,600	2023

Performance

In 2019/20 we installed 272 latchway systems, taking the total current price control period (2015-23) progress to 1,147.

The programme is 72% complete after five years of the eight-year period and is ahead of the run rate required to meet the target.

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

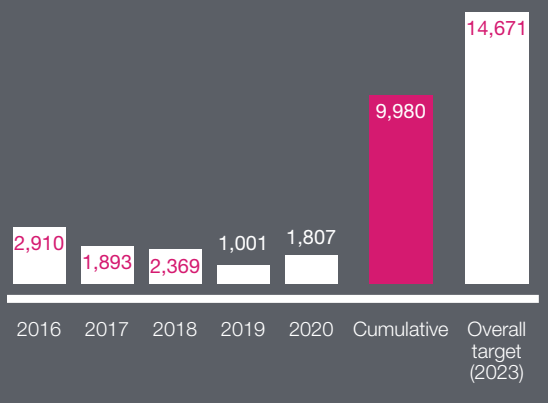
The majority or our network assets were installed in the 1950s and 1960s. At that time, the dangers of asbestos were not understood and this material was used widely in construction and insulation, including use in our substations.

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 2019/20 we completed 1,807 inspections. This takes the total current price control period (2015-23) progress to 9,980 inspections. The total number of remediations is 1,356.

The programme is 68% complete after five 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

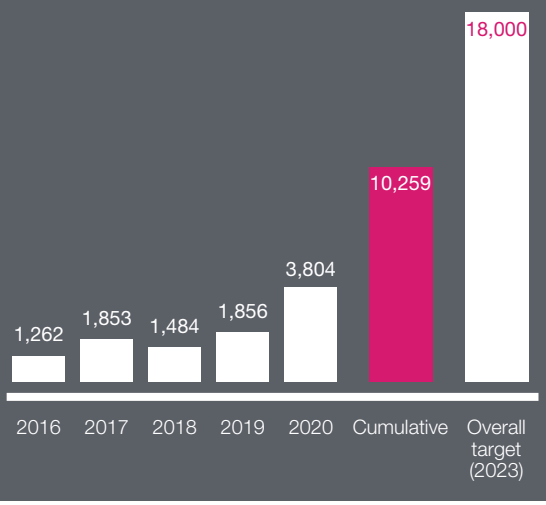
Performance

In 2019/20 we completed 3,804 inspections. This takes the total current price control period (2015-23) progress to 10,259 inspections. The total number of resulting interventions is 6,933.

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 57% complete after five years of the eight-year period and we expect to complete the remaining work by 2023. The speed of roll out has increased this year now that the blast bag solution has been implemented.



#42. Rising and lateral mains (NEW)

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. Electricity North West has a proactive programme of replacing the highest risk RLM installations, in conjunction with the building owners; however this is likely to 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 50 of these high rise blocks that are more than 15 stories high, with older cables in our area as three have been demolished. Weezaps have now been installed in all but one of these sites.

Surveys have been completed at 227 of the 563 sites that have been identified as 'high risk', the remaining required surveys have now been prioritised based on a recent desktop refresh exercise. These surveys are on track for completion by 2023.

#4. Enhanced Priority Services Register (PSR) service (UPDATED)

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 2019/20 year, PSR registrations were at 844,000 customers. This has increased over the year by 87,447 to 931,447 customers with over 1.5 million vulnerabilities registered.

The PSR registrations are split by 224,924 high priority customers and 706,523 medium/low priority customers.

We've proactively contacted 597,671 customers this year, which is 186,942 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 90,504 dormant customers from the register, in line with our policy, when we've received no response after three attempts to contact them through their preferred method of communication.

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 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 Services 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 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 consumers. 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. To resolve this issue we have partnered with Auriga Services to provide emergency credit vouchers to customers who are unable to make contact with their supplier for support.

An independent evaluation by Liverpool John Moores into the impact of delivering energy advice at an event said 'although 85% of participants found the information and advice provided useful they would have liked advice about other utilities at the same time' As a result of this we have created 'Utilities Together' a multi-utility forum to share best practice in partnership work with United Utilities, Northern Gas Networks and Cadent.

We have jointly funded a campaign with United Utilities (UU) to promote the PSR and energy efficiency advice. This year we have also collaborated with UU and Cadent to support the refurbishment of Age Concerns Mobile Advice Centre which will enable Age Concern to support 35,000 lonely, isolated and vulnerable older people by 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 services 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 teams, Planned Supply Interruptions and Innovations teams. The roll out of Smart Street has been heavily influenced by PSR data and areas of poor reliability being prioritised.

