



**electricity**  
north west

Bringing energy to your door

# Incentive on Connections Engagement 2016-17

**Looking Back & Looking  
Forward Report**  
Unmetered Other



# Foreword

## **I'd like to welcome you to our Incentive on Connections Engagement Looking Forward and Looking Back report specifically for unmetered other connections.**

Our vision is to 'be the leading energy delivery business' and our Incentive on Connections Engagement Work Plan will help us to achieve this. We aim to deliver excellence in customer service across the breadth of connections customers. We will continue to engage with unmetered stakeholders to help us improve and further develop our services. Our engagement will build on our learning from 2015-16 to help us meet the needs of our unmetered other stakeholders and encourage continual feedback from them.

This market can be smaller and more diverse than other market segments within connections. This can be a challenge as stakeholder requirements can vary widely but it is one we must continue to address to ensure improvements for our stakeholders.

This document outlines our achievements from our 2015-16 Work Plan and sets out 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.

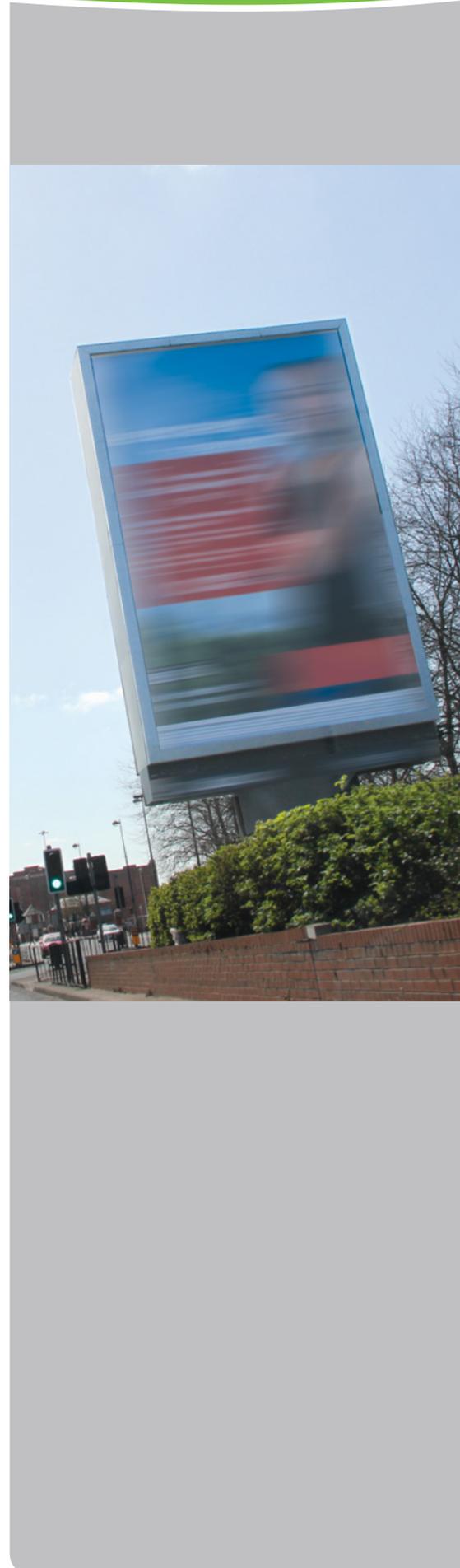
I'd like to extend a personal thank you to all of our connections stakeholders who have taken the time to read and respond to our Work Plans, complete our surveys and attend interviews. Your feedback is invaluable and has helped to shape our plans for the coming year. We will continue to keep your priorities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

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 for our Unmetered Other market segment. 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 three separate reports to make it easier for you to locate the actions relevant to your work. 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 our customers and stakeholders. 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 that we continue to ask and adapt our approach. Feedback is critical in helping us to understand how we can better meet your needs.

