



**electricity**  
north west

Bringing energy to your door

# Incentive on Connections Engagement 2016-17



## Looking Back & Looking Forward Report

Independent Connection Providers &  
Independent Distribution Network Operators



# Foreword



**I'd like to welcome you to our Incentive on Connections Engagement Looking Forward and Looking Back report. This year has introduced a significant and positive step forward for Independent Connection Providers, Independent Distribution Network Operators and us. We have made significant changes to facilitate a competitive connections market and promote more choice for our customers.**

I am pleased with the changes we have been able to implement this year. We have established new processes allowing third parties to carry out more activities than ever before, ultimately improving competition in our area. We recognise that new ways of working can sometimes translate as greater risk to our stakeholders. That's why we felt it was important to provide additional support by facilitating tailored training sessions for the new processes.

Through our workshops and Stakeholder Expert Panel, I hear about the difference our recent changes have made to our stakeholders, but also what more we need to do, to make it easier for third parties to operate in our area.

This document outlines our achievements from our 2015-16 Work Plan and our Incentive on Connections Engagement 2016-17 Work Plan. It includes a set of outputs we have developed with endorsement from our stakeholders that will deliver improvements in line with their key priorities.

Our Work Plan for the coming regulatory year 2016-17 has been developed and endorsed by our stakeholders and will deliver valuable improvements. We will continue to engage with stakeholders throughout the year and adapt our plans where needed. By keeping a robust programme of engagement in place we aim to reassure stakeholders that we continue to listen and check our plans reflect stakeholder needs.

I'd like to extend a personal thank you to all of our connections stakeholders who have taken the time to read and respond to our Work Plans, attend our workshops, focus groups and interviews. Your feedback is invaluable and has helped to shape our plans for the coming year. We will continue to keep your priorities at the forefront of our planning and we look forward to working with you all in 2016-17 and beyond.

Lee Maxwell  
Energy Solutions Director.



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Connections 'stakeholders' are groups or individuals who are affected in some way by our day-to-day activities and the decisions we make. Where we refer to 'customers' we refer to stakeholder groups that we directly provide connection services to; not all stakeholders are customers. Where we reference 'stakeholders' in this document, we mean all stakeholders including customers.

**"We want to put our stakeholders in the driving seat for change. All of our connections stakeholders have an opportunity to shape and inform our Work Plan and we believe by working together we can achieve excellence for you."**

# Introduction

## Purpose

This document combines our Looking Back and Looking Forward reports specifically tailored for Independent Connection Providers (ICPs) and Independent Distribution Network Operators (IDNOs). The Looking Back section includes the actions we set ourselves in May 2015, our performance, delivery dates and outputs for those actions. The Looking Forward section outlines the actions we are committing to for the year ahead. It summarises what we will do to ensure our Work Plans continue to reflect what you need and that they are endorsed by a broad and inclusive range of stakeholders.

We valued your feedback to Ofgem's consultations in October 2015 and this has helped to shape this year's work plans and Incentive on Connections Engagement reports for the coming year. We also wrote individually to all consultation respondents to ensure that all observations or concerns had been addressed.

We continue to split our Work Plans into the three market segments to make it easier for you to locate the actions relevant to you. This year we have included an introduction to Incentive on Connections Engagement, a more comprehensive overview of our stakeholder engagement strategy looking forward, and an engagement tracker highlighting how we implemented our strategy looking back.

## What is ICE?

'ICE' stands for Incentive on Connections Engagement, a scheme which promotes stakeholder engagement specifically for connections. We actively engage with our stakeholders and take action on the feedback you give us, to make sure we are making improvements in line with your key priorities and challenges.

We hold stakeholders' needs at our core, proactively seeking, hearing your views and making improvements so that our services exceed your expectations. We apply our well-established corporate stakeholder engagement approach to our connections stakeholders.

We want to put our stakeholders in the driving seat for change. All of our connections stakeholders have an opportunity to shape and inform our Work Plan and we believe by working together we can achieve excellence for you.





## Why is it important?

Our ambition to be the ‘leading energy delivery business’ starts with you. We recognise that to achieve excellence in customer service we must continue to ask and act on recommendations to improve our services. We never assume that we know what our customers and stakeholders need, and therefore it is crucial we continue to ask and adapt our approach. Feedback is critical in helping us to understand how we can better meet your needs.

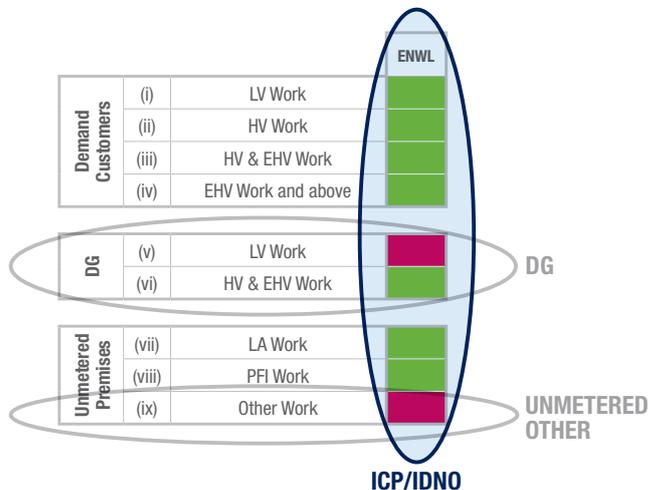
Our policy has always been to keep an open door -we work hard to make sure that we are accessible to customers. More importantly, we recognise that those who compete with us are also customers. We strive to seek and welcome feedback as we do with other customers.

The ICE Work Plans are important to us because they give us a formal vehicle to improve our engagement and report on our activities. They are also an important tool for you. They provide a regulated mechanism to make sure that your views are heard and actioned.