To raise awareness in our depots of the processes we have to provide support for our vulnerable customers, we created a team of Consumer Vulnerability Champions (CVC) who act as a contact point between the Customer Welfare Team and our operational colleagues. Each Champion has different focus areas including supporting energy efficiency, connections, fundraising, partnerships, PSR promotion, and colleague training. They have delivered 300 hours of 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 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. The inclusion of a support hub provides extra help to customers impacted by fuel poverty and provides a simple means of customers making 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, such as that provided by Dementia Friends has been given to all customer contact centre agents to give them the skills and confidence to conduct what can initially 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 907 customers who responded have scored us 89% on average, of which 60% couldn't fault us with a 10/10 score.

This year Electricity North West became the first DNO to introduce a 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, 1,641 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 113,725 SMS weather alerts to high priority customers on our PSR as part of our embedded approach to preparing for storms such as Ciara, Dennis and Jorge.

#10. Mitigate fuel poverty

We'll reduce our prices

Background

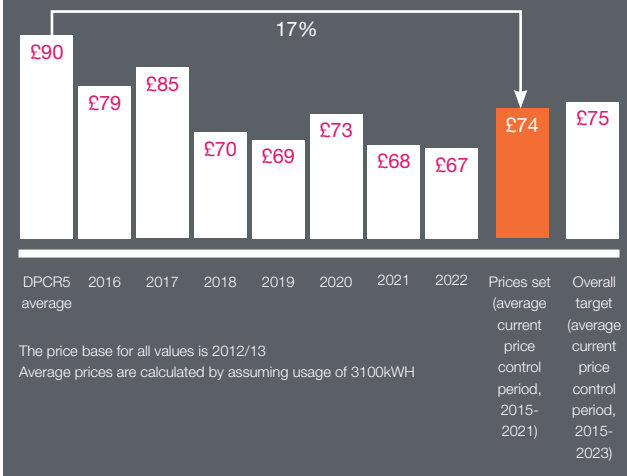
Fuel poverty is affecting an increasing percentage of the population. We aim to keep current price control period (2015-23) prices lower than those of the previous price review (2010-2015) to help work against this growing issue. The RIIO incentive mechanisms ensure our customers share the benefits of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

For a standard domestic customer, our average current price control period charges will be 17% lower than those of the previous price control period. We expect to deliver this commitment through the prices we will set for the remainder of the current price control period. Our prices for 2021/22 will be 25% lower than the previous price control average (our prices are set two years in advance).

The amount of revenue we collect in 2020/21 is likely to be affected by the impact of Covid 19, and this will subsequently influence prices set in 2022/23 due to the effect of our price control which includes a correction factor with a two year lag. The scale of this impact is currently uncertain.



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

Electricity North West received on average £87 from each home in 2019/20, around 14% of the typical electricity bill. This is equivalent to the £73 above which has been adjusted for the impact of inflation, per Ofgem Business Plan Reporting Guidance.


Stay connected...
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Electricity North West
Priority Service Customers
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WA3 9BV
Add stamp before posting
POWER CUT?
CALL 105
Stay connected...
www.enwl.co.uk/priority
0800 195 41 41
Electricity North West owns, operates and maintains the electricity network in the North West.
electricity north west
Bringing energy to your door
Could you cope in a
POWER CUT?
If you or a loved one needs extra help, see inside for details

#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.

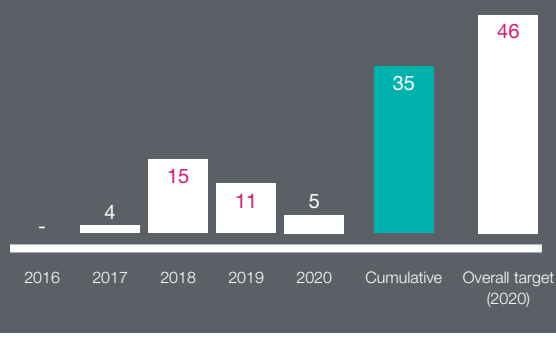
Measurement	Target	Completion date
Number of higher voltage substations protected against 1/100 year flooding	46	2020

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 primary 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 2019/20, flood mitigation works were completed at five sites bringing the total of completed sites to 35 for the current price control period (2015-23) so the programme is 76% complete.

The programme is behind its original schedule as the remaining 11 sites are due for completion in FY21 (six sites) and FY22 (five sites). We are committed to improving the resilience of our network to flooding risk and on those sites 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 (UPDATED)

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.