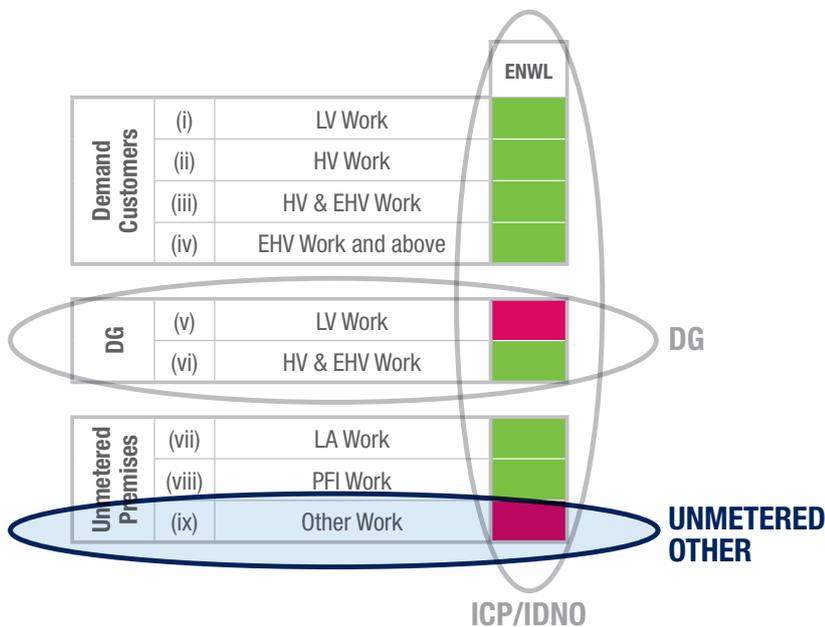
Our policy has always been to keep an ‘open-door’ – we work hard to make sure that we are accessible, that we seek and welcome feedback and build long standing relationships with all of our customers.

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, our customers and stakeholders. 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?

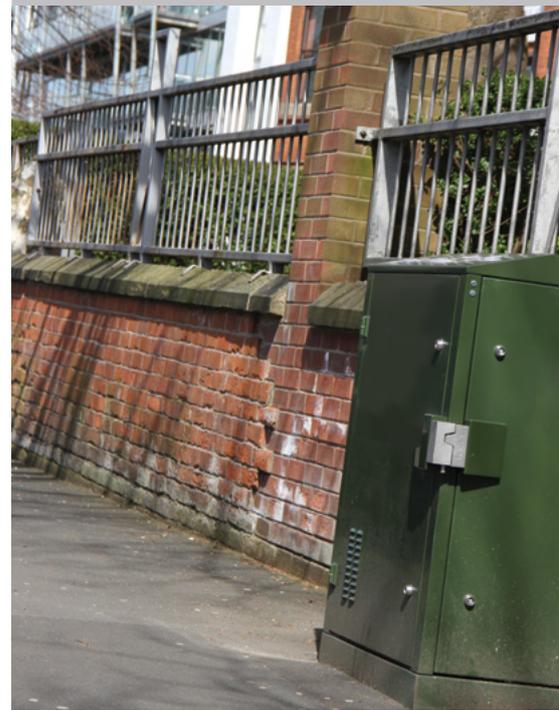
Our ICE Work Plans are designed to formalise engagement in connections. Their roots are in the regulatory ‘competition tests’ which Ofgem held up to December 2013. All Distribution Network Operators (DNOs) are required to provide ICE Work Plans for market segments that did not pass the competition test. 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. The third 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 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.

**“Our policy has always been to keep an ‘open-door’ – we work hard to make sure that we are accessible, that we seek and welcome feedback and build long standing relationships with all of our customers.”**



*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.*



# 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 it's principles of Inclusivity, Materiality and Responsiveness in our approach to engagement.

