

A man with short dark hair, wearing a grey quilted vest over a yellow and green jacket, is smiling slightly. He is holding a large, round, brown meter in his left hand. The background shows an outdoor setting with a building and some equipment. The image is partially obscured by a large teal shape on the right and a large pink circle at the bottom left.

electricity
north west

Bringing energy to your door

Consultation document

for our 2023-2028 business plan

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1: Welcome

Welcome to our business plan consultation document. After two years of engagement with more than 18,500 customers and stakeholders, we've heard a lot of feedback. And part of that feedback was to keep things simple. Our business plan is a huge document – 200 pages and more than 30 annexes, as well as various additional tables and other regulatory documents you might perhaps expect for a plan of this magnitude.

We don't expect everyone to have the time nor inclination to read it all, but we do know that as customers and stakeholders you want transparency. We've encouraged all network operators to publish all documents in as full detail as possible – as we have done – over and above the regulatory requirements. Only minor parts of our submission to Ofgem have been redacted for the public domain, including some market-sensitive financial information and detail on some of our cyber security plans, for obvious reasons.

Transparency aids challenge and accountability, which in turn makes our plans better and also develops trust – a key element to encourage continued engagement. We recognise that while this has been a lengthy and detailed process, it benefits from being a continuous conversation. We don't only listen to customers at certain points when we're developing a business plan submission to our regulator, and you can see our future plans for engagement in [Annex 5](#) of our plan.

This document is a brief summary of key elements and you can use it to navigate your way through the main document for more detail on specific issues. It sets out a simple overview of the plan and some key content and questions for you as customers and stakeholders.

As always, please send any comments to stakeholderengagement@enwl.co.uk or fill in our [online feedback form](#).

I hope you find it helpful.

Paul Bircham

Regulation and Communications Director

To see the full plan, go to www.enwl.co.uk/businessplan



2: Proposals

We're proposing to invest £2.03bn in the region and deliver the following headline commitments as well as the detailed proposals set out below, all for just a £2.03 increase in the average annual household electricity bill.

For more detail on our proposals see section 5 of our [full plan](#), and for the supporting customer and stakeholder evidence to back them up, including an explanation of how we have maximised ambition levels, see [Annex 2](#) on what we heard from our research with more than 18,000 customers and stakeholders.

Headline commitment #1: Customer: We will deliver a 9/10 level of customer service and also provide additional support to electricity users in vulnerable circumstances and fuel poverty, removing barriers to ensure that no one is left behind.

Headline commitment #2: Environment: We will invest to support all the requirements of our region to deliver a net zero future for everyone and we will drive the transition towards local net zero targets, following a path to making our own operations net zero by 2038.

Headline commitment #3: Network: We will reduce the number of power cuts and the average time people are without power by 20%. The average number of power cuts per customer will reduce from one every four years to one every five years and average time off supply will drop from 25 to 20 minutes a year.

Customer:

- Meeting customers' needs
- Supporting electricity users in vulnerable circumstances

Network:

- Delivering a reliable network
- Building a resilient network
- Keeping our communities safe

Environment:

- Leading the North West to net zero
- Improving our direct environmental impact

The tables below show our proposals in our plan under each of these priority areas.

Output	Current performance	New target
Customer: Meeting our customers' needs		
Making it even easier for customers to contact us	Five existing channels	Two new channels: chat bots and self service facilities
Providing additional support to businesses during power cuts	Trial of Business Priority Service Register	Fully operational Business PSR
Improving the speed and quality of our responses to customers	Peak of 90% customer satisfaction	At least 90% customer satisfaction
Providing faster quotes and faster completion for new connections	Exceeding Ofgem targets	Exceeding Ofgem targets
Maintaining high levels of competition in connections in the North West	Competition enabled in 95% of connections markets, more than any other DNO	Continue enabling competition
Reducing the time it takes to complete emergency roadworks	Five days	Three days
Increasing community-focused approaches to engagement	Successful trials	Community engagement team improving access to information on network issues
Customer: Supporting electricity users in vulnerable circumstances		
Collaborating more closely with other utilities	Utilities Together forum with Cadent and United Utilities	Enhanced co-ordination with utility providers to support vulnerable customers
Doubling investment in referral networks	£250k a year	£500k a year
Expanding the reach of our Priority Services Register	50% of those eligible are registered	At least 60% of those eligible to be registered
Creating a Vulnerability Fund to ensure no one is left behind	None	New £250k a year fund
Supporting customers in fuel poverty	Various initiatives and trials e.g., Citizens Advice partnership	£2m a year to support 250k customers in fuel poverty
Offering timed appointments	Timed appointments available	Continuing timed appointments
Developing new customer advisory panels	Panels set up for business plan engagement	New panels including a panel for electricity users in vulnerable circumstances

