

# Independent Connection Providers & Independent Distribution Network Operators

Incentive on Connections Engagement  
Looking Forward and Looking Back report



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# 1 Welcome

This is our Incentive on Connections Engagement report. The Looking Back section reports our performance throughout 2017 -2018 and Looking Forward report sets out our commitments for the year ahead, 2018-2019.

Based on stakeholder feedback, we have split our report into three sections this year:

- **Engagement Strategy**
- **Looking Back**
- **Looking Forward**

Last year, stakeholders told us that our engagement strategy is comprehensive but could be more clearly demonstrated in our reports. Therefore this year we have improved the structure to allow stakeholders to locate this information more easily.





## 1.1 Foreword

We understand the importance of encouraging competition in connections, we know that it provides customers with the highest standards of service at competitive prices and this year we have continued to work hard at meeting the needs of our stakeholders within this market segment. Our engagement sessions are always well attended and we actively listen to our customers and do our very best to act on their feedback; our workplans formalise this. We pride ourselves on the hard work we have put into our relationships with ICPs and IDNOs and we are committed to continuing our dedicated approach to our customers and stakeholders.

This year we have realigned our business by adopting a new company purpose and a new set of principles to ensure that in the ever changing environment, we continue to deliver the very best service for our customers and communities. We have dedicated a section to our new Purpose and Principles later in the report.

**Lee Maxwell**  
Director of Energy Solutions



“ We pride ourselves on the hard work we have put into our relationships with ICPs and IDNOs and we are committed to continuing our dedicated approach to our customers and stakeholders. ”





# 2 Engagement Strategy and Approach

## 2.1 Background

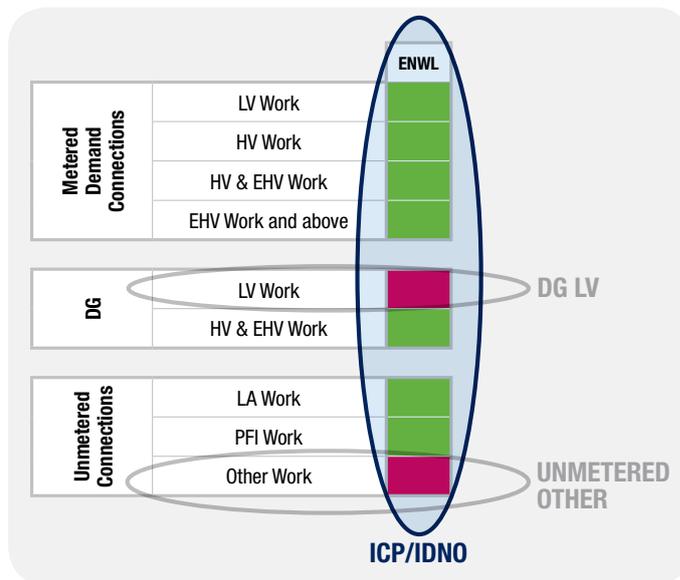
Our Incentive on Connections Engagement (ICE) reports focus on specific connections markets in line with Ofgem’s ‘competition tests’ held between 2011-2013.

Distribution Network Operators (DNOs) are required to provide ICE workplans for market segments that did not pass the competition tests. 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.

In 2017 – 2018 we published three workplans relating to different market segments. The Distributed Generation (DG) Low Voltage (LV) and Unmetered Other workplans consider the market segments where the competition test was not passed. The third considers improvements to our Business-as-Usual (BaU) processes and assistance for third parties offering contestable work. It is different to the other two workplans because it applies to services for all market segments, including those we passed.

This report is focussed on the ICP and IDNO connections market segment, applicable under the Incentive on Connections Engagement.

In order to continually improve and develop competition in connections, we have continued to focus on our working relationships with ICPs and IDNOs by including them in our ICE workplans. The feedback obtained from our first ICE submission asked that we continue ‘ensuring consideration is given to the particular needs of ICPs’ and that is exactly what we will continue to do. We want to use the feedback from this important stakeholder and customer group to drive our business to be better. Our workplan is designed to push us to constantly provide quicker and more efficient services to our customers within the contestable works market. We understand that supporting ICPs and IDNOs in delivering competitively priced connections ultimately provides a better service for the end user.