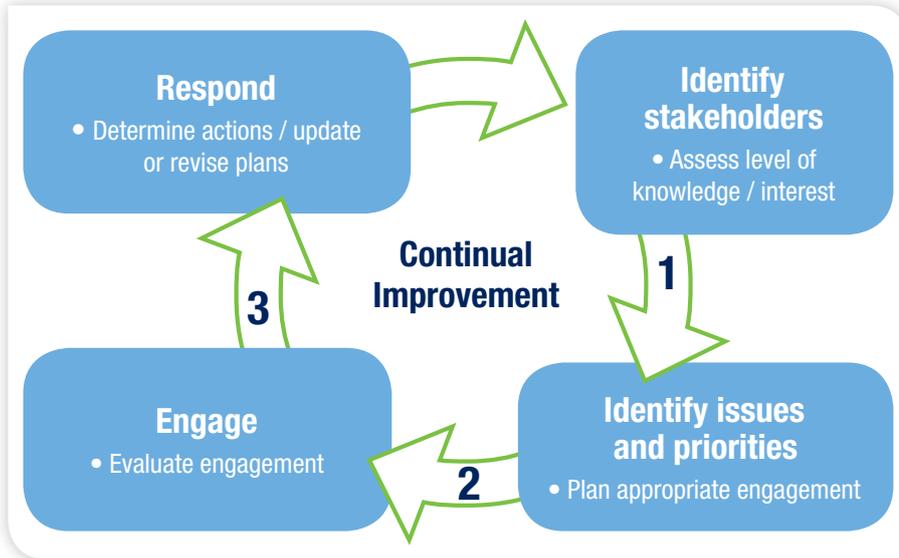
We recognise that one size does not fit all; we need to understand our unmetered other connections stakeholders and consider how best to engage with you and how often. We are mindful that stakeholders working across the unmetered connections segment can be wide ranging and their needs are varied.

Our approach is to: identify and analyse our connections stakeholders and their top priorities to ensure a tailored and appropriate approach to each company, engage offering 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.

Our unmetered other stakeholders and customers include companies who install other street furniture as well as street lighting, such as cabinets, billboards, bus shelters, traffic light feeder pillars etc. They also include installations of other unmetered services such as CCTV and broadband.



A general overview of the engagement approach with our connections stakeholders is:



Our ICE engagement activities are aligned with our corporate approach. 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 the ICE scheme.

*“Vanessa has been extremely helpful, attending on site to go through the column connections and it was useful to discuss the planning of our future third party works face to face.”*