Output	Current performance	New target
Introducing all-colleague training for vulnerable circumstances and mental wellbeing	Training focused on contact centre colleagues	100% of colleagues trained in vulnerability and mental health
Network: Delivering a reliable network		
Improving network health	Maintain current level of risk	Invest to maintain current levels of risk
Reducing the number of power cuts	Once every four years 28 interruptions per year per 100 customers	Reduce frequency of power cuts by 20% from 2021-2023 levels
Reducing the duration of power cuts	27 minutes lost per year per 100 customers	Reduce time off supply by 20% from 2021-2023 levels
Improving reliability for those with a poor service	Limited programme using Ofgem's ED1 worst served customer scheme	Invest to improve the service for 4,100 'worst-served' and 30,100 poorly-served customers with a 50% improvement target
Improving reliability for those in vulnerable circumstances	Investments for 56 key sites only (hospitals etc.)	Improved network reliability for customers where there is a high incidence of electricity users in vulnerable circumstances
Measuring and reporting short power cuts	Measurement	Increased accuracy and consistency across DNOs
Network: Delivering a resilient network		
Improving flood protection	All sites identified by EA flood data protected from risk of flooding in a 1 in 100 year storm event	Protect 21 new sites identified by EA data from risk of flooding in a 1 in 100 year storm event
Improving our management of trees near overhead lines	Compliance	Enhanced management and 10,000 trees planted each year
Improving telecommunications resilience	Establishing internet protocol connections to all major substations	Enhanced communications infrastructure resilience
Increasing cyber resilience	Completed self assessment under new Cyber Assessment Framework	Comply with requirements of Network & Information System Regulations
Improving storm resilience	70,000 people affected each year	Improve resilience of the network to storms

Output	Current performance	New target
Investing in 'electricity system restoration' readiness	Compliance with existing electricity system restoration standards	Compliance with new electricity system restoration standards
Maintaining resilience in a changing climate	Monitoring climate change effects	Implementing Climate Change Adaptation Strategy
Network: Keeping our communities safe		
Making electricity in high-rise buildings safer	Monitoring electrical risks in 52 highest risk high-rise buildings	Installing electrical monitoring in 234 high risk high-rise buildings
Delivering safety campaigns	Taking part in national safety awareness campaigns	Leading regionally-focused, multi-utility safety campaigns
Increasing safety education	Safety education focused on primary schools	Wider safety education focused on secondary schools
Improving overhead line safety	Developed and trialled Sentinel technology to identify low-hanging lines	Roll-out Sentinel technology across the overhead line network
Keeping rural transformers safe	Maintaining aging rural transformers	Replace 110 small rural transformers
Enhancing security at major sites	Expanded security to counter new threats	Maintain security programme
Improving safety of underground cable pits	Developed efficient techniques during link box programme	Intervene on entire cable pit population to improve safety
Carrying out proactive safety checks on cut-outs	Respond to safety issues identified by meter operators	Initiate regular cut-out safety check programme
Environment: Leading the North West to net zero		
Helping customers connect low carbon technologies	Providing capacity in line with our network management plans and forecasts	Ensuring capacity is provided in the right place and at the right time as demands increase
Removing constraints for renewables	Constraints in certain areas increasing the cost of renewable generation connection	Remove constraints for renewable generation connection
Establishing a new £1m annual community energy fund	£75,000 per year fund	£1m per year fund

Output	Current performance	New target
Unlooping customers' power supplies	Few hundred services unlooped when requested	Unloop 46k services to properties adopting low carbon technologies
Providing a decarbonisation advice service	Online decarbonisation hub recently established www.enwl.co.uk/GoNetZero	Continue to provide, develop and promote advice hub
Environment: Improving our direct environmental impact		
Reducing our business carbon footprint	Two zero carbon sites and a 26% reduction in carbon footprint (2015-2020)	Five new zero carbon sites. Reduce carbon footprint to 8,175 tCO ₂ e/yr
Reducing leakage from oil-filled cables	More than 30k litres of oil leaked per year on average	Less than 25k litres of oil leaked per year on average (17% reduction)
Removing overhead lines in beauty spots	Remove 7-8km of overhead line a year	Maintain programme
Reducing losses from the network	11 GWh per year through proactive programme	Reduce losses by a further 8 GWh per year
Reducing emissions of potent greenhouse gases from equipment	SF ₆ leakage rate at 0.32% per year	Reduce SF ₆ leakage rate to below 0.3% per year
Making our sites havens for wildlife	11 sites enhanced, 30 more identified	100 sites enhanced
Reducing operational waste and increasing recycling rates	No targets	Meet five new specific waste management targets
Complying with new legislation on PCBs	Compliance with previous legislation	Elimination of PCB contamination risk from our network equipment
Improving environmental management within supply chain	No reporting	Embodied carbon reporting for 80% of supplies and services



3: Changes resulting from the early draft consultation

We have been developing our business plan with you, our customers and stakeholders, for over two years now. You have determined the priority areas to focus upon by telling us what is important in your lives and helping us understand why we need to adapt and develop our services. You have told us what you value and what is less important. From your feedback we identified a set of proposals and you told us which ones were acceptable, where we needed more ambition and where we could make economies.