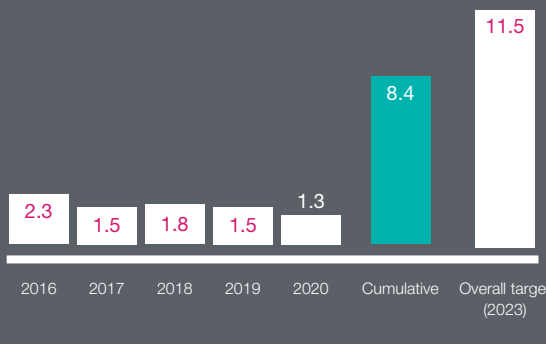
Our approach is to inspect, on an asset by asset basis, the condition of the asset to estimate the probability of it failing and to assess the consequence should that asset fail, for example, how easy it is to supply from other sites. We are then able to prioritise our investment based on the assets 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 2019/20 we have delivered 1.3 million risk points, taking the total current price control period (2015-23) progress to 8.4 million.

We have now delivered 73% of the 11.5 million risk points after five 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

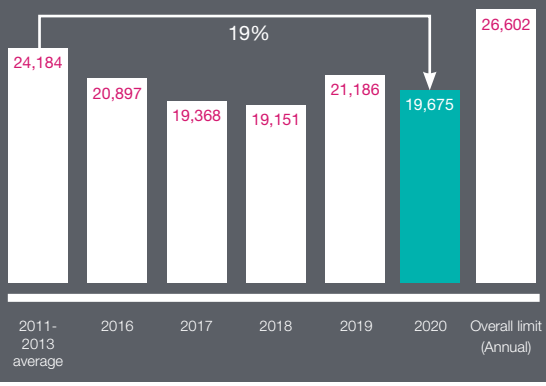
For some of our equipment, particularly buried assets such as cables, it is difficult to measure their condition accurately. For these assets, we are using the rate of faults to measure our network health. We calculate this fault rate as the number of faults we experience each year divided by the amount 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 2019/20, the annual fault rate (excluding exceptional events) was 81% of the 2011-13 average and the network continues to perform well. This performance is a significant improvement on the previous year which saw the impact of numerous extended weather events.



#16. Strategic site security

We'll comply with security guidelines for Critical National Infrastructure (CNI)

Background

Critical National Infrastructure is the element of national infrastructure where loss or compromise would result in a major detrimental impact on essential services, with severe consequences. The Centre for the Protection of National Infrastructure (CPNI) provides guidance to us in relation to which parts of our infrastructure fall into this category.

Measurement	Target	Completion date
Number of sites with protection to approved CPNI standard	1	2020

Performance ✓

The security enhancements were completed in 2019/20.

#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.

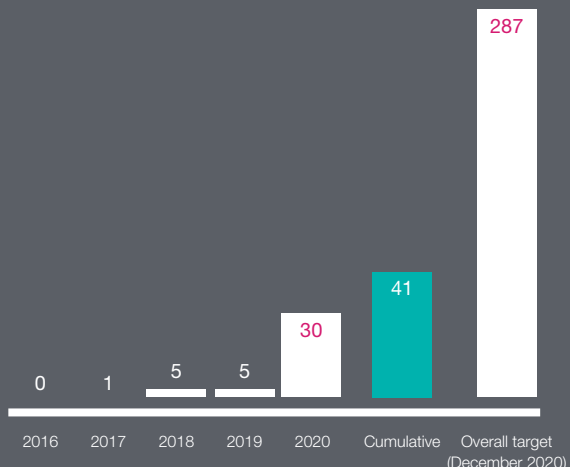
Our role in this is to ensure our network has sufficient battery backup so that the network's communications systems will work in the event of a complete mains power failure.

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 41 substations.

The programme of work is being delivered in line with the investment in our new Network Management System. The Network Management System is due to go live by the end of the financial year ending March 2021.



#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.

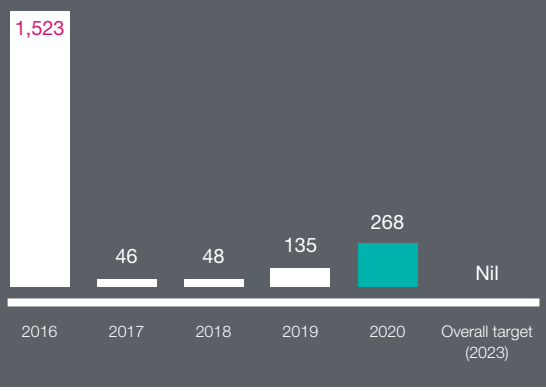
Analysis of WSCs has helped to shape our investment programme. The solutions considered for improving performance are varied and include application of additional remote control and implementation of network automation among other solutions.

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

Performance

The number of customers classified as worst-served at the end of 2019/20 was 268. These are all new WSC and will require network intervention. 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.