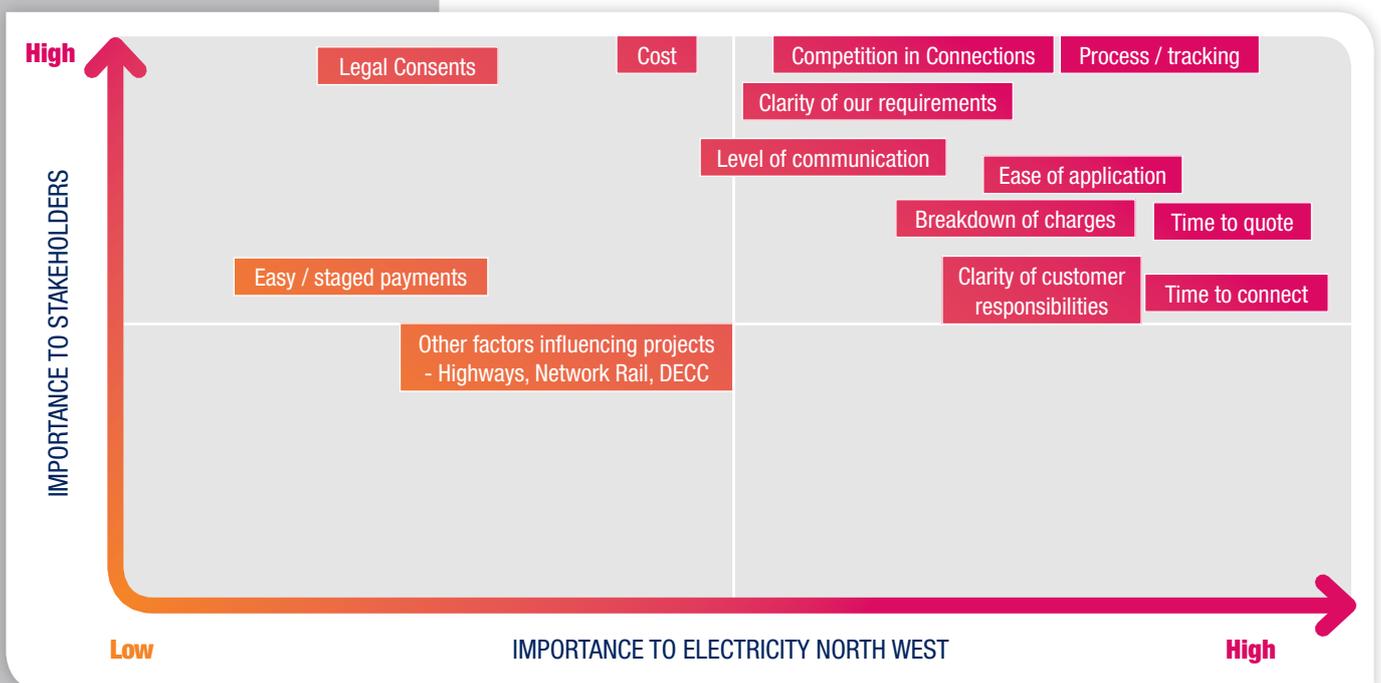
## Stakeholder assessment

We identify and assess our connections 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



We used our wider stakeholder governance structure to support decision-making for the development of our ICE 2016 -17 Work Plans.

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



**All stakeholders interviewed thought that our actions would meet the requirements of stakeholders in this market**

**All stakeholders interviewed thought that our actions had relevant outputs**

## Endorsement for our Plan

We asked you to provide feedback on our ICE Plan in telephone interviews we held in February 2016<sup>1</sup>. Key 'take-away' points from this engagement are summarised below:

- **All stakeholders interviewed thought that our actions would meet the requirements of stakeholders in this market**
- **All stakeholders interviewed thought that our actions had relevant outputs**
- **Half agreed that our actions were informed and endorsed by a broad range of stakeholders**

The general feedback we received on our service included:

- **Generally our staff are very helpful with a few providing exceptional service**
- **We could improve in providing target completion dates**
- **We could perhaps do more to help customers with batch applications**

We held in-depth telephone interviews in November 2015 and February 2016, inviting over 60 stakeholders and customers categorised as 'Unmetered Other'.

We are always looking for improvements in how we approach our stakeholders and feedback from these interviews has highlighted to us that we need to do more to encourage stakeholders to engage with us. This market is a challenge, as we know that there are fewer stakeholders in this group than there are for the Distributed Generation and Independent Connection Providers / Independent Distribution Network Operator market segments. However, we will review our strategy and liaise with key stakeholders in this group to ensure that we are using preferred communication channels in order to improve our engagement.



<sup>1</sup> In February 2016, we held 20 minute telephone interviews using a structured set of questions. Out of 60 invitees, six participated in the interviews. In March we issued an online survey for further 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.