Our Work Plans empower you to guide our business improvements from small incremental improvements through to wide scale process changes.

## Who does it apply to and why?

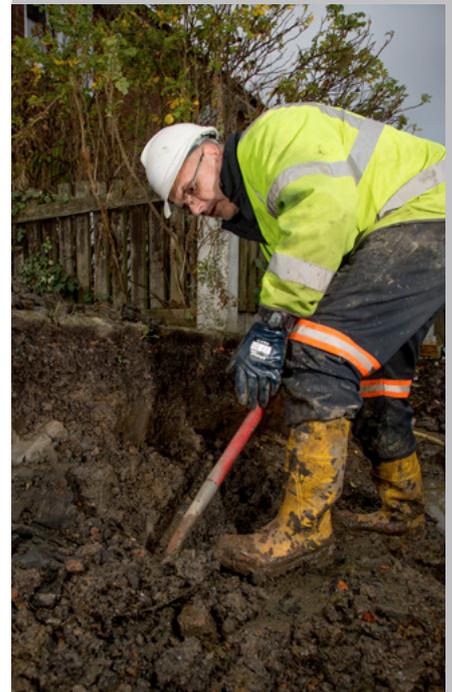
Our ICE Work Plans are designed to formalise engagement in connections. Their roots are in the regulatory ‘competition tests’ which Ofgem held up to December 2013. All Distribution Network Operators (DNOs) are required to provide ICE Work Plans for market segments that did not pass the competition test. We are delighted to have passed all but two of our competition tests. This shows our commitment to promoting competition in the north west and increasing choice for our customers.



This plan is one of three that we are publishing. The Distributed Generation Low Voltage and Unmetered Other Work Plans consider the market segments where the competition test was not passed. This third plan considers improvements to our Business-as-Usual processes and assistance for third parties offering contestable work. It is different to the other two Work Plans because it applies to services for all the market segments above.

The actions in other DNOs plans will correspond to feedback they receive from their stakeholders. Last year we wrote to all the stakeholders who provided comments to Ofgem’s consultation on ICE plans. One stakeholder compared the DNO plans and identified what they thought were gaps in ours. We explained that we had not included things in our plan that were already in place. One example of this is our Link box policy; “Your report doesn’t mention your link box policy and yet yours is probably the best amongst the DNOs” (IDNO Stakeholder) which was not included in our plan as our policy had already changed.

**“Our policy has always been to keep an open door -we work hard to make sure that we are accessible to customers. More importantly, we recognise that those who compete with us are also customers. We strive to seek and welcome feedback as we do with other customers.”**



*The ICE submissions from other DNOs will be different to ours; some will need to submit plans for more market segments than us, or different market segments to the ones our ICE submission covers.*



# Looking Forward

## Stakeholder Strategy

Following our ICE submission in May 2015 you told us that our Work Plans needed to outline our strategy in more detail. We listened and have provided more information.

### Objectives

Our company vision is to be the “leading energy delivery business” and therefore we are focused on delivering excellent customer service. Our vision is supported by our company values for **Customer, People, Safety, Performance, and Innovation**.

All our connections stakeholder engagement activities are underpinned by these values.

### Policy and approach

We follow internationally-recognised best practice in stakeholder engagement - the **AA1000 AccountAbility Principles** Standard. We incorporate its principles of Inclusivity, Materiality and Responsiveness in our approach to engagement. Our ICE engagement activities are aligned with our corporate approach.

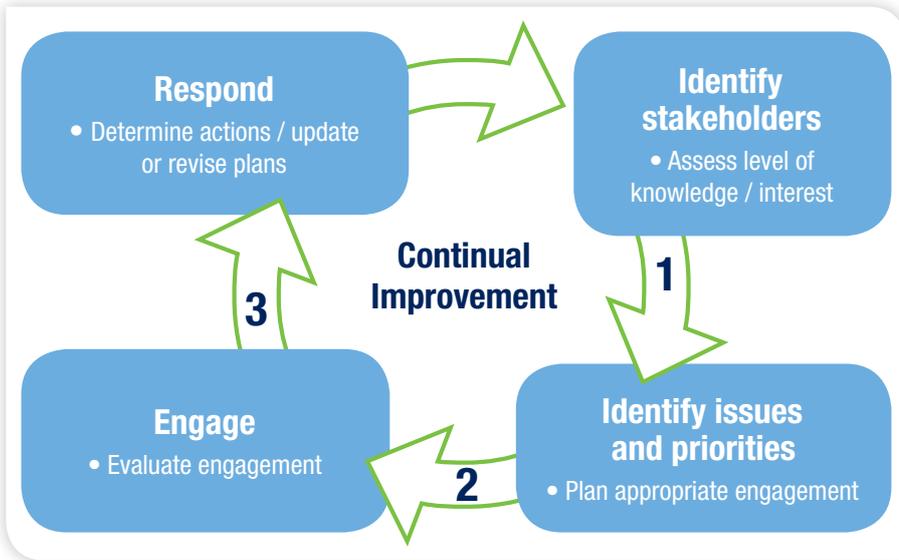
We recognise that one size does not fit all; we need to understand our connections stakeholders and consider how best to engage with you and how often. We are also mindful that many of our connections customers work across other DNO areas and therefore may be contacted several times by different DNOs.

Our approach is to:

- identify and analyse our connections stakeholders and their top priorities to ensure a tailored and appropriate approach to each group;
- engage using a range of methods;
- listen to feedback;
- respond and act on that information.

Through continuing to engage on a regular basis we ensure our Work Plans remain relevant and therefore continue to target excellence in our customer service.

A general overview of the engagement approach with our connections stakeholders is below. To see how we implemented this in 2015-16 please see our Looking back - **Engagement Tracker**.



We embed stakeholder engagement in all of our day to day Business-as-Usual activities and now have an opportunity to refine and improve our approach through ICE.