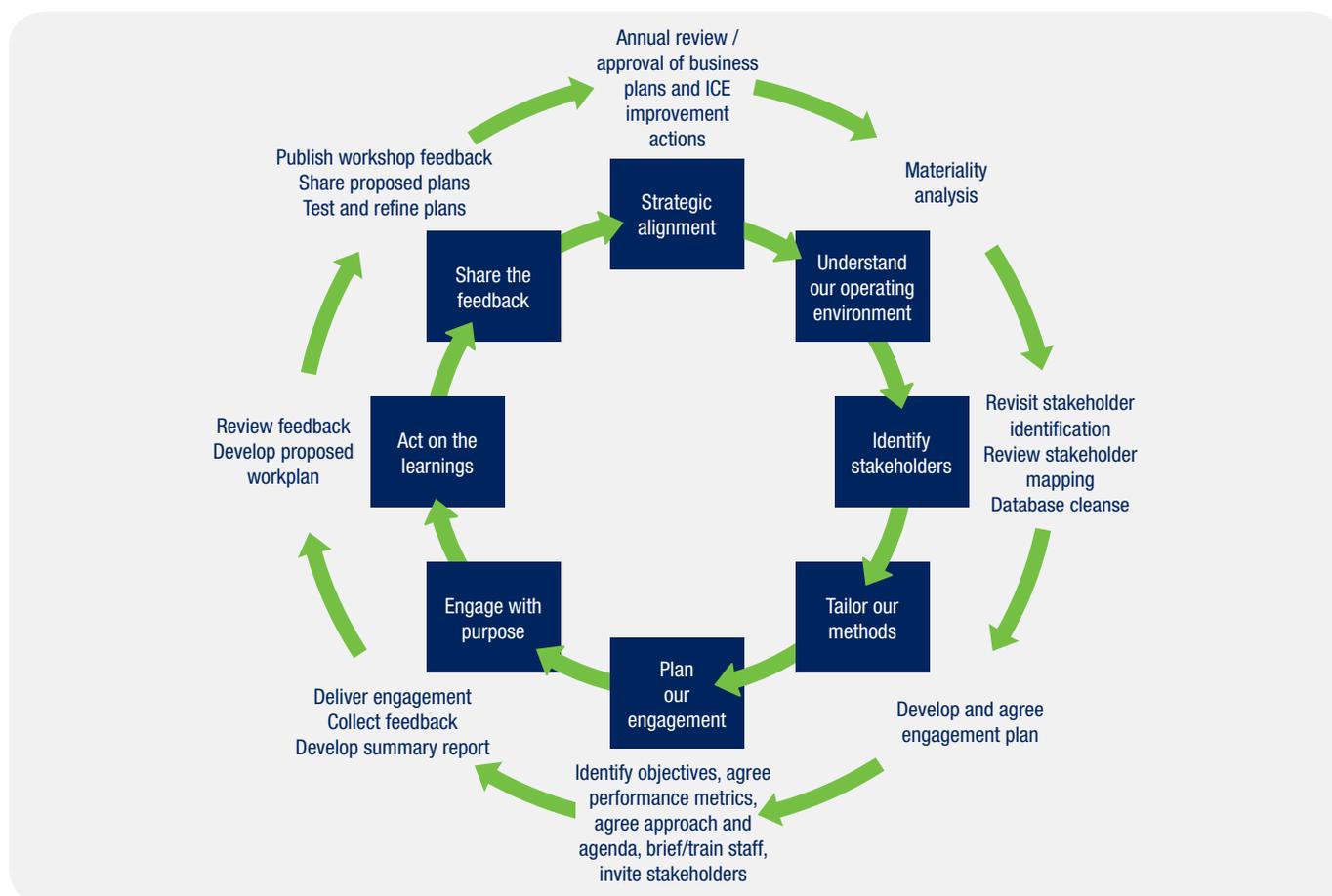




## 2.2 Engagement Strategy and Approach

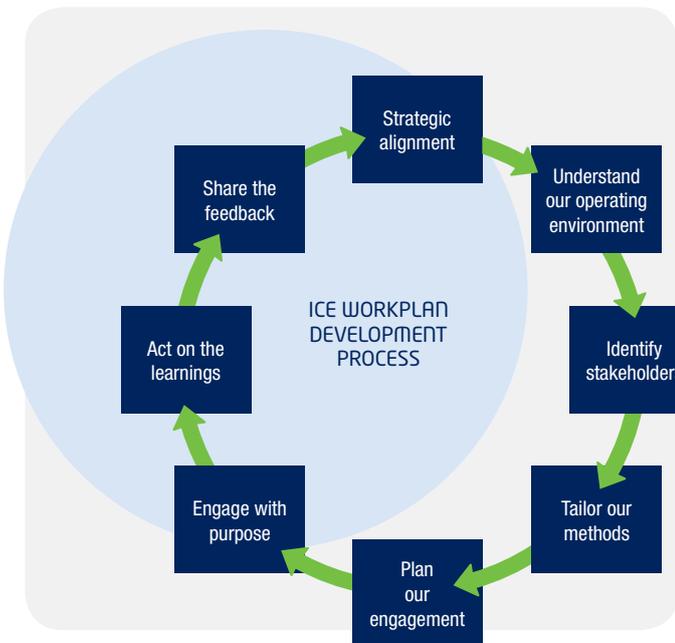
### 2.2.1 Putting stakeholders at the heart of what we do

Our connections engagement strategy aligns with our corporate stakeholder engagement strategy, integrating our stakeholder identification tools, analysis, engagement planning and feedback assessment across departments to ensure consistency and a robust approach.





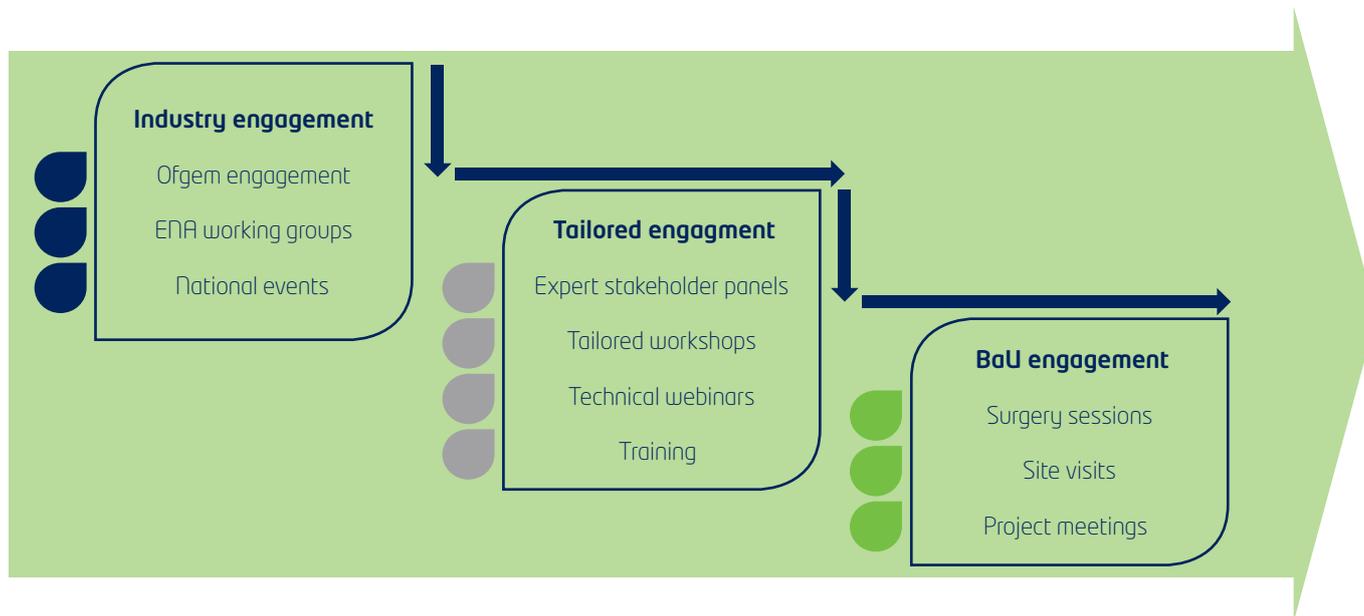
### 2.2.2 Implementing our Strategy in Connections



In connections we work hard to understand how industry-wide changes affect our stakeholders and how we can better tailor our services to adapt to changing needs. We have seen significant changes in the market over the past year and recognise the value in regularly identifying stakeholders within the connections market. We have listened and understand that when invited to multiple DNO stakeholder events, stakeholder’s time is precious and we need to ensure they have opportunities to engage at their convenience. That’s why in 2017-2018 we tailored our approach based on this feedback, providing more webinars in addition to face-to-face events.

**We recognise that engagement needs to be continuous and tailored according to short-term, medium and long term stakeholder needs.**

That’s why we set clear objectives for improving engagement at all levels:

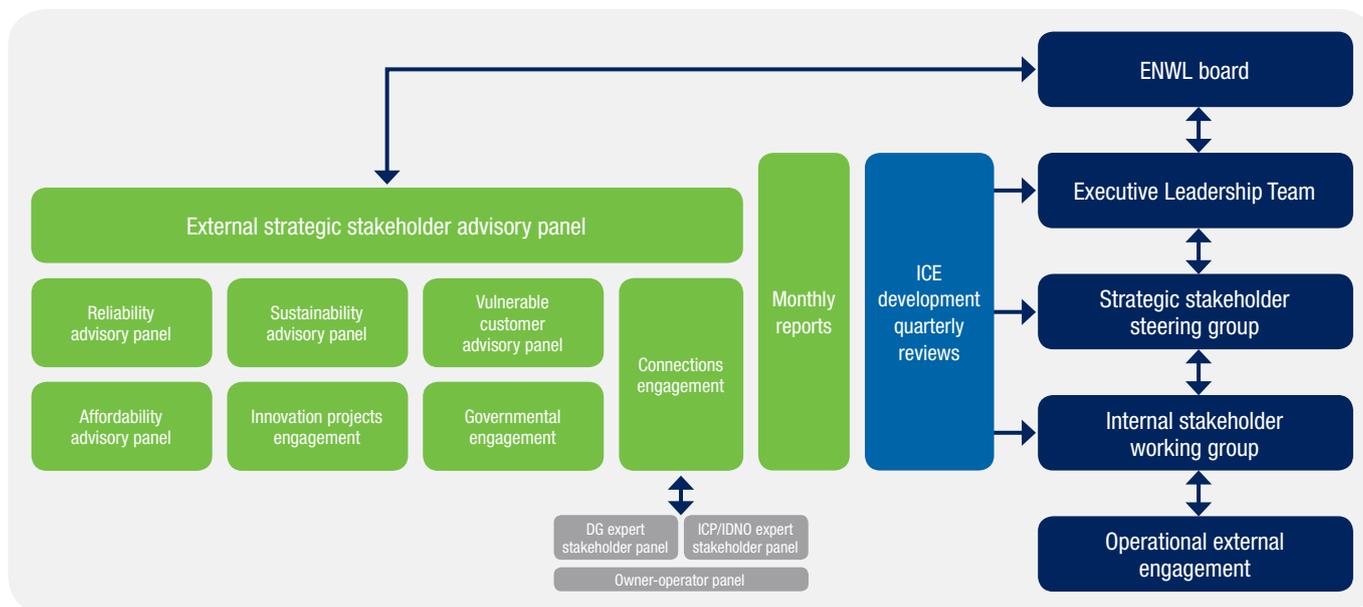




## 2.3 Engagement Governance

We understand that to be truly effective, engagement needs to be fully aligned with and visible to the wider business. Feedback from across the whole business is evaluated and reviewed by a series of internal and external panels and overseen by steering groups, who ensure strategic direction and alignment with our business plan.