Recently, we have 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

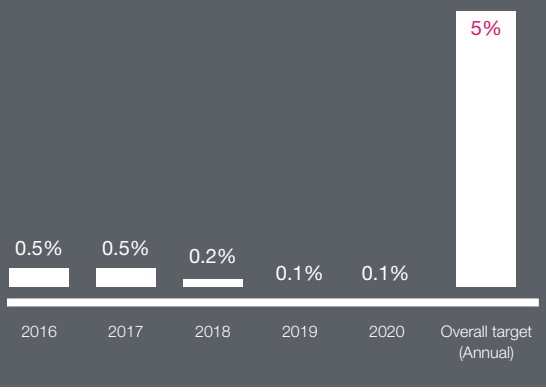
If demand exceeds capacity for an extended period of time, there is an increased safety risk and a greater vulnerability to faults or an extended loss of supply for customers supplied by such equipment.

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 2019/20 two substations were running above their firm capacity. The two substations feed 3177 customers out of our 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 April 2021.
- Preliminary design work has started on the installation of additional primary transformers at existing primary stations in the Golborne area.
- Detailed design work is in progress for a new primary substation equipped with two transformers in the South Manchester Enterprise Zone area.
- Detailed design work is in progress for a new primary substation equipped with two transformers in the Samlesbury Aerospace Enterprise Zone area.

One connections driven scheme is in progress and three schemes are 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

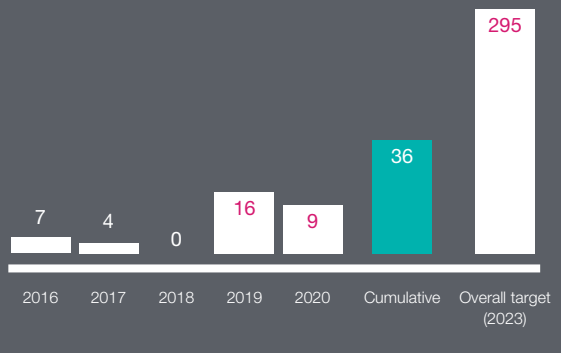
The equipment that forms the electricity distribution network has to be able to cope with the large amounts of electrical energy that flow when faults occur. The amount of energy that would flow in a particular part of the network under worst case conditions is known as the fault level. We have designed 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. 36 have so far been completed.

Rollout of the Innovative reinforcement technique for Long and Crawford 6.6kV switchgear commenced in April 2020. In total 152 sites are expected to be addressed.



#46. Improve overall reliability (ENHANCED)

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.

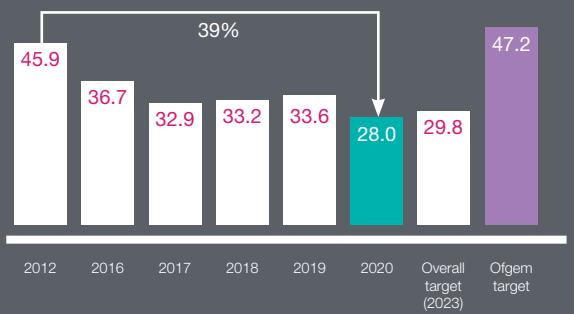
Measurement	Target	Completion date
Customer interruptions per 100 customers	29.8	2023

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 2019/20, the number of interruptions our customers experienced was 39% lower than 2012. This is a 17% improvement in performance against the prior year. The reliability of the network has improved due to enhanced management of network risk, performance during storms and further deployment and refinement of network automation.

In 2019/20 we completed the deployment of significant quality of supply investment programme. The associated equipment can either be ground-mounted or installed on our overhead network and provides the capability to complete switching operations and power restoration without a site visit being required.



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 (ENHANCED)

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

Background

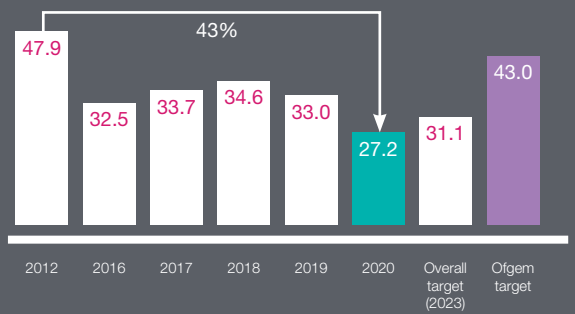
During a fault it is important that we restore power as soon as possible. To track our performance against this we use Ofgem's standard customer minutes lost (CML) metric.

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 2019/20, the length of time our customers were without power in the event of an interruption was 43% lower than 2012, improving on the prior year performance by 18%. Innovative fault detection equipment installed on our network helps our engineers to narrow down the location of a fault, resulting in improved restoration performance. This is combined with enhanced approaches to preparing and responding to storm events as well as focus on driving the performance of the operational response.



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.