We have implemented our comprehensive and robust stakeholder engagement strategy by following the process of continual improvement (see graphic above).

Our engagement activities are promoted through our own mailing list and Lloyd’s Register, with a view to reaching a broader and more inclusive range of stakeholders.

Your feedback on our engagement activities overall has been positive:

*“I’d like to thank ENWL for the invite to the focus group today. All three of us found this very informative.”*  
 (IDNO, March Focus Group, Preston)

*“Very helpful, it is good to get together and share best practice”*  
 (ICP, November workshop, Chorley)

*“Well organised, very good”* (ICP, February training session, Manchester)

*“Very helpful, it is good to get together and share best practice”*  
 (ICP, November workshop, Chorley)

**HOW INFORMATIVE WERE THE PRESENTATIONS**



8.1

**HOW USEFUL WERE THE DISCUSSIONS**

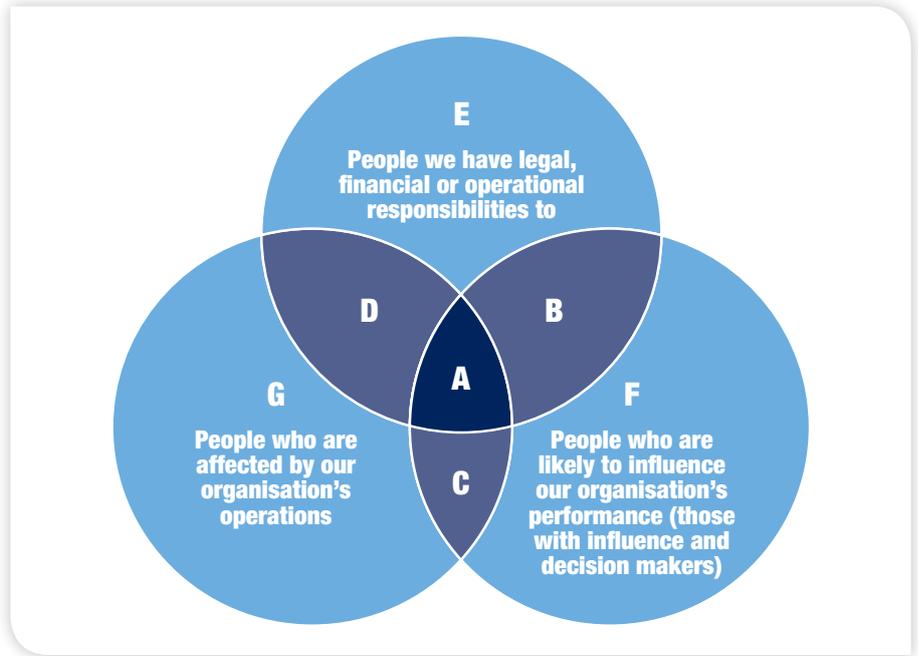


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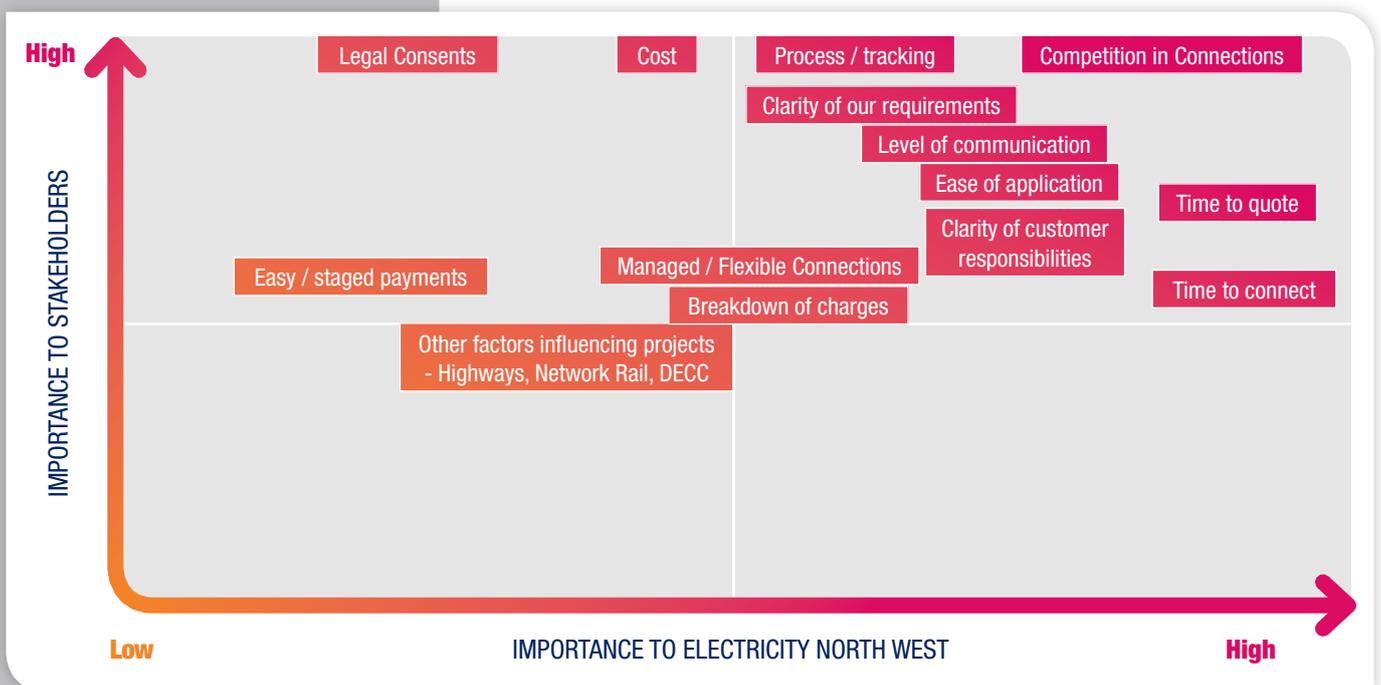
### Stakeholder assessment

We identify and assess our stakeholders using our corporate approach based on the Venn diagram below, developing a number of material issues before rating relevance for each stakeholder and group.