In connections, progress against plans and operational feedback is captured as part of business-as-usual monthly reporting to the Senior Leadership Team (SLT) and the Executive Leadership Team (ELT) and our board and is therefore visible at all levels throughout the business. Strategic feedback related to ICE workplan development collected as part of our connections engagement is collated and presented quarterly to our external strategic stakeholder advisory panel, strategic stakeholder steering group and reviewed by the Executive Leadership Team and our board.



We as a company value the needs and concerns of the breadth of stakeholders that we engage with and document these as part of our wider approach to risk, within stakeholder engagement. As part of our wider company engagement governance, we have a centralised risk register for our engagement with stakeholders, including those within the connections business. Engagement risks are updated and reviewed bi-annually by the strategic stakeholder steering group where the group can discuss strategic mitigation techniques for implementation at a tactical level, amongst the working groups and operational teams.



## 2.4 Independently Assured

Last year we commissioned AccountAbility to conduct an independent audit of our stakeholder engagement with connections customers. AccountAbility is a consultancy that works with businesses to measure and improve their practices including stakeholder engagement. AccountAbility's independent assessment of our activities positioned us in the 'advanced' stage of the Accountability Stakeholder Engagement maturity ladder.

**MATURITY LADDER**

- Beginner stage
- Early stage development
- Advanced stage**
- Mature stage

“ Representing good practise, ENWL consistently and systematically involves stakeholders' input in the full lifecycle of engagement.

A further area where ENWL performs strongly concerns the diligent and systematic documentation of engagements, with engagement outputs and summary documents made available and easily accessible both to participating and non-participating stakeholders through the company's website and other communication channels.

Stakeholders are formally invited to comment and feedback in the planning, development and design of the stakeholder engagement sessions. Their input is further solicited and validated in the development of ensuing company ICE action plans.

ENWL has demonstrated well-structured and formal internal systems and processes to plan, prepare, implement and monitor its Connections engagements.

**To further support ENWL's ambition and performance it is recommended to:**

- ▶ Further develop and implement simple and practical checklists and guidance documents to ensure a consistent planning and preparation of all forms of Connections stakeholder engagement.
- ▶ Extend the current output, activity and satisfaction-based metrics to outcome and impact-based metrics that align closely with the overall stakeholder engagement purpose and strategy of the organisation.

Following our external evaluation we have acted on their recommendations, specifically:

- Implementing a standard process for planning engagement and documentation to capture all planning and briefing materials
- Implementing a standard risk log for engagement
- Applying Key Performance Indicators to our events to measure success (this can be seen in our 2018-2019 workplan)
- Further diversified and optimised our expert panels which we will do by invited panellists to face meetings as well as adding new panel members for added diversity

This year we held six Internal Working Group meetings dedicated to ICE, attended and chaired by our Energy Solutions Director, Lee Maxwell. These provided full visibility of all the feedback we received from stakeholders across both business-as-usual and planned engagement to senior leaders in our business.

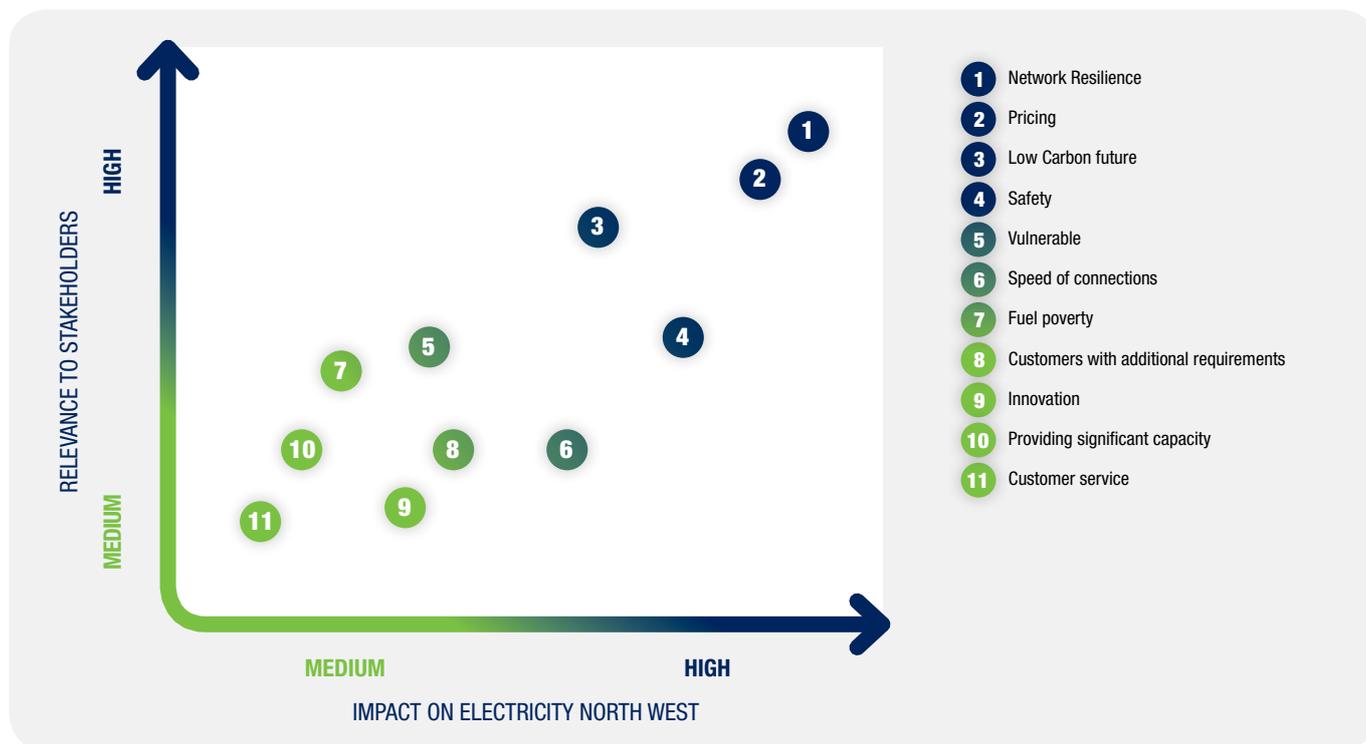
We also hold group meetings dedicated to ICE, attended and chaired by our Energy Solutions Director, Lee Maxwell. These provided full visibility of all the feedback we received from stakeholders across both business-as-usual and planned engagement to senior leaders in our business



## 2.5 Stakeholder Identification and Positioning

Last year the independent audit by AccountAbility concluded that our stakeholder profiling and mapping processes are robust, on the basis of stakeholders' influence and interest. Furthermore our approach fully aligns with that of the overarching company stakeholder mapping methodology.