### Engagement Activities 2015 -16



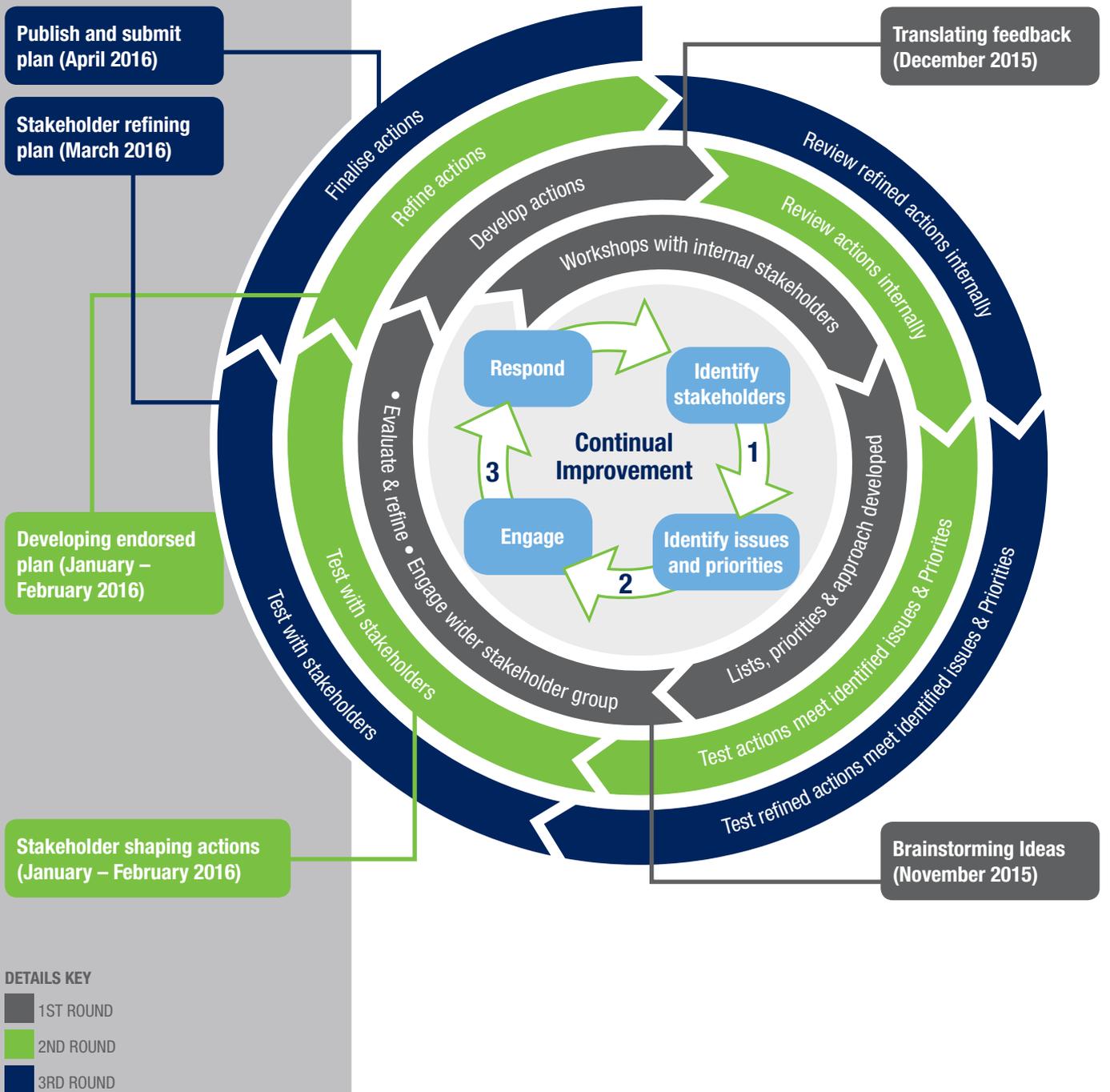
STAKEHOLDER ENGAGEMENT 2015-16 WHAT WE SET OUT TO DELIVER				
	WHEN	WHO	HOW	WHAT WE DELIVERED
<b>Portfolio progress meetings</b>	Monthly	Larger Unmetered Other Customers (UMO)	Face to face/ conference	Meetings held on either a monthly, or in some cases a weekly basis (depending on the scale and type of project). Face to face either at our customers' offices, or on site. CCTV, Metrolink, Highways Agency (smart motorways) and BT
<b>Progress updates against action plans</b>	Half year and full year updates	All UMO customers	Mailshot	Delivered twice in January 2016 (distributed to 60) and May 2016 (distributed to 60)
<b>Project updates</b>	October 2015	All UMO customers	Seminar	Updates provided throughout the period (again depending on scale and type of project) on a regular basis instead of seminars. This was due to customers preferring individual, tailored information for their projects. CCTV, Metrolink, Highways Agency (smart motorways), BT, TfGM, Carillion, Greater Manchester Police
<b>Feedback and action planning for 2016-17</b>	February 2016	All UMO customers	Telephone survey	Telephone surveys in February 2016 Online surveys March 2016



# 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.





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

Key priorities you highlighted in our interviews in November 2015<sup>2</sup> and February 2016 included:

***“We had a site a few weeks ago, when we had to do individual requests for each of those –so efficiencies in applications. That would be something that really benefits us, and improving timescales for energisation.”***