### Materiality assessment

We identify and assess key priorities and issues relating to our connections stakeholders. Our engagement activities help to reinforce and guide our assessments.





## Governance

Our engagement activities and outputs of those activities are governed by our corporate stakeholder engagement approach. An overview of our approach is below:

### STRATEGY

2015-2023  
Business plan

Stakeholder  
engagement plan

Incentive on Connections  
Engagement plan

### STAKEHOLDER GUIDANCE AND INFLUENCE

Six new advisory panels  
(including ICP/IDNO and DG)

Each panel focused on a business priority area

Jointly-developed action plan

Meet regularly

Annual planning day for all panel members  
to discuss the regulatory year ahead

### ANNUAL STRATEGIC ADVISORY PANEL

Collaborative event aimed at  
empowering our stakeholders to help  
us deliver positive and effective outputs

Focused on setting the agenda for the medium  
and long term objectives of the company

Annual event for all members of each advisory  
panel to attend, including other invited guests and  
speakers. First annual panel will take place on  
10th June 2016

### SENIOR LEADERSHIP

Internal stakeholder steering group, composed  
of Executive Leadership Team members

Internal working group composed of senior leaders  
to help implement outputs from the advisory panels

Added new members to the core stakeholder  
team based on previous feedback

Two annual board updates and reviews per year

### INDEPENDENT REVIEWS

Annual review and assurance of  
stakeholder engagement activity

Feedback from advisory panels helps  
shape our approach

Our wider governance structure was used to support decision-making for the development of our ICE 2016 -17 Work Plans. This process was supported by our ICP/IDNO Stakeholder Expert Panel.

For more detail on our corporate stakeholder strategy please review our annual [Stakeholder Engagement Incentive](#) report. We are currently producing our latest report for 2015 -16.





**84% rated our Work Plan as either 'good' or 'very good'**

**100% thought our Work Plan would meet their requirements**



## Endorsement for our Work Plan

We are delighted that over a 100 stakeholders from a range of organisations and industries, within the ICP/IDNO connection market segments have taken the opportunity to shape and develop our plan. It is important that we do all we can to make sure all stakeholders are heard. Therefore we used a range of different methods to provide all our stakeholders opportunities to comment, including interviews both face-to-face and by telephone and online via web surveys.

This engagement has led directly to the development of our Looking Forward ICE Work Plan and the actions we outline to address your challenges, concerns and or issues highlighted with regards to our services.

We asked you:<sup>1</sup>

*How would you rate our ICE actions overall?*

- **84% rated our Work Plan as either 'good' or 'very good'**

*On a scale of 1- 10 how satisfied are you that we are facilitating joint discussions?*

- **7/10 Average score**

*Do you believe that the Work Plan lists activities that will meet your requirements?*

- **100% thought our Work Plan would meet their requirements**

*How satisfied are you with our efforts to ensure that our activities are informed and endorsed by a broad range of stakeholders?*

- **7/10 Average score**

## Improvements on 2015-16 Work Plan

Last year Ofgem issued a consultation to stakeholders requesting feedback on all DNO plans. Last year you told us that we needed more outputs (eg Key Performance Indicators) in our Work Plan. This year we have introduced more outputs and highlighted them for ease of reference.

<sup>1</sup> Stakeholders were requested to provide feedback on our ICE Work Plan in our February survey. This survey was issued to our distribution list (485) and was publicised by Lloyds register, UCCG and MCCG to their mailing lists. In total, 31 responded. The survey was re-opened in March for final stakeholder review and endorsement.



# Looking Back

## Engagement Tracker

This section outlines how we implemented our stakeholder strategy and how we delivered the engagement commitments we made in our 2015 -16 Work Plan. We have worked hard to make sure that we continue to strike the right balance to provide engagement opportunities that work for you.



STAKEHOLDER ENGAGEMENT 2015-16 WHAT WE SET OUT TO DELIVER				
	WHEN	WHO	HOW	WHAT WE DELIVERED
<b>Establish an ICP Stakeholder Panel to act as a 'sounding board'</b>	July 2015 and throughout year	Representative selection of ICPs and IDNOs operating in the north west	Meeting	Registration form on our website to <a href="#">join the panel</a> 7 panel members to date: Aptus Utilities, UCML, GTC, EON Energy, Energetics, PN Daly and Jones Lighting Three teleconferences (Dec 2015, Feb 2016, Apr 2016) 2 workshops provided (July and Nov 2015)
<b>Topic specific workshops to develop initiatives included in action plan</b>	July 2015 and throughout year	ICPs and IDNOs operating in the north west	Workshops	50 invited; 39 attended (July 2015) Chorley, 483 invited and promoted by Lloyds Register; 38 attended (Nov 2015) Presentations and feedback from the events are published on our <a href="#">website</a>
<b>Progress updates against actions plans</b>	Half year and full year updates	Representative selection of ICPs and IDNOs operating in the north west	Mail shot	Email updates sent to 483 (Nov 2015), 487 (Jan 2016) and 476 (Apr 2016) <sup>2</sup>
<b>Feedback and action planning for 2016-17</b>	February 2016	Representative selection of ICPs and IDNOs operating in the north west	Workshops Online survey	Ideas for ICE Plan 2016-17 generated from Nov 2015 workshops Tested with ICP Stakeholder Panel (Jan 2016) Tested with wider stakeholder group via online surveys and workshops (Feb and Mar 2016) feedback is published on our <a href="#">website</a> . We issued a response to the feedback (Mar 2016) which is also published
<b>Focus Group</b>		Selected ICPs/ IDNOs	Training session Focus group	Training session, 8 invited, 8 attended (Feb 2016) Focus group (shared with DG) on land rights (Mar 2016)

<sup>2</sup> Distribution lists are continually cleaned and reviewed for accuracy and therefore total numbers may reduce if previous contacts have moved roles or companies



Topics at workshops included background information on the changes brought in by the **Competition in Connections Code of Practice** which broadens the scope of activities that third parties can undertake (and reducing the number of activities that only DNOs can undertake). As part of our workshop we covered the new processes whereby third parties can undertake self determination of points of connection, part-funded reinforcement, disconnections and self-approval of designs. The workshops also covered training and authorisations, land rights, progress on ICE actions, and customer service improvements.