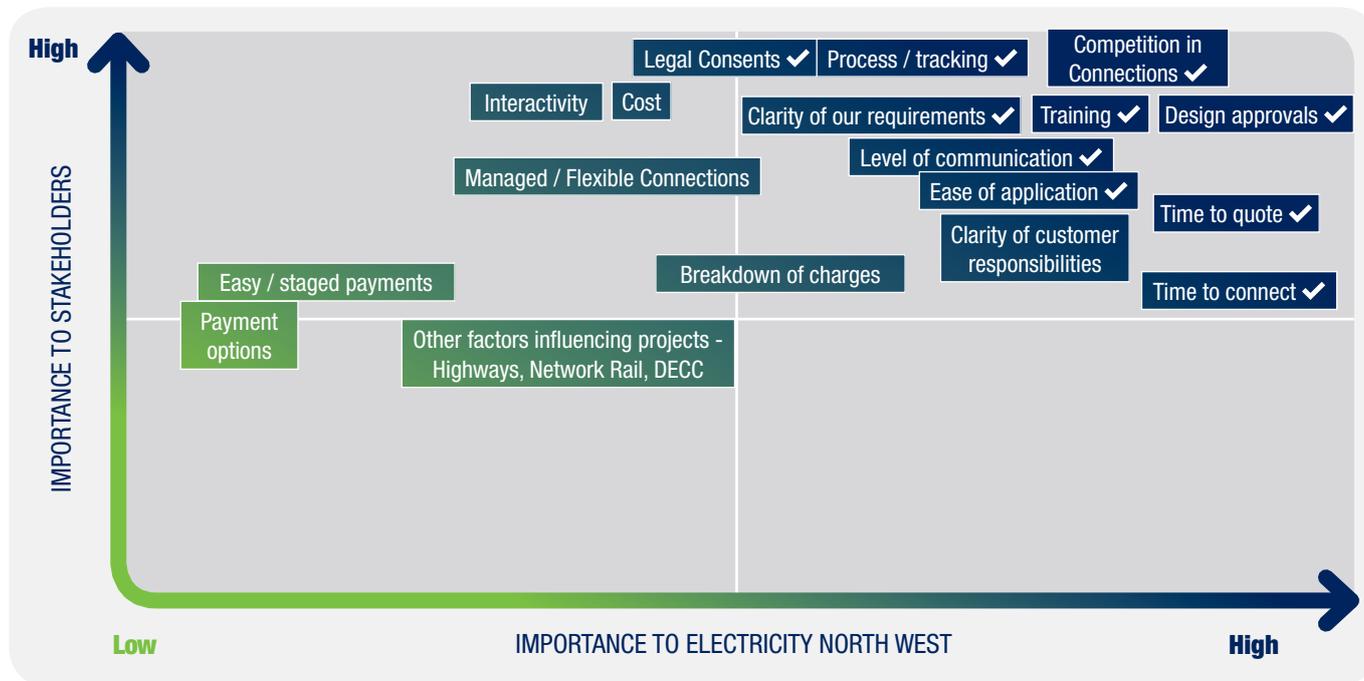
Each year we continually review and re-assess our stakeholder profiles and mapping to ensure that our stakeholder engagement continues to be planned appropriately for our target customer groups.



Above is an extract from ENWL's wider company engagement strategy showing the mapping methodology used. Overleaf is the stakeholder map for this market segment which is based on the same principle.



### Materiality – ICP/IDNO



✓ = topics that were covered in our engagement

We also identify and position our stakeholders again by using our corporate Venn diagram as shown below. Stakeholders are positioned according to whether or not we have an obligation to them, whether they are affected by our operations and whether they are likely to influence our performance as an organisation. A full list of categories can be found in the appendix to this report.

We also review previous stakeholder feedback and engage with our expert stakeholder panel to identify key priorities and issues (materiality items), before mapping these in terms of importance to our connections' stakeholders.





## Our Purpose - Moving our business forward for our customers

In 2017-2018 we re-shaped our business to help us serve our customers better in all that we do. Our new purpose clearly reflects our commitment to engage with stakeholders to help us continue changing for the better.

Electricity North West is operating in a dynamic, rapidly changing environment which means that our role is changing and we need to ensure we're best placed to keep pace with change and meet that important challenge. Our customers rely on us now more than ever before. We keep them connected with friends, family and the wider world, keep their electric cars running, ensure their house is warm when they get home from work and enable them to work smarter and more flexibly. We keep customers' lives running smoothly.

Electricity used to be a centralised model that changed little technically over many years – we kept the lights on. However, this is becoming far more complicated and multi-directional. To help us manage and meet the challenge of adapting to successfully operate in this fast-moving sector,

we needed to develop a new forward looking purpose and a new set of principles (what we do and why we do it). We embarked on an internal engagement project with colleagues from across the business, seeking thoughts, feelings and opinions about how best to describe our shifting focus and commitment to our customers and our communities. Whilst designed with the wider business in mind, our purpose and principles reflect the essence of ICE. We are very proud to live by the results, displayed below.

**Switched-on:** Our stakeholder engagement ensures we stayed **switched on** to our stakeholders.

**Adaptable:** Our workplans drive improvement as we take feedback and **adapt** our processes to better serve our stakeholders.

**Pride:** We take **pride** in experiencing our stakeholders benefit from our improvements.

### OUR PURPOSE

Together we have the energy to transform our communities

### OUR PRINCIPLES

We are **SWITCHED ON**

**MIND SET**

We are **SWITCHED ON** to our colleagues, customers and the world around us

We are **ADAPTABLE**

**SKILL SET**

We are **ADAPTABLE**, always looking for better ways to get things done

We take **PRIDE**

**HEART SET**

We take **PRIDE** in all we do because it matters to people's lives



## 3 Looking Back report

We work hard to engage with as many stakeholders across our area as possible, making sure that our improvement plans are not only grounded in stakeholder feedback, but are tested and shaped by them too. We made commitments to provide more formal engagement opportunities with stakeholders, recognising that historically, return customers

tended to find it easier to contact us than new customers. We acted on stakeholder feedback and now provide multiple opportunities for stakeholders to contact us to discuss specific or general queries, in a format they feel comfortable with.

### 3.1 Reviewing our 2017-2018 Engagement Highlights

#### Surgery sessions

“ It’s important that we continue to offer convenient methods of engagement with ICPs, some of which are located outside of our licence area. Our webinars are tailor-made to provide ICPs a step by step guide for determining a point of connection themselves using data available online. ”

#### Workshops

“ Along with follow-up workshops specific to self-determination PoC and self-approval, these sessions were well run and ENWL were receptive to offering additional help and assistance. ”

Mike Harding, BUUK





ICP/IDNO Stakeholder engagement 2017-18...what we set out to deliver				
What	When	Who	How	How many
<b>Workshops</b>	18 October 2017, Wigan	ICPs, IDNOs, Consultants	Face to face workshop	Invited: 410 Attended: 18
	March 2018 ENWL Training Centre, Blackburn	ICPs, IDNOs, Consultants	Face to face workshop Tour of ENWL training facility	Invited: 354 Attended: 19
<b>Surgery sessions</b>	22 June 2017	ICPs, IDNOs, Consultants	One to one Face to face	Invited: 410 Attended: 0
	5 September 2017			
	12 September 2017			
	21 November 2017			
9 January 2017				
<b>Training session (Self-determination of PoC)</b>	6 November 2017	ICPs, IDNOs, Consultants	One to one Face to face	Invited: 410 Attended: 0
<b>Training webinar (Self-determination of PoC)</b>	6 December 2017	ICPs, IDNOs, Consultants	Webinar	Invited: 410 Attended: 2
<b>Earthing webinar</b>	30 October 2017	ICPs, IDNOs, Consultants	Webinar	Invited: 8 (expert panel) Attended: 5

We offered the surgery sessions and webinars as feedback told us that stakeholders would appreciate different engagement formats, however last year the uptake was low. We will continue to offer these sessions next year however we will vary the way we inform our stakeholders to ensure that they're fully aware of the details.



### 3.2 Competition in Connections

This year we've continued to provide support to ICPs wishing to try our self-determination of Points of connection processes but also worked with a number of ICPs to help them self-approve their own designs.