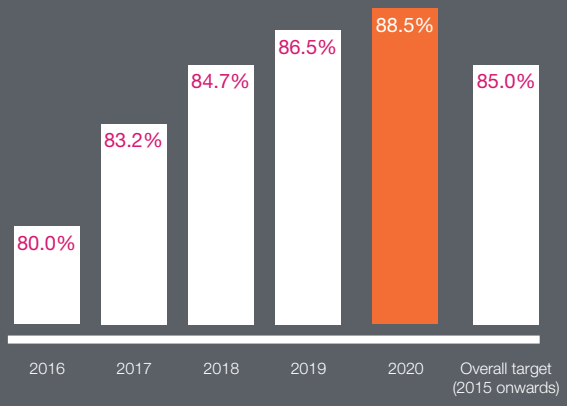
#23. Customer satisfaction – composite score

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 88.5% in 2020 compared to 86.5% in 2019. Performance since 2016 has increased by 8.5% 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 the implementation of a new 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 the 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 (UPDATED)

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

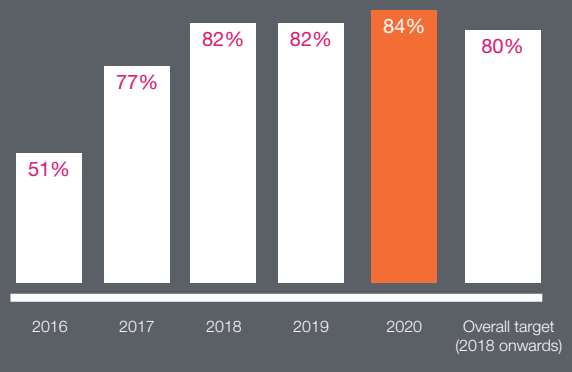
Performance

In 2019/20 we resolved 84% of complaints within 24 hours, exceeding the target of 80% and improving on our 2018/19 performance.

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 (UPDATED)

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.

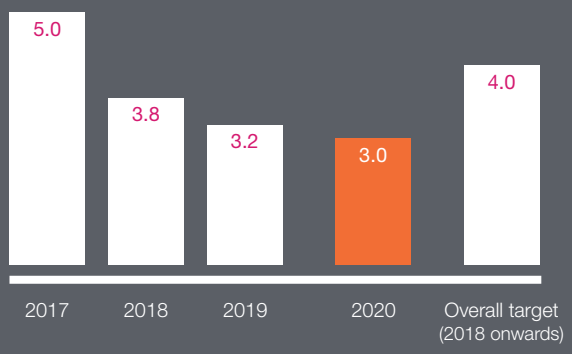
Measurement	Target	Completion date
Average days to close	Average < four days	2018 onwards

Performance

On average, complaints were closed within 3.0 days in 2019/20, exceeding the target of four days and improving on the 2018/19 performance of 3.2 days.

The average days to close has steadily reduced due to continued focus on quick wins, 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 the complaint to be resolved sooner.

This is also supported with a better contact list within the business allowing teams to work closer and resolve the complaints sooner.



#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 2019/20 has recently been confirmed at 6.03, a significant 1.49 point improvement on the prior year score. We are pleased that embedding our enhanced stakeholder engagement approach within the organisation and greater use of social return on investment within our decision-making has been recognised in an increase to the score and we are continuing 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 2019/20 we paid out 3,717 guaranteed standard payments, totalling £242,145.

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 2019/20 we had one confirmed exceptional event with 82 customers entitled to payments as they were off supply beyond the time frame set by the regulator. The relevant payments have been made to all customers who have contacted us on receipt of a letter advising a payment is due.

#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

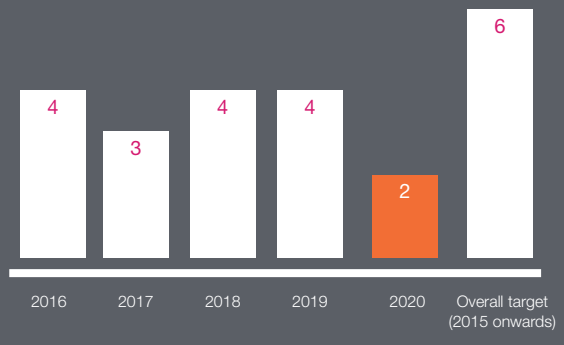
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 2019/20 was two days. In the year we produced 2,433 quotes within this sector and we continue to recognise the importance of serving our customer 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