We captured your general top priorities in our workshop feedback summary which was published on our [website](#) following the events. Your feedback helped us to tailor our later engagement, specifically our training session for contestable processes and focus group on land rights.

ICPs and IDNOs were invited for a training session on contestable processes based on their feedback in self-completion sheets (rated 7 or above for likelihood to try contestable processes). Equally, the focus group was aimed at those who noted estates and wayleaves as one of three top priorities and key industry challenges for 2016 -17 in our workshop self-completion sheets.

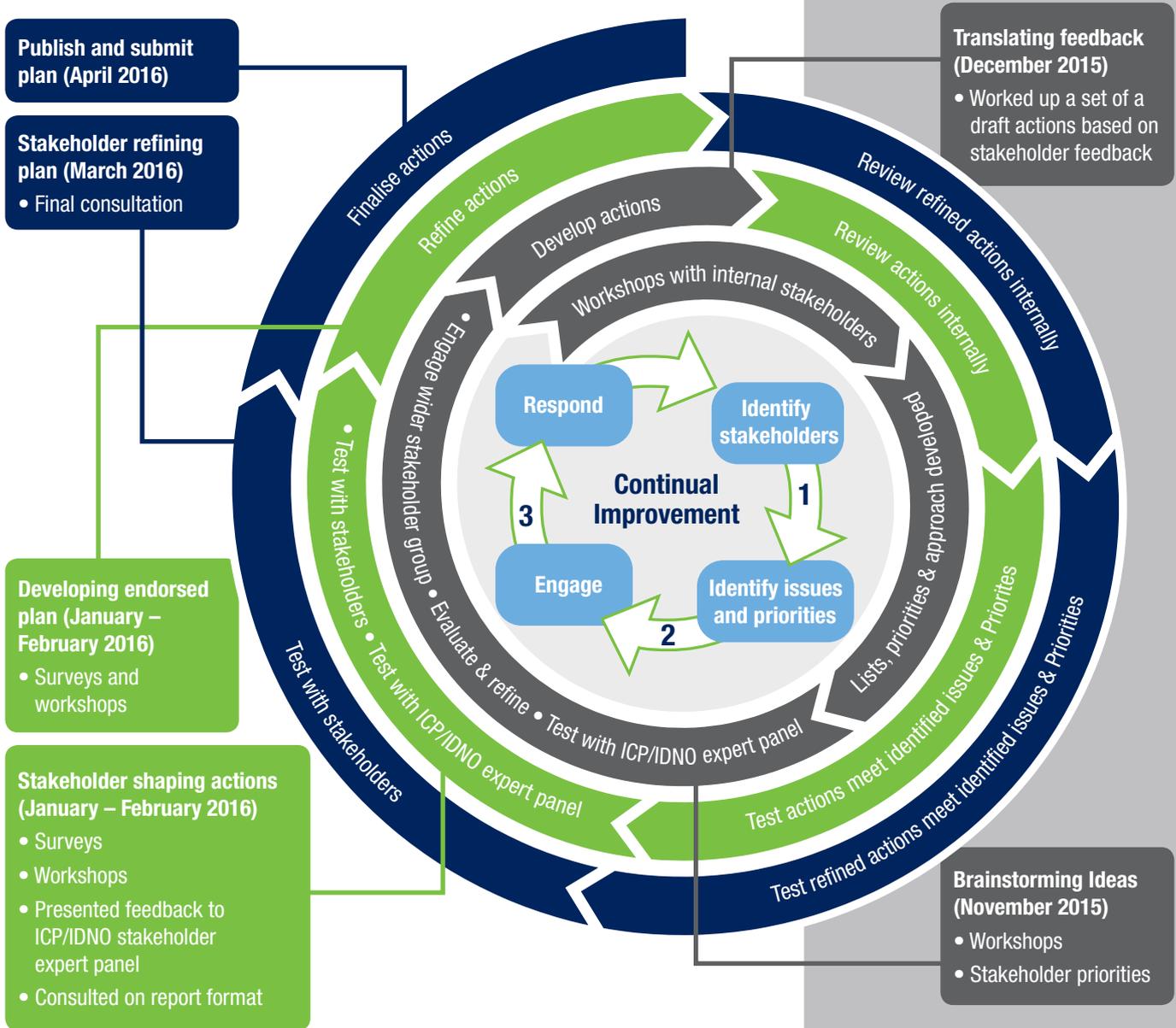




# Developing our Plan

To ensure that our ICE Work Plan reflects your needs, we took a ‘grass-roots’ approach to developing our plan.

The spiral diagram below shows the practical application of our **strategy** for continuous improvement. Starting from the inside reading outwards, the inner spiral represents the **first** round of stakeholder engagement to develop our actions, the **middle** spiral shows the second round of engagement to test our draft actions, and the **third** spiral shows the third round of engagement to finalise and refine our actions.



- DETAILS KEY**
- 1ST ROUND
  - 2ND ROUND
  - 3RD ROUND



Our ICE actions were developed with your input and endorsement from initial drafts through to the final Work Plan.