Statistics for 2017-2018

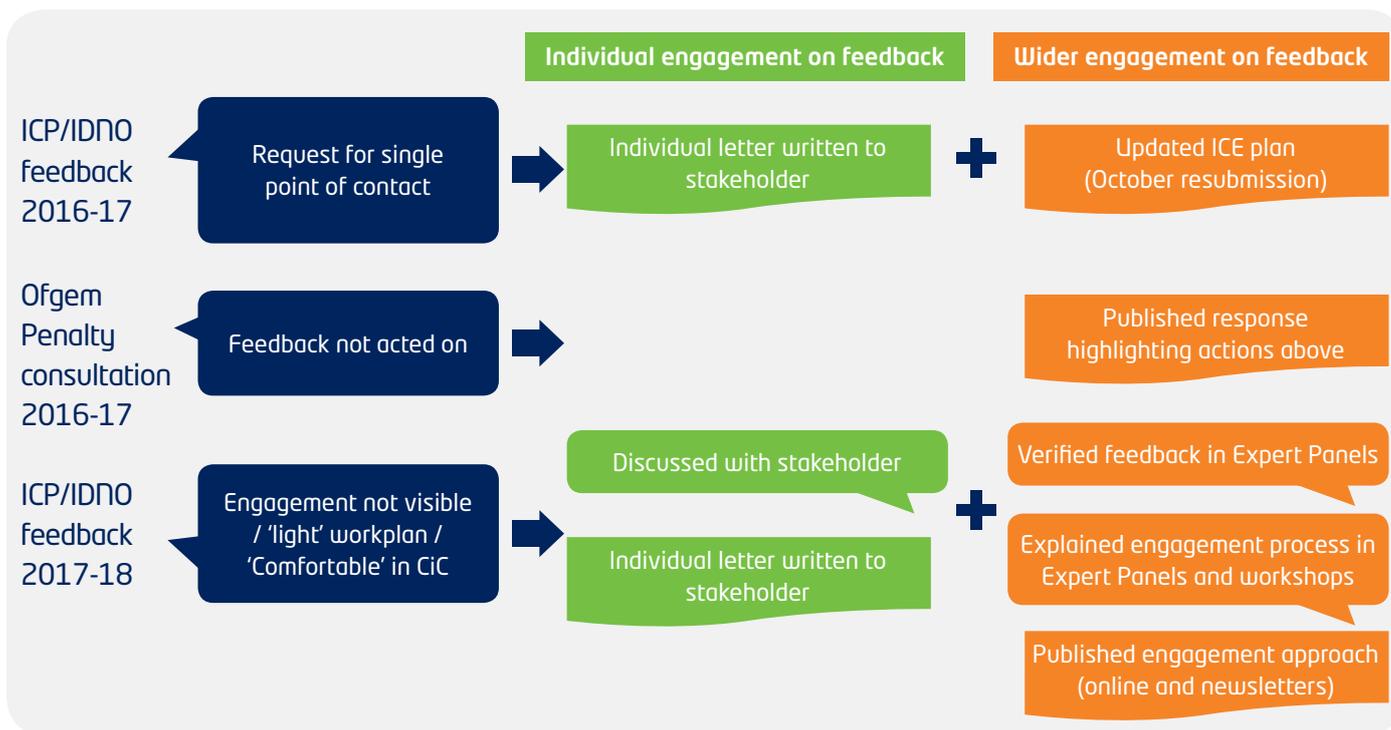
SDPoC	Self approvals
23	6

We provided opportunities for ICPs to attend our practical training sessions to show them how to access our data and use it to determine their own Points of Connection (PoC). This year we adapted our approach from face-to-face meetings to webinar sessions based on feedback, to make these opportunities more convenient for ICPs further afield. To date, ICPs have supported our commitments to host these training sessions, though attendance continues to be low.

This year we have held four ICP/IDNO expert stakeholder sessions with our panel members:

- Aptus utilities
- GTC
- PN Daly
- UK Power Solutions
- Jones Lighting
- UCML
- Edward Dewhurst

We work hard to ensure that we are open and transparent in our engagement with stakeholders, which is why we've published feedback from all of our events on our website. Each year we write individual letters to stakeholders who respond to Ofgem's Incentive on Connections Engagement consultation, to thank them for their feedback but also to address any concerns raised within the consultation.





### 3.3 (ICP/IDNO) Summary Performance

Action	Commitment	Target/Output/KPI	Target	Q1	Q2	Q3	Q4	Status
<b>Improve online access and navigability of policies</b>	We will improve the navigability of our policy documents online, to make it easier for stakeholders to locate and use information	Output: Launch of new website and engage with stakeholders in workshops to monitor effectiveness of our improvements	Q2			(Oct) • (late)		✓
<b>Improve visibility of policy updates</b>	We will issue a policy newsletter to promote updates via a registration service on our website	KPI: We will issue our policy newsletter quarterly and target a minimum registration of 100 contacts working in our area	Q1	(June) •				✓
<b>Work with ICPs/ IDNOs to improve access to training facilities</b>	We will undertake a Trial Training Needs Analysis (TNA) with a minimum of 2 ICPs in our area to improve training services/planning with a view to facilitating quicker access to training	Output: Training Needs Analysis to be completed. Success of TNA to be measured through number of places booked/cancelled on courses	Q4				(Mar) •	✓
<b>Provide better support for training queries</b>	We will clarify the process and improve our support for document submissions	Output: A better customer experience, where customers indicate a better awareness of what documentation is required to book training and options available	Q3				(Mar) • (late)	✓
<b>Improve route map for EU passport holders in our area</b>	We will engage with EU skills, establish the process for top up training and embed the process with ICPs	Output: Document and embed the process for ICPs	Q3				(Mar) • (late)	✓
<b>Improve visibility of audit performance</b>	We will publish a league table of audits comparing the anonymised performance of our own contractors and ICPs	Output: League table and results will be shared quarterly	Q4				(Mar) •	✓
<b>Continue to facilitate workshops and training sessions subject to demand</b>	We will continue to provide workshops and self-determination of PoC training sessions (subject to demand) for ICPs working in our area	Output: Minimum of 1 workshop and 1 training session and target 80% attendees reviewing our events as 'useful' or 'very useful'	Q4				(Mar) •	✓
<b>Continue to improve LV time to quote</b>	We will continue to tighten our average LV time to quote target	KPI: Target average of 11 Working Days	Q4				(Mar)	✓
<b>Continue to improve HV time to quote</b>	We will continue to tighten our average HV time to quote target	KPI: Target average of 15 Working Days	Q4				(Mar)	✓



Action	Commitment	Target/Output/KPI	Target	Q1	Q2	Q3	Q4	Status
<b>Continue to improve LV time to connect</b>	We will continue to tighten our average LV time to connect target	KPI: Target average of 7 Working Days	Q4				(Mar)	✓
<b>Continue to improve HV time to connect</b>	We will continue to tighten our average HV time to connect target	KPI: Target average of 15 Working Days	Q4				(Mar)	✓
<b>Provide quarterly updates on progress of actions</b>	We will publish and share quarterly updates of progress against our plans	Output: Progress updates published online and distributed via mailing lists. Engage with stakeholders in workshops to monitor effectiveness of these updates, target 80% attendees reviewing our newsletters as 'useful' or 'very useful'	Q4				(Mar) •	✓
<b>Develop additional support for design submissions</b>	Develop a design pack including standardised templates for HV design submission	Output: Issue design submission pack to ICPs working in our area	Q2		(Sept) •			✓





### 3.4 (ICP/IDNO) Detailed Performance

For more information on how we've delivered on our commitments please see below.

#### Improve online access and navigability of policies

In October 2017 we launched our new website, bringing significant changes with a view to making it easier for ICPs and IDNOs to find information online and contact us. Earlier in 2017, we asked ICPs and IDNOs (including our expert panels) what they wanted us to improve on our website and how. We took this feedback from our workshops and acted on it throughout the development process. We tested the website with stakeholders at each stage during development, from initial 'wire frames' through to final production, and checked that the website aligned with their feedback. Our new website features quicker navigation to key information, online applications forms, a new 'best practice' G81 library and a central hub for network data and our Long Term Development Statement (LTDS) information.

Stakeholders told us that policy information was one of the highest priority items of information to access through our website. Therefore we designed the navigation so that ICPs/IDNOs can access the G81 library straight from the homepage, within '3 clicks'. We removed the need for secure sign in to access these documents, instead following industry 'best practice' to allow customers to locate and download without registering first. We also structured the folders as per industry best practice, providing a policy index on the G81 homepage for full visibility of our document list and where each is located in the folder structure.

Finally, our new website has an improved 'natural language' search feature, which allows customers to search amongst the policy documents for a word or phrase both in the title and wider document itself.