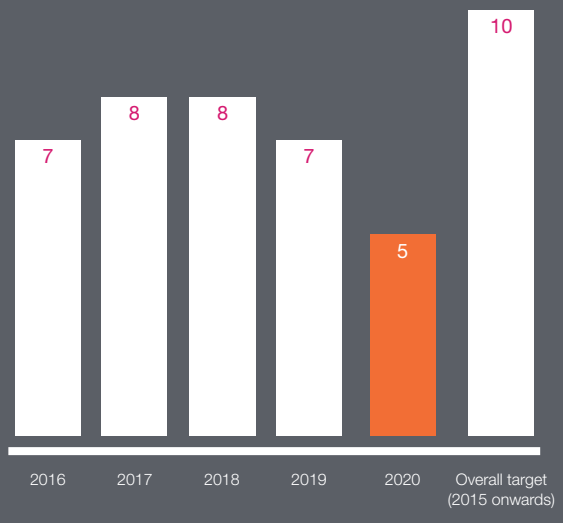
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 2019/20 was five days. In the year we produced 2,329 quotes within this sector and we continue to recognise the importance of serving our customer 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

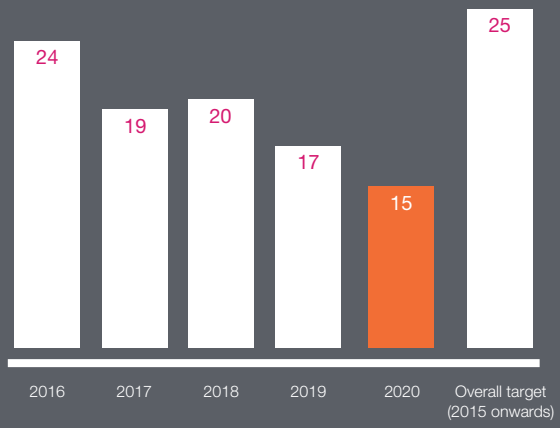
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 with our best performance to date – our average performance in 2019/20 was 15 days. During the year we produced 8,139 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

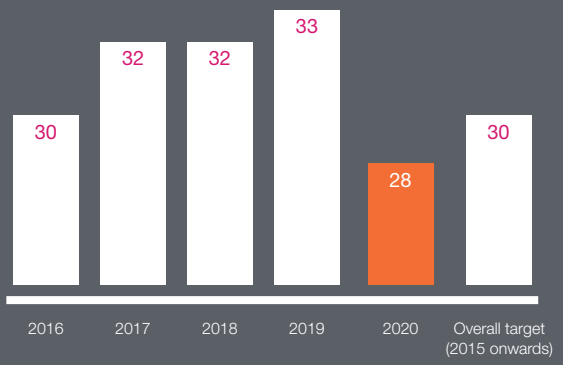
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 2019/20 was 28 days. In the year 640 connections were completed within this sector. Performance continues to improve and 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

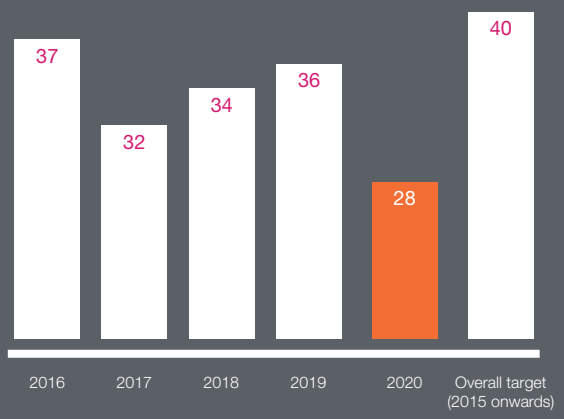
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 2019/20 was 28 days. In the year 588 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

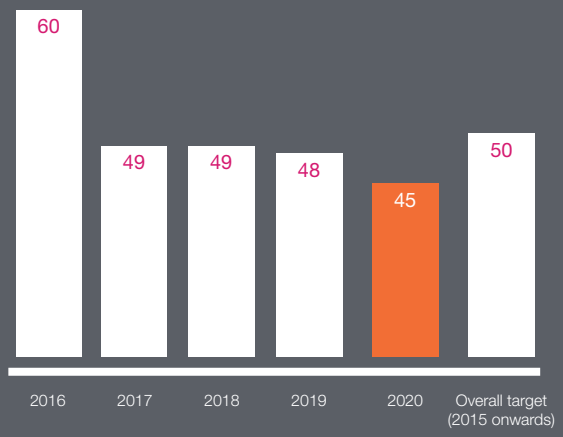
Connecting customers efficiently and economically is an important part of our business and a crucial service for our customers. It is a service that facilitates economic growth and allows us to support delivery of our stakeholder priorities.

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 2019/20 was 45 days. We connected 415 customers in this sector. We are pleased to have outperformed our commitment and reduced the time taken from prior years. 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 2019/20 was again positive.

Engagement this year has grown with greater numbers attending our workshops and 100% of stakeholders attending rating our events as "useful" or "very useful". We have also increased the use of webinars to extend our reach and have recorded and published these on our website.