### When we asked our ICP/IDNO Stakeholder Expert Panels for recommendations, they said:

“you’ve been pretty good at providing updates and engagement and they’re definitely useful”

“Other DNOs are looking at YouTube videos of various things – substation working, trenching etc – that may be worth thinking about.”

“You should look at extending training services to designers/planners, sharing skill set to supplement what we’re doing.”

### In our workshops you told us:

“Streamline the **application process** – make it more interactive”

(ICP stakeholder, November workshop)

“Better on line automated system for **tracking progress of applications** through the system”

(ICP stakeholder, November workshop)

“Improve **design approvals** and timescales”

(ICP stakeholder, November workshop)

“Give better clarity, try to streamline **legal process**”

(ICP stakeholder, November workshop)

“Improve **energisation timescales**”

(ICP stakeholder, November workshop)

“Improve **training** timescales”

(ICP stakeholder, November workshop)



We took the recommendations from our engagement and developed relevant actions targeting your key concerns and priorities. We have included actions to explore alternative methods of sharing information (eg YouTube videos), and hosted training sessions.

You then refined our actions and outputs through surveys and our training session in February. We then asked you to consolidate and endorse our final Work Plan in our online surveys in March 2016.

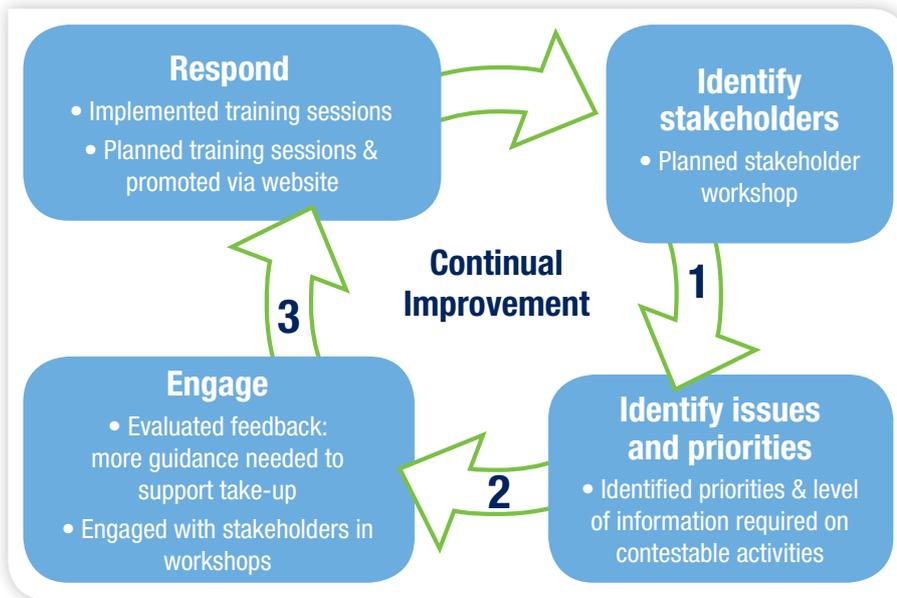
Based on your recommendations we revised several actions in our Work Plan. We believe in being transparent in our decision-making process, which is why we have made it open and visible on our [Incentive on Connections Engagement](#) webpage.

We believe giving you multiple opportunities to refine and perfect our Work Plan has helped us to provide useful actions that reflect the needs of our broad range of stakeholders. This approach to developing our Work Plan also demonstrates how we have implemented our [Looking Forward Stakeholder Strategy](#) in practice.



## How we implemented our strategy

We followed our corporate approach to develop our 2016-17 Work Plan. We also used the same approach to review our engagement this year. One example is our decision to provide training sessions for contestable processes in addition to our user guides available on our website, as shown in the diagram below.



Based on your feedback we made this change and implemented training sessions in February for your benefit, to encourage further take up of contestable processes.





## Our Work Plan explained

This year we decided to group our actions into themes to demonstrate the breadth of improvements we are making. These themes are: information, satisfaction, competition in connections and communication.

To help add context to our new 2016 -17 Work Plan, we believe it is useful to show 'where we've been' together with 'where we're going'. Therefore for each theme we have provided a Looking Back and Looking Forward table.

In the following sections we set out the actions we committed to in our 2015 -16 Work Plan. Each action is presented alongside our reported progress, delivery date and outputs. These tables represent our Looking Back section. We also set out the new actions we are committing to in our 2016 -17 Work Plan. Each action is presented with a relevant output and target date. These tables represent our Looking Forward section.

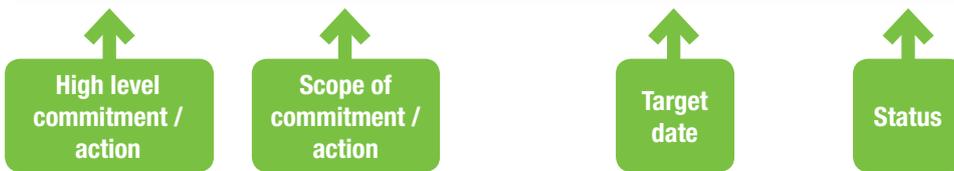
### 'Looking Back' Actions

## Information

Overall theme – area of improvement

### What we did...Looking Back 2015-16

Commitment	Action	Target	Completed	Progress	Details
ICP information	We will provide more information on ICPs that work in our area on our website	Sep-15	Sep-15	Complete	List of ICPs working in our area available <a href="#">online</a>
G81 information	We will review the information we provide on G81 and develop plans to improve	Mar-16	Mar-16	Complete	We have provided easier access to G81 documents via <a href="#">our website</a> providing navigable index and links through our main corporate website.
On line access to records	We will develop an on line facility for accessing our geographical information system records	Dec-15	Feb-16	Complete	Access to our online GIS records are now available via registration <a href="#">online</a>