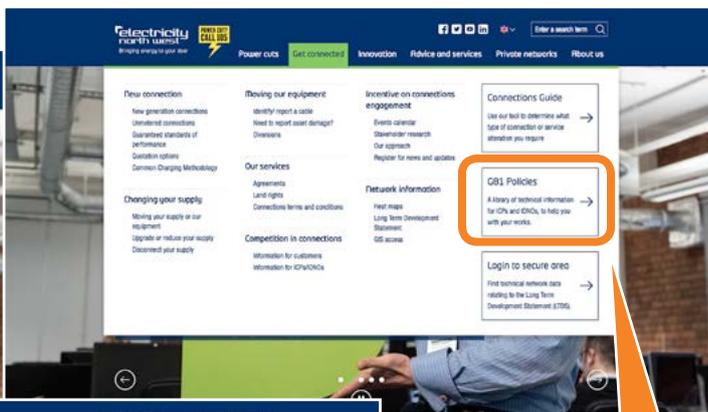
At a recent event, 12 of 14 stakeholders who answered survey questions regarding our website agreed that the changes we have made have been either "effective" or "very effective" The remaining 2 attendees hadn't yet visited our new website.

We will continue to engage with our stakeholders to further the development of our website as we realise that we have more work to do in this area however we are proud of the progress we have made to date

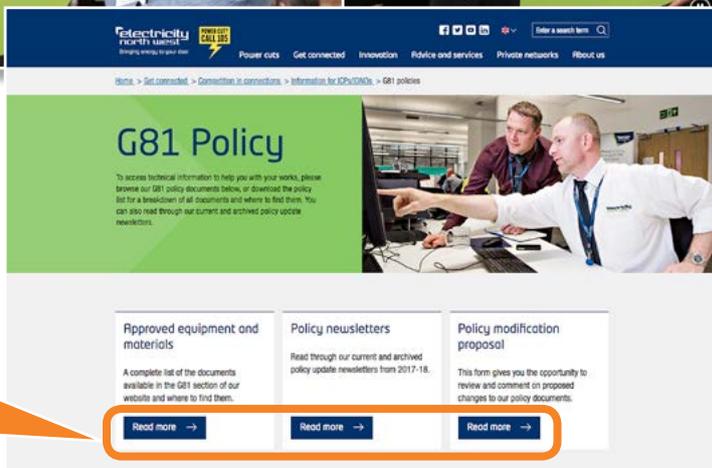
1. Hover mouse



Home screen



2. Click anywhere in this box



3. G81 policy documents



## Improve visibility of policy updates

In June 2017 we extended our connections newsletter to a policy newsletter, specifically tailored for ICPs and IDNOs. The quarterly policy newsletter provides an overview of policy changes, rationale for the change and list of the documents affected by changes. Newsletters are uploaded onto our website once published. To date we have 115 stakeholders registered to receive our policy updates against a target of 100.

## Work with ICPs/IDNOs to improve access to training facilities

This year we have trialled a Training Needs Analysis with two ICPs in our area. The Training Academy led individual sessions with each ICP in September and October to discuss their training needs and previous experiences of working with the Academy.

The outputs of the sessions were:

- Two places on an LV Jointing course booked and attended in 2018
- Clearer route to booking trade tests for experienced staff
- Established mechanism for providing regular opportunities for ICPs to engage with the Training Academy to continue and further expand our Training Needs Analysis

“The meeting was very productive and I felt that there was a much more pragmatic approach from The Academy on the level of service they could offer to contractors. The route to authorisation was made much clearer with realistic timescales associated.”

Edward Dewhurst, ICP

In addition, we have also produced a catalogue of training courses for customers to aid the booking process. This catalogue was presented in draft format at our last ICP/IDNO workshop event where we asked for feedback before producing the final edition.



## Workshops

“I was really impressed with the document when I saw a copy at the workshop last week. It really gives clear information on course content, pre-requisites and authorisation codes. It will really work well with the new application form as well.”

Edward Dewhurst, ICP

## Provide better support for training queries

Last year stakeholders told us that we could improve how quickly we respond to customers and deal with enquires in the Training Academy. Therefore in 2017 we recruited more staff to our Training Academy, to provide more support for 'frontline' services. This includes providing quicker responses to course enquiries, course pre-requisites, competency codes and authorisation processes.

To further improve services, we have introduced new processes with associated forms to capture the key information required to book onto our training courses.

In March we held an ICP/IDNO workshop where we presented the new processes and forms and sought feedback on our new approach. Feedback from this session demonstrate that our stakeholders have noted a marked improvement in awareness of what documentation is required to book training and options available to them. We specifically asked if stakeholders had a better awareness in our survey at the end of the session and of the 13 responses we received, all rated their improved understanding at 6 or above out of 10.

During this event we also offered a full tour of our new training centre and ensured that training centre staff were on hand to answer any questions or deal with requests.

We had committed to deliver this action by Q3 however we chose to present this information at our workshop which took place in March therefore this action was delivered in Q4.

## Improve route map for EU passport holders in our area

We are continuing to support the work of the Energy Utility Skills in building a universally recognised competency scheme known as 'Competency Accord' to create a common and readily available training scheme to be used across DNO boundaries – this is a register to capture training and assessment records across the industry to use as a 'passport'. For Electricity North West, safety is paramount and therefore we have undertaken a detailed review of the standards associated with the Competency Accord scheme. To date, we have noted differences between the standards demonstrated between other DNOs and training providers and the standards we achieve through our training. As such, we will continue to ensure that all individuals wishing to work on our networks will complete the relevant training and trade tests in addition to that completed to obtain the authorisation to work on our network.



To support customers wishing to work in our area we have documented and published a route map to provide greater clarity on the process and timescales. These processes have been promoted at our March ICP/IDNO workshop.

Currently, EU Skills are in discussion with the National Electricity Registration Scheme (NERS) Advisory Panel to bring them up to date with the progress on Competency Accord; the three National Skills Academy for Power (NSAP) Power Skills documents were discussed;

1. NSAP Power Skills Scheme Governance and Scheme Overview
2. NSAP Power Skills Scheme Technical Specification
3. NSAP Power Skills Scheme Fees

There are plans to include them in the next scope of the NERS scope guidance. Once the documents are signed off by NSAP, a trial will begin. Following the trial, and our own review and findings; we will be in a better position to embed the process internally.

We committed to 'embedding' this process in our workplan however, as a result of the timings for the trial (dictated by NSAP) we have been unable to do so therefore the completion of this action will progress through 2018-2019. We had committed to deliver this action by Q3 however we chose to present this information at our workshop which took place in March therefore this action was delivered in Q4.

### Improve visibility of audit performance

As part of our quarterly newsletter we have issued a regular update on the audit performance of both our contractors and ICPs, in relation to the number of inspections completed. All parties are anonymised in the data presented in the newsletter, but provide ICPs with visibility of how ICPs perform on average.

### Continue to facilitate workshops and training sessions subject to demand

This year we have hosted two workshops for ICPs and IDNOs in our area on a range of topics which were suggested by stakeholders in previous (2016-2017) events. We also hosted our first Self-determination of Point of Connection training session as a webinar, (face to face sessions held last year) to provide more opportunities for ICPs and IDNO's to participate at their convenience. We have also encouraged an 'open door' policy and have arranged for one to one sessions with customers outside of the advertised event dates.



### Improve Time to Quote

We are delighted to have achieved our target for this year. Our teams have worked this year to improve the management information systems and internal processes to ensure we closely monitor applications through to quote stage.

Time to Quote	Target	Achieved
HV	15	12 ✓
LV	11	9 ✓

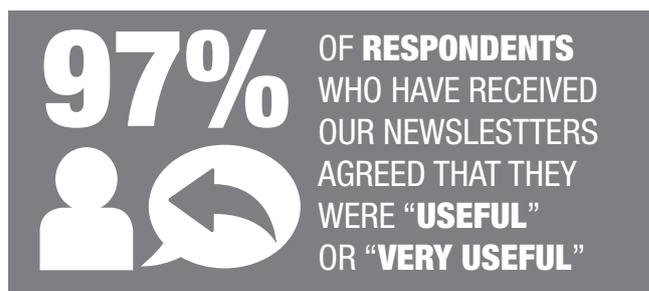
### Improve Time to Connect

The dedication from our teams has also helped us to achieve our Time to Connect targets. The hard work will continue in to 2018-2019.