We have completed all actions against our 2019/20 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.

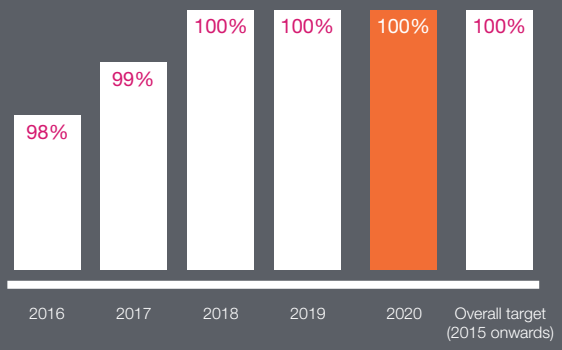
Measurement	Target	Completion date
Guaranteed standards of performance	100%	2015 onwards

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 second year with significantly reduced levels of failures with 22 last year and 23 for 2019/20.

The 23 failures compared to the 19,630 services delivered forms the basis of our performance rating.



#37. Reduce carbon footprint

We'll reduce our carbon footprint

Background

Carbon footprint measures the impact of our business operations on the environment. This is calculated excluding electrical losses; the difference between energy entering the network (generation) and energy exiting the network (demand).

Measurement	Target	Completion date
Tonnes of carbon dioxide equivalent (tCO_2e)	10% reduction on 2015	2020

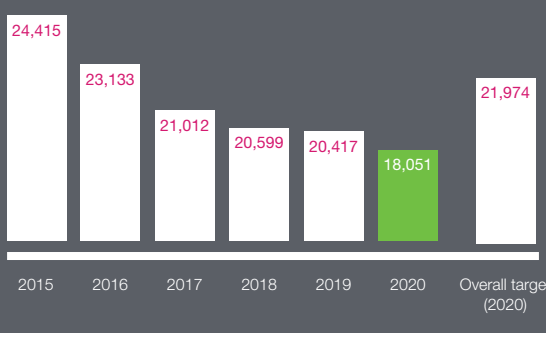
Performance ★

In 2020 our carbon emissions were 18,051 tCO_2e which outperforms the 2015 baseline level of 24,415 tCO_2e by 26%. It also outperforms our 2020 internal target of 20,000 tCO_2e. For 2021 our internal target has reduced to 18,000 tCO_2e.

Our regional stakeholders are setting ambitious carbon reduction targets, which they are looking for our help with. To support this we have created our 'Leading the North West to Zero Carbon' plan, which sets out how we will decarbonise our own operations and help others to do the same.

We have significantly outperformed our business plan commitment target of reducing our carbon emissions by 10% by 2020 from our 2015 baseline figure. Reduced buildings' energy has driven our improved performance, along with colleagues' energy reduction behaviour and improved vehicle efficiencies. Further investment in our offices and depots has increased energy efficiency, which has included replacing inefficient lighting with LEDs, introducing energy efficient heaters and time limited light switches, and installing passive infrared sensors.

Portable generators are sometimes used to maintain supplies when customers go off supply, either due to a fault, or a planned supply interruption. The fuel used by these generators contributes to the business carbon footprint. To minimise customer disruption and to better support those who are vulnerable, our policy on the provision of generation has been updated to increase their usage. This will put upward pressure on our carbon footprint and we will do everything we can to offset this increase.



#38. Reduce losses

We'll reduce electrical losses resulting from the operation of our network

Background

We lose some of the electricity we distribute as it flows through our network. Whilst we can't eliminate these electrical losses entirely, we can take steps to reduce them. This is achieved by installing more efficient equipment on our network to replace older, less efficient equivalents. This commitment is based on a programme that will replace some of our transformers with lower loss models.

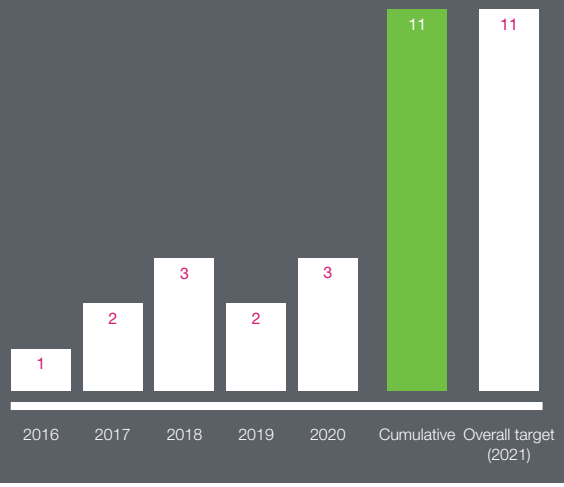
Measurement	Target	Completion date
Annual gigawatt hours (GWh) saved	11	2021

Performance ✓✓

In 2019/20 123 transformers were replaced with lower loss models, taking the total progress to 590, which will create an annual saving of 11GWh from 2020/21, in line with our planned target.