(Solutions SK, February interviews)

***“Accepting a quote – I get so many pieces of paper for each site. It would be great to cut this down to save me printing, signing and emailing back – with 50 sites it becomes a massive deal”***

(Transport for Greater Manchester, November interview)

***“My biggest challenge is managing my clients – knowing when the program dates are.”***

(JCDecaux, November interview)

***“Matt Key – he’s brilliant, he’s always on the phone whenever I need him. Always gives me the information I need, when I need it, you need to clone him. We have a number of issues with estates and wayleaves but not sure that can be improved. We know the risks, it’s third party and outside everybody’s control.”***

(Carillion Telent, February interview)

***“The biggest thing for me is the reinstatement [information] – the roads still need to be inspected by the local authority to be adopted.”***

(Taylor Wimpey, November interview)

***“I’ve been working with the team in Frederick Road. Once I worked out the process, it was better. I went in and had a chat with Vanessa, and we talked through all of the sites in one go – it’s been more personal and easier. It was great, really helpful”***

(Transport for Greater Manchester, November interview)

We listened, took this feedback on board and embedded it into our Work Plan. We have added actions that focus specifically on improving how we communicate target completion dates and how we can improve your experience making batch applications. We are also continuing to provide engagement opportunities to explain the process and discuss individual projects with you.

We then asked you to rate these ideas in a second round of interviews in February 2016. The final Work Plan was published and shared with you for final consolidation in March 2016, prior to submission to Ofgem.

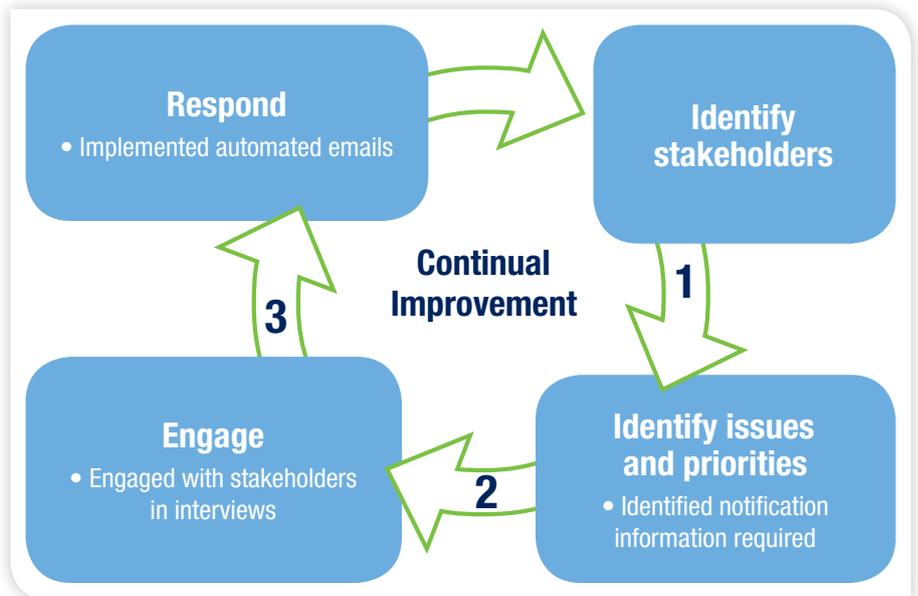


<sup>2</sup>The interviews in November were qualitative, using a semi-structured set of questions to prompt a 30 minute discussion. Of 31 that were invited, three accepted the offer for an interview.



## How we implemented our strategy

We followed our corporate approach to develop our 2016-17 Work Plan. We also used the same approach as part of Business-as-Usual to implement other specific improvements to our service through the year. One example is automating project update emails for customers as shown below.





## 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 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
<b>Provide customers with a clearer connection cost breakdown</b>	We will create new cost breakdown documents for customers giving visibility of our costs: <ul style="list-style-type: none"> <li>• Simple explanations of our products and pricing options</li> <li>• Clear outline of what our prices includes and exclude</li> <li>• Overview of the end-to-end delivery process</li> </ul>	Sept-15	Mar-16	Complete	A clear <b>cost breakdown</b> was provided by email directly to our customers, highlighting what was included in the price.