Time to Connect	Target	Achieved
HV	15	15 ✓
LV	7	5 ✓

### Provide quarterly updates on progress of actions

This year we have continued to provide four quarterly newsletters with news about changes in the business, outputs from our ICE commitments and event details. The newsletter is shared with all customers who register to receive it, but is also published on our website following wider circulation.



### Develop additional support for design submissions

In September we published our new design submission guidance pack, which outlines all of the information required to submit a design in a set format. The guidance is specifically tailored to ICPs who are unfamiliar or new to working with us, to help provide clarity on what information is required to avoid any unnecessary delays in the approvals process. We presented the guidance pack to those who attended our ICP/IDNO event on 18 October 2017 and published it on our [website](#).



# 4 Looking Forward report

## 4.1 Introduction

In this 2018-2019 Looking Forward report we set out our commitments and activities for the coming year, to continue the journey in improving our services for our ICP/IDNO connections customers.

Our commitments are based on feedback from a broad yet targeted range of connections stakeholders, directly affected and interested in our business connections services. Our engagement continues on a rolling basis; we encourage stakeholders to engage with us throughout the year to help us continually update and adapt our workplans and direction as needed.

### 4.1.1 Competition in Connections

We are proud of our work to date to actively facilitate competition in connections (CiC) and believe we have established effective arrangements to facilitate competition across the North West. We recognise the importance in continually benchmarking our approach through regular engagement with ICPs in our area and will continue to host workshops and sessions specific to CiC topics throughout the year.

“ENWL has been open with workshop invites and conference calls, webinars and stakeholder engagement.”  
 Mike Harding, BUUK

As part of our commitment we have invited ICPs to attend Self-determination of Point of Connection (PoC) training sessions to run through design scenarios ICPs may wish to self-determine, with our own LV and HV design engineers, using our publicly available information.

Our stakeholders have told us that these sessions are invaluable. However, although feedback to date has been positive, attendance has been low. A small number of ICPs have taken up the opportunity to self-determine LV PoCs but we anticipate a greater take up following the wider implementation of Assessment and Design fees across the industry.

Based on positive stakeholder feedback we will continue to offer these training sessions with our design engineers to support more ICPs to take up our contestable processes. We have also held a number of one to one sessions upon the request of customers. We encourage an open door policy and are happy to engage with customers outside of the advertised event dates.

## 4.2 Our engagement strategy 2018-2019

This year we will continue to examine our engagement strategy and approach to ensure it continues to be fit for purpose for our connections stakeholders. We have experienced low uptake for some of the sessions we have offered so we will continue to monitor our attendance levels and vary our approach as necessary. We will continue to ensure consistency with the wider business with regards to how we engage with our stakeholders as described in the Looking Back section of this report.

**“Electricity North West has demonstrated a laudable performance in developing and driving a stake-holder centric-culture within the organisation. Built on a strong and authentic governance structure consisting of a series of dedicated Advisory Panels linking the Executive level of the organisation with the Operational level, Electricity North West has established a robust foundation for continual improvement and strong sustainable performance in stakeholder engagement activities”**

AccountAbility Assurance Report 2017

## 4.3 Developing our plans (high level)

We know it's crucial to involve our stakeholders in everything we do, not just in developing our plans, but throughout the year. Our workplan development is a gradual and continual process aligned with our engagement. In each workshop we identify material issues and topics to engage on to ensure that both our events, and our workplans are addressing the main issues our stakeholders tell us.

As with previous years, we collected feedback, verified it at subsequent stakeholder engagement events, our expert stakeholder panel sessions and then developed ideas, before going back to the wider stakeholder group to review and refine before submitting.

### 4.3.1 Tracing the roots of our actions





## 4.4 Looking forward workplan

Commitment	Action	KPI/Target	Delivery date
<b>Improve connection charging approach to make charging fair for our customers</b>	Conduct an impact assessment and plan implementation of assessment and design fees	Engage with our stakeholders regarding our proposals	Q4
<b>We will continue to target improvements in LV Time To Connect</b>	We aim to outperform the regulatory standard by completing connections on average in 7 working days (compared to the guaranteed standard of 10 working days)	We will continue to work towards a 7day average Time To Connect	Q4
<b>We will continue to target improvements in HV Time To Connect</b>	We aim to outperform the regulatory standard by completing connections on average in 15 working days (compared to the guaranteed standard of 20 working days)	We will continue to work towards a 15 day average Time To Connect	Q4
<b>We will continue to target improvements in LV Time To Quote</b>	We aim to outperform the regulatory standard by providing quotes on average in 11 working days (compared to the guaranteed standard of 15 working days)	We will continue to work towards a 11 day average Time To Quote	Q4
<b>We will continue to target improvements in HV time To Quote</b>	We aim to outperform the regulatory standard by providing quotes on average in 15 working days (compared to the guaranteed standard of 20 working days)	We will continue to work towards a 15 day average Time To Quote	Q4
<b>We will continue to target faster LV/HV design approval responses</b>	Our aim is to outperform the regulatory standard by providing design approval responses within an average of 8 working days (compared to the guaranteed standard of 10 days)	We will continue working towards LV/HV design approvals responses within an average of 8 working days.	Q4
<b>We will improve efficiency in issuing Bilateral Connections Agreement (BCA) documentation</b>	Where multiple parties are involved we will notify ICPs of when a BCA is sent and to whom it was sent to.	Introduce revised process	Q2
<b>We will provide more clarity and transparency on the energisation process for non-contestable works</b>	We will provide a guidance document outlining the prerequisites to agreeing a power on date to ensure an efficient process.	Publish guidance document	Q3
<b>We will continue to offer opportunities for stakeholders to engage with us</b>	We will host 2 workshop on topics requested by stakeholders	<ul style="list-style-type: none"> <li>• Host 2 workshops</li> <li>• 80% of attendees surveyed rate the event as “useful” or “very useful”</li> </ul>	Q4
<b>We will provide more clarity on land consents process and progress</b>	We will host a consents – focussed session to help and assist our stakeholders with this element of the process	<ul style="list-style-type: none"> <li>• Host a Wayleaves workshop and 2 surgery sessions</li> <li>• 80% of attendees surveyed rate the event as “useful” or “very useful”</li> </ul>	Q4
<b>We will provide stakeholders with the opportunity to comment on proposed policy changes before we make them</b>	We will publish on our G81 webpage in draft form, all proposed changes to relevant policy and invite comments from stakeholders ahead of formal change	Publish draft policy documents online and inform registered stakeholders	Q1



Commitment	Action	KPI/Target	Delivery date
<b>We will provide stakeholders with the opportunity to receive detailed briefings on policy changes</b>	We will host a minimum of 2 webinars on policy changes relevant to the stakeholders	<ul style="list-style-type: none"> <li>• Host 2 webinars</li> <li>• 80% of attendees surveyed rate the event as “useful” or “very useful”</li> </ul>	Q3
<b>We will improve our communication of safety to ICPs working in our area</b>	We will issue safety bulletins to ICPs	Email safety bulletins to registered stakeholders	Q1
<b>Continue to provide visibility of inspection performance</b>	We will publish quarterly updates on anonymous performance of our inspections of ICPs and our own contractors	Quarterly newsletters distributed to registered stakeholders and published online	Q4
<b>Continue to Provide quarterly updates on progress of actions</b>	We will publish quarterly updates on our actions and outputs	Quarterly newsletters distributed to registered stakeholders and published online	Q4

### 4.5 You said, we will do

It is important that we can show how our thinking has developed and where our actions have come from. We review engagement feedback from the previous year to identify key issues and topics and plan our engagement appropriately. Therefore development of our actions begins

well ahead of our engagement. Each of our actions can be traced back to stakeholder feedback and each has been checked and endorsed in subsequent events.