We were able to pull all of this together to form our Early Draft Business Plan Consultation and we have been delighted with the support and positive feedback for this plan. You can see full changes in section 1.4 of the business plan document, but here are the highlights.

Where we had proposed a £1.97bn investment, we are now proposing a £2.03bn investment

Where we had proposed a £2.14 increase to the average annual household bill, we are now proposing just a £2.03 increase.

Proposal	Feedback from consultation	Update to draft plan
5.2.2.2 Improving our management of trees near overhead lines.	Very strong support to increase our tree planting from 365 trees a year to 10,000 trees a year.	Increase in this version of the plan to plant 10,000 trees a year.
5.2.3.1 Making high rise buildings safer	Support for us to more to monitor electrical issues.	We're expanding our programme of monitoring to cover all buildings which are considered high risk (123 properties) as well as higher risk (111 properties) previously included during ED2
Improving the speed and quality of our responses to customers	Peak of 89% customer satisfaction	At least 90% customer satisfaction

Proposal	Feedback from consultation	Update to draft plan
5.2.3.2 Delivering safety campaigns	Support for us to do more locally in collaboration with other local utilities, rather than just mirror national	Updated to reflect feedback and focus on targeted local campaigns.
5.3.2.6 Making our sites a haven for wildlife	Strong support to deliver more with this popular proposal	We're expanding the programme to cover 100 sites in ED2 rather than the 25 proposed in our early draft.
Consumer Value Proposition: Smart Street	Strong support to maximise delivery	Expanded programme to cover 250,000 customers in ED2

4: Consultation questions

We've set out some questions below that we'd like you to consider and respond to. Some are similar to the questions at the early draft consultation stage to ensure we're still on the right track, and to give others the chance to review and give us feedback as we continue to develop the plan. We have also added more detail and annexes to this draft plan and we want to hear your views. [You can use our online response form.](#)

We want your continued feedback and you don't have to just respond to these questions. If you want to send us your comments in another format then please do, and if you'd prefer to set up a conversation then just let us know. Please send us your answers or any other feedback to stakeholderengagement@enwl.co.uk by 31 August 2021.

1. Is the plan content understandable and accessible?

2. Does anything need additional explanation or context?

3. Does the plan include the right proposals, at the right levels?

4. Is anything missing?

5. Is there anything in here that you think shouldn't be paid for from electricity bills, or where you think that we would be overstepping our remit?

6. Is the plan ambitious enough?

7. Does the plan offer value for money at a £2.03 a year increase on average domestic customer bills to deliver the proposals?

8. Do you support the plan? Please give details to explain your answer.

9. Do you have any feedback on the new sections we have added since the early draft consultation, including:
 - a. Section 6 on workforce resilience and working with our supply chain
 - b. Section 7 on financing
 - c. Section 10 on regulatory detail

10. Do you have any feedback on any of the updated annexes which we first consulted on in early 2021? Key annexes include:
 - a. Environmental Action Plan
 - b. Data strategy
 - c. Workforce resilience
 - d. Network asset replacement
 - e. Load related expenditure
 - f. Whole systems

5: Timetable

We have been engaging fully on this plan since 2019, but the following timetable (amended from Ofgem’s Business Plan Guidance Document¹) shows the indicative timeline following this draft submission.

Date	Milestone
1 July 2021	Draft Business Plan submission to RIIO-ED2 Challenge Group
End of July 2021	Customer Engagement Group feedback on draft
End of August 2021	Challenge Group feedback on draft
August-November 2021	Further engagement to respond to feedback prior to final submission
1 December 2021	Final Business Plan submission to Ofgem and the RIIO-ED2 Challenge Group
Spring 2022	Open Hearings
June 2022	Draft Determinations
Autumn 2022	Open Meetings
December 2022	Final Determinations and statutory consultation on RIIO-ED2 Licence
February 2023	Decision on RIIO-ED2 Licence
1 April 2023	Start of RIIO-ED2

This timetable shows that while we submit a draft plan to Ofgem in July, we don’t submit a final plan until 1 December 2021. That gives us five more months to take in views and we don’t want to miss the opportunity to continue to refine the plan, so please do respond to the questions in section 4 and let us know your views.

¹ https://www.ofgem.gov.uk/system/files/docs/2021/04/riio-ed2_business_plan_guidance_-_april_2021.pdf

6: Upcoming events

Powering up the North

On 16 September, we'll be hosting our latest in our series of Powering up the North events. These events are high level summits, open to anyone to join, where we bring together business and political leaders to comment on key issues to feed into our plan. In September we'll be discussing our plans, feedback from the Customer Engagement Group and Challenge Groups and what it means for our region. We'll have expert speakers from Cumbria, Lancashire and Greater Manchester to discuss upcoming challenges.

If you want to submit a question, then just email us at stakeholderengagement@enwl.co.uk. You can register early for the event here: <https://www.eventbrite.co.uk/e/143696268407>

Regional stakeholder workshops

In the first week of October we will also hold our regional stakeholder workshops to feed into the development of our final plan. See our events page to register at <https://www.enwl.co.uk/events>.





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