High level commitment / action

Scope of commitment / action

Target date

Status

### 'Looking Forward' Actions

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

Commitment	Action	Target
<b>Improve information provided for reinstatements</b>	Information covering standards for reinstatements Output: Publish new information on website	Sept-16

High level commitment / action

Scope of commitment / action

Target date



# Work Plan

## Communication

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

Commitment	Action	Target	Completed	Progress	Details
<b>Give customers greater communication throughout connection process</b>	<p>We will create a clear and simple customer journey process in partnership with our customers and delivery partners:</p> <ul style="list-style-type: none"> <li>Tailored communication plans to suit different customer needs</li> <li>Clarity on customer responsibilities from the outset</li> <li>Regular updates on project / connection</li> </ul>	Sept-15	Nov-15	Complete	New information is available on our <a href="#">website</a>

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

Commitment	Action	Target
<b>Continue with 'Open-door' policy</b>	Provide opportunities for face-to-face or phone interviews to monitor satisfaction with service	Mar-17

## Information

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

Commitment	Action	Target	Completed	Progress	Details
<b>Provide customers with a clearer connection cost breakdown</b>	<p>We will create new cost breakdown documents for customers giving visibility of our costs:</p> <ul style="list-style-type: none"> <li>Simple explanations of our products and pricing options</li> <li>Clear outline of what our prices includes and exclude</li> <li>Overview of the end-to-end delivery process</li> </ul>	Sept-15	Mar-16	Complete	A clear <a href="#">cost breakdown</a> was provided by email directly to our customers, highlighting what was included in the price.

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

Commitment	Action	Target
<b>Improve information provided for reinstatements</b>	<p>Information covering standards for reinstatements</p> <p>Output: Publish new information on website</p>	Sept-16



# Satisfaction

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

Commitment	Action	Target	Completed	Progress	Details
Improve connection quotation completion timescale	We will inform customers of their target energisation date within 5 days of acceptance of the project	June-15	N/A	Part complete	We implemented service level agreements with our contractors to ensure customers are contacted within 5 days of acceptance
	We will work collaboratively with customers to achieve their program dates get them connected, proactively communicating any issues as they materialise				Our team collaborate with customers to flex wherever possible to achieve their program dates
Improve connection completion timescale	We will reduce average connection time from 6 to 5 weeks	Mar-16	Mar-16	Complete	Our average connection time has reduced to 5 weeks and therefore met our KPI

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

Commitment	Action	Target
Improve information regarding project timescales	Continue to target improvements in providing planned energisation dates within 5 days of acceptance <b>KPI: Continue to provide planned energisation dates within 5 days of acceptance</b>	Mar-17
Improve project timescales	Enhance internal tracking on project completion	Jan-17
Review process for multiple applications to identify efficiencies	Review and target efficiencies in application (eg for multiple applications)	Mar-17
Outperform Time to Connect	Outperform time to connect from receipt of pre-requisite information for energisation in adopted highways <b>KPI: Target average of 23 working days time to connect</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

Competition tests	A series of measures in the Distribution Price Control Review 5 intended to improve the conditions for competition. Distribution Network Operators could submit their case to demonstrate there was effective competition in each of the market segments before the end of December 2013. Ofgem reviewed the evidence and decided if the competition test had been passed for each market segment applied for
Contestable	When we talk about contestable work, these are works which can be completed by either ourselves or an accredited ICP 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
DG	Distributed Generation; this is the connection of generation to any point of the distribution system
DNO	Distribution Network Operators, responsible for owning operating, and maintaining the electrical network in their licensed geographical area
ICP	Independent Connection Provider, a third party accredited under NERs (National Electricity Registration Scheme) that can undertake contestable work
Market Segment	This is the regulatory terminology which defines the group of customers that require/apply for similar types of connections
Surgeries	These are held for any customers who wish to discuss a project with us at any time in the process



## 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	Public sector institutions (NHS, Education, Emergency services)



## 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, an LV DG connection may require work at HV level, and therefore will be categorized as 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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