Ten additional units have been replaced with low loss equivalents post year-end where these were delayed due to Covid-19 related supply issues.

This programme has met its target and is now complete.



#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.

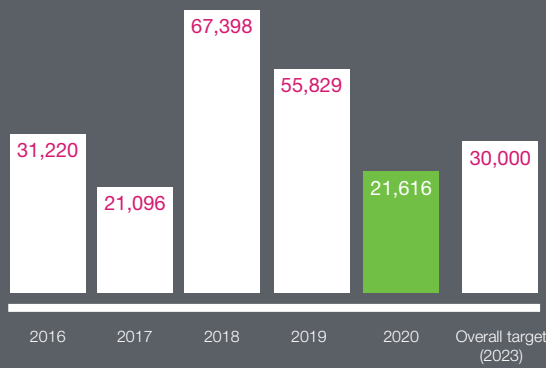
Measurement	Target	Completion date
Litres lost	<30,000 litres/ annum	2023

Performance

In 2019/20 our cable oil leakage was 21,616 litres 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 55,829 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.

The highest leaking circuit in 2019/20 was Whitegate – Redbank No2 in Manchester which leaked 3,611 litres, equating to 17% of our total annual leakage. The leak has now been repaired.



#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

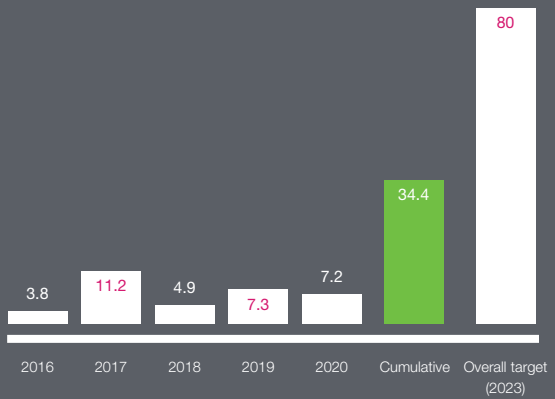
Performance

In 2019/20 we have undergrounded 7.2km of overhead line, taking the total progress to 34.4km. The total progress equates to 43% of the 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 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 (NEW)

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 low carbon 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 contracts, it is possible to manage flows on the network in real time by turning generation and demand up or down to match available 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 the available network capacity and vary customer demand and generation in real time through flexible connection contracts in order to prevent network limits being exceeded.

In essence ANM will automatically manage available network capacity dynamically smoothing out peaks and troughs. 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.

#44. Facilitating expansion of electric vehicles (NEW)

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 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 2035, the date by which the sale of new petrol and diesel vehicles will be banned. We will facilitate the uptake in electric vehicles (EV) 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 in readiness for adoption of low carbon technologies at scale.

Where properties have "looped services" (the connection of homes together rather than separately to the network) we are intervening to ensure that customers can swiftly install multiple low carbon technologies.

We have also developed a range of guides which will demystify such technologies for our customers and give them a step-by-step approach to getting low carbon technologies connected. 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 registered a Network Innovation Allowance (NIA) project, called Reflect. This will help 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.

#45. Enabling our communities to take part in the low carbon energy transition (NEW)

We'll support the development and delivery of community and local energy in our region

Background

Community energy means to us community-led projects or initiatives to reduce, manage, generate or purchase energy. Community energy projects focus on engagement and benefits to their local area and communities.

Local energy also includes the activities of a wider set of partners such as local authorities, housing associations, intermediary or advisory organisations and local businesses.

We have a dedicated stakeholder engagement programme aimed at community and local energy groups and as a result we have developed our understanding of the main issues facing the sector.

Measurement	Target	Completion date
Identification of location on our network where community and local energy can be deployed	Reporting back on viability of approach and identification of viable sites	2019

Performance

We have reported back on the viability of this approach in a new edition of our Community and Local Energy Strategy 2020-23, published August 2020. This meets the commitment we made to stakeholders to investigate the viability of this approach.

In summary, we have developed a number of mechanisms for this group of stakeholders to engage with us should a network need be identified including calls for flexible services and our powering our communities fund.

This is an ongoing process as part of our transition to a DSO and to deliver our commitments in our Leading the North West to zero carbon plan and we know this group of stakeholders want to play a part in this transition. We expect they will take an active interest in our future engagement mechanisms such as network and commercial services and we will continue to procure these services in a way that is open and fair to all customers.

Electricity North West Limited
Borron Street
Stockport, SK1 2JD

stakeholderengagement@enwl.co.uk
www.enwl.co.uk/commitments