### 'Looking Forward' Actions

### What we will do...Looking Forward 2016-17

Commitment	Action	Target
Improved clarity on energisation	Develop and publish information on energisation (LV/HV) <b>Output: Publish new information on website</b>	Jul-16
Improved data records	Review current return of 'as installed' information, provide/publish guidance and information to target improvements; to ensure data provided is accurate as possible. <b>Output: Publish results of review and guidance on website</b>	Mar-17





# Competition in Connections

## What we did...Looking Back 2015-16

Commitment	Action	Target	Completed	Progress	Details
<b>Self Determination of Points of Connection</b>	We will develop processes in conjunction with stakeholders to allow the self determination of Points of Connection by ICPs	Sep -15	Oct-15	Complete	New process defined and available <a href="#">online</a>
<b>Improving the design approval process</b>	We will approve standard designs from ICPs and IDNOs to make design approvals easier	Sep-15	Jan -16	Complete	Standard designs approved for an IDNO, internal process defined and register to submit more designs for approval now available <a href="#">online</a>
<b>Improving the design approval process</b>	We will work with stakeholders to develop processes to remove the need for design approval in all instances	Sep -15	Oct-15	Complete	New process defined and available <a href="#">online</a>
<b>Part funded reinforcement</b>	We will develop trials to allow third parties to complete reinforcement that is part funded by the connecting customer	Sep-15	Mar-16	Complete	We have developed new processes and commercial contracts to enable part-funded reinforcement. For information on the conditions of the trial and process flow, please see our <a href="#">website</a> . We will promote the option to ICPs/IDNOs to encourage take up in 2016-17
<b>Improve transferability of authorisations</b>	We will review our approach to authorisation of individuals working on our network to improve the transferability of authorisations	Sep-15	Oct-15	Complete	New information available <a href="#">online</a>
<b>Disconnections</b>	We will develop trials in conjunction with stakeholders to allow disconnections associated with new connections to be completed by ICPs	Sep-15	Oct-15	Complete	New process defined and available <a href="#">online</a>

## What we will do...Looking Forward 2016-17

Commitment	Action	Target
<b>Further refine our contestable processes</b>	Engage with ICPs/IDNOs to review experiences of new contestable processes to identify improvements and efficiencies where possible <b>Output: Hold 2 review meetings per year with stakeholders</b>	Mar-17
<b>Further refine our contestable processes</b>	We will collaborate with other DNOs to compare and contrast lessons learned and best practice in enabling contestable activities	Mar-17
<b>Provide efficient, consistence service</b>	Initiate a review of services provided across our areas, identify efficiencies and take action to improve	Nov-16



# Information

## What we did...Looking Back 2015-16

Commitment	Action	Target	Completed	Progress	Details
<b>ICP information</b>	We will provide more information on ICPs that work in our area on our website	Sep-15	Sep-15	Complete	List of ICPs working in our area available <a href="#">online</a>
<b>G81 information</b>	We will review the information we provide on G81 and develop plans to improve	Mar-16	Mar-16	Complete	We have provided easier access to G81 documents via <a href="#">our website</a> providing navigable index and links through our main corporate website.
<b>On line access to records</b>	We will develop an on line facility for accessing our geographical information system records	Dec-15	Feb-16	Complete	Access to our online GIS records are now available via registration <a href="#">online</a>
<b>Land rights</b>	We will develop and make available better information on our land rights processes	Sep-15	Oct-15	Complete	New and updated information available <a href="#">online</a> , in addition to specific guidance for ICPs and IDNOs <a href="#">online</a>
<b>Introduce and publicise our written training process</b>	We will publicise our processes for training an authorisations within the ICP/IDNO community and include it on our website. This will include a written training process with clear instructions on how, why and who to contact to make the training route easier	Jun-15	Oct-15	Complete	New webpage available <a href="#">online</a>

## What we will do...Looking Forward 2016-17

Commitment	Action	Target
<b>Improved clarity on energisation</b>	Develop and publish information on energisation (LV/HV) <b>Output: Publish new information on website</b>	Jul-16
<b>Improved data records</b>	Review current return of 'as installed' information, provide/publish guidance and information to target improvements; to ensure data provided is accurate as possible. <b>Output: Publish results of review and guidance on website</b>	Mar-17
<b>Improved visibility of process for Estates and Wayleaves</b>	Develop case studies showing process and reasons behind timescales. Work alongside stakeholders/customers to develop top tips for helping to improve timescales. <b>Output: Publish documents on website</b>	Nov-16
<b>Improved visibility of Estates and Wayleaves process</b>	Develop high level overview for land rights acquisition process. <b>Output: Publish new information on website</b>	Jul-16
<b>Improved information on how to access training</b>	Provide better information to customers on how to access our training <b>Output: Publish better information to customers on how to access our training</b>	Sept-16
<b>Update adoption agreements</b>	Implement best practice following review undertaken in 2015 – 16 and publish updated documents on our website <b>Output: Publish updated adoption agreements</b>	Mar-17



# Communication

## What we will do...Looking Forward 2016-17

Commitment	Action	Target
<b>Provide formal engagement opportunities</b>	Host minimum of 2 workshops per year, supported by 2 surgery sessions <b>Output: Hold 4 engagement events in total</b>	Mar-17
<b>Improved variety of information provision</b>	Engage with stakeholders to explore benefits of alternative methods of information (e.g. YouTube clips of processes); identify preferred methods for information provision	Nov-16



# Satisfaction

## What we did...Looking Back 2015-16

Commitment	Action	Target	Completed	Progress	Details
<b>Adoption agreements</b>	We will review our suite of adoption agreements and seek to incorporate best practice	Mar-16	Mar-16	Complete	An external solicitor has reviewed our Adoption Agreements and compared to other DNOs' to seek best practice. We are now looking to update our documents based on the recommendations from the review
<b>Emergency Response</b>	We will offer commercial contracts for the provision of emergency response to IDNO networks	Sep-15	Sep-15	Complete	We wrote to all IDNOs that we were not already in discussions with to offer the opportunity to discuss commercial contracts for us providing their emergency response in our area. We have been in active discussion with a number of IDNOs and expect to finalise the commercial arrangements shortly
<b>Unmetered billing</b>	We will work with stakeholders to develop workable solutions to deal with IDNO unmetered inventories	Dec-15	Mar-16	Complete	We identified a potentially simple yet innovative solution to this issue that IDNOs have encountered. We tested the solution with stakeholders who confirmed that this was a workable solution. This solution has now progressed to trials to verify proof of concept. Once complete we will share the learning with the DNO community

## What we will do...Looking Forward 2016-17

Commitment	Action	Target
<b>Ensure our training reflects market need</b>	Review training modules and courses to better adapt to customers' changing needs	Nov-16
<b>Improve timescales for training and authorisations</b>	Target improvements in our Training Academy, to progress training requests as quickly as possible <b>KPI: Internal Service Level Agreement to respond to all training requests within 5 working days</b>	Mar-17
<b>Promote industry consistency in training</b>	Align with national standards (Competency Accord program) for authorisation/training with a view to improving consistency for customers across DNOs	Sept-16
<b>Online application</b>	Plan facility for saving and submitting applications online in line with wider improvements to our corporate website	Mar-17
<b>Outperform Time to Quote</b>	Outperform time to quote target from receipt of minimum information for quotation <b>KPI: Achieve average time to quote of 13.5 working days (LV) and 18 working days (HV)</b>	Mar-17
<b>Outperform Time to Connect</b>	Outperform time to connect target from receipt of minimum information for energisation <b>KPI: Achieve average time to connect of 9 working days (LV) and 18 working days (HV)</b>	Mar-17

We want to hear your views on our report. Please complete our [feedback form](#) and look through our dedicated [Incentive on Connection Engagement webpages](#).



# Glossary

CCCM	Common Connection Charging Methodology
CIC	Competition in Connections; ability for a customer to seek connection to the network using an accredited ICP of your choice
CIC Industry Code of Practice	This is an industry standard which was developed by DNOs and approved by Ofgem. The code is aimed at making it easier for alternative connection providers to get their customers connected and better inform customers of their choices
Competition tests	A series of measures in the Distribution Price Control Review 5 intended to improve the conditions for competition. The tests conducted by Ofgem were included as part of this 'competition test process'
Contestable	These are works which can be completed by either ourselves or an accredited Independent Connection Provider of your choice
Customer	A customer is defined as someone who has applied for, is in the process of obtaining a connection to our network, or requires our information or services to undertake contestable services
DNO	Distribution Network Operators, responsible for owning operating, and maintaining the electrical network in their licensed geographical area
Formal Connection Offer	A formal Connection offer facilitates a contract between us and the applicant to accept our offer and progress the construction works associated with the connection
ICP	Independent Connection Provider, a third party accredited under NERs (National Electricity Registration Scheme) that can undertake contestable work
IDNO	Independent Distribution Network Operators develop, own, operate and maintain local electricity distribution networks
Market Segment	This is the regulatory terminology which categories different activities
Non-Contestable	Activities that must be completed by a DNO to develop and maintain an efficient, co-ordinated and economical system of supply
Network Management System (NMS)	NMS is a system we are implementing that will allow us to make a whole range of changes needed to allow our network to respond to the changing needs of our customers
POCs	Point of Connection to the electrical network
Surgeries	These are held for any customers who wished to discuss a project with us at any time in the process
Wayleaves	This is the process which secures the legal right for apparatus to be installed an any given location and secures the connection to your site for a defined period of time



## Appendix 1: stakeholder assessment



No.	Stakeholder Group
1	Domestic connection customers/small property developers
2	Medium-large developer
3	Other business connection customers
4	DG developers
5	Agriculture / Farming
6	Community DG organisations
7	Connection Consultants
8	Independent Connection Providers (ICPs)/ Independent Distribution Network Operators (IDNOs)
9	Utility companies
10	Telecoms connection customers
11	Transport companies
12	Electricity infrastructure (National Grid)
13	Distribution Network operator (DNOs)
14	Legal experts/ solicitors
15	Local authorities
16	Government / Regulator
17	Electricity Industry Organisations (DECC, ENA)
18	Public sector institutions (NHS, Education, Emergency services)
19	ENWL shareholders



## Appendix 2 – relevant market segments

The market segments relate to work involved to complete a connection, rather than the demand or capacity associated. For example, a DG connection may require work at HV level, and therefore will be categorized as DG HV.

Summary of Market segments	
<b>Metered Demand Connections</b>	Low Voltage (less than 1000 volts) work: LV connection activities involving only LV work, other than in respect of the Excluded Market Segment.
	High Voltage (1,000 to 22,000 volts) work: LV or HV connection activities involving HV work (including where that work is required in respect of connection activities within an Excluded Market Segment).
	HV and Extra High Voltage (greater than 22,000 to 72,000 volts) work: LV or HV connection activities involving EHV work.
	EHV work and above: extra high voltage (greater than 22,000 up to and including 132,000 volts) and 132kV connections.
<b>Metered Distributed Generation</b>	LV work: low voltage generation connection activities involving only low voltage work.
	HV and EHV work: any generation connection activities involving work at HV or above.
<b>Unmetered Connections (street lighting and street infrastructure)</b>	Local Authority (LA) work: new connection activities in respect of LA premises.
	Private Finance Initiatives (PFI) work: new connection activities under PFIs.
	Other work: all other non-LA and non-PFI unmetered connections work.



Bringing energy to your door

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