<p><b>Your feedback</b></p> <p>“ speed of design approvals ”</p> <p>“ Slicker design approval process - less paper/email submissions ”</p>	<p>Sponsors</p>  <p>Where? Workshops</p>	<p><b>Our commitment 2018/19</b></p> <p>We will target faster LV/HV design approval responses</p>
<p><b>Your feedback</b></p> <p>“ Better understanding of what ENW require in terms of real estate rights and wayleaves (in particular with regards to energy storage projects) ”</p>	<p>Sponsors</p>  <p>Where? Surgery session</p>	<p><b>Our commitment 2018/19</b></p> <p>We will provide more clarity on land consents process and progress</p>
<p><b>Your feedback</b></p> <p>“ BCA agreement notification when BCA are sent to IDNO associated with schemes the ICP has got approved - so we know who to chase and it doesn't get left ”</p>	<p>Sponsors</p>  <p>Where? Expert Panel</p>	<p><b>Our commitment 2018/19</b></p> <p>We will improve efficiency in issuing BCA documentation and notify the ICPs of the recipients.</p>



## 4.6 Are we on the right track?

Before our workplans are confirmed, we seek feedback on our proposed actions at every opportunity. During our recent ICP/IDNO workshop we asked for comments and guidance from our valued stakeholders on our proposed workplans.

80% of attendees rated our workplan as “Good” or “Very Good”

We also surveyed all our ICP/IDNO stakeholders signed up to our email distribution list to seek feedback on our workplans.

100% of respondees agreed that our workplans either partly or completely met their requirements.

## 4.7 Other feedback

Each year since ICE was implemented, we have published open responses to suggested actions that were not submitted as part of our workplans. These responses have been published on our website, alongside our ICE workplans and full reports. For each suggested action that was not included in the workplan, we provided a justification of our decision-making process and rationale for not doing so. These were published to ‘close the loop’ and respond to all feedback we have received as part of our engagement through the year. Based on stakeholder feedback, we have decided this year to include this in our ICE reports, alongside our 2018-2019 workplans.

Since the start of 2015, we have also written back, individually, to all stakeholders who provided responses to Ofgem’s ICE consultation to respond to any feedback provided directly to Ofgem. We pride ourselves on following up on all feedback where it is given to address any concerns raised, or to provide justification for our decisions where relevant. We recognise that these letters were not published on our website and therefore understand why some stakeholders may have thought we had not responded to consultation feedback.

Below are number of comments and requests received during 2017-2018 that we have chosen not to create workplan actions from together with justifications for our decisions.

### 1. ‘Can you include phase rotation (standard and non standard) upon application for a PoC rather than at energisation.’

This comment was made following a workshop. We decided not to create an action from this feedback as when issuing POCs, we always assume standard phase rotation (unless HV where there are known crosses on the network). In all instances we check phase rotation at energisation and could still require the phases to be changed over. We do not see the benefit of issuing this detail at POC as it may be incorrect at that time. If necessary, the ICP can carry out the check if this information is needed to progress a design.

### 2. ‘Provide information regarding Battery Storage and electric vehicle charging’

This comment was made following our workshops. We have presented on these topics in previous years and will reintroduce them to our 2018 -2019 event agendas to provide our stakeholders with information and guidance. We will endeavour to understand the specific needs of our customers with regards to battery storage.



# Appendix



The table below provides you with definitions of each different category and examples of groups and individual representatives which fall into the category.

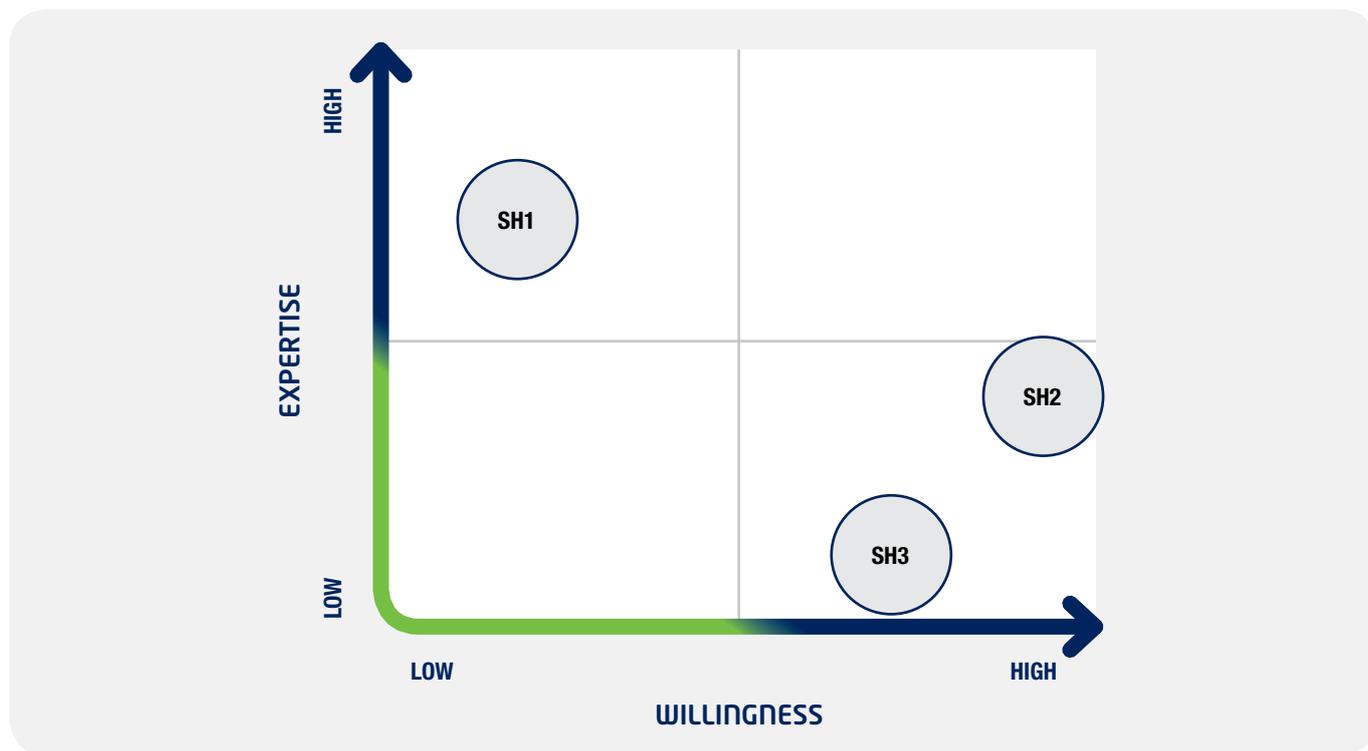
Stakeholder group	Stakeholder requirement
A	Our customers include anyone who pays for our services, including domestic, business and connections and distributed generation customers. We need to listen to our customers' views to improve our business and the services we provide for them.
B	From local government and schools to emergency services, MPs and national government we have a number of key relationships and a vast range of public sector stakeholders. Engagement locally is essential due to the unique nature of our business which directly affects local communities. Engagement nationally as a regulated business is also essential, ensuring that we communicate appropriately at all levels and recognise our role in the UK.
C	Our industry engagement includes that with electricity suppliers, employees and contractors and other utilities. By working together we can gain the benefits of a range of experience and viewpoints to help us serve our customers more efficiently and effectively.
D	We interact with a number of NGOs, including environmental and other lobby groups. We have a local and national perspective to our responsibilities. For example, environmentally, we must manage our own direct impact with local stakeholders, and nationally we must continue to facilitate the UK's move to a low-carbon future. Stakeholders include National Parks, National Energy Action, British Red Cross, Consumer Futures.
E	Our financial stakeholders, including our investors, banks and credit rating agencies, clearly have a big impact on our organisation.
F	We often engage with local, regional, national and trade media to not only promote our business but also to inform our customers. We also work with advisory organisations such as AccountAbility and Business in the Community to improve our stakeholder engagement practices.
G	For some of our engagement activity we may engage with specific environmental charities and education charities. Also the scope and purpose of an engagement may require engaging with Web users and Social media users.



We assess our stakeholders by applying the corporate list of criteria:

Stakeholder	Expertise		Willingness	Value	
	Contribution	Legitimacy	Willingness to engage	Influence	Necessity of Involvement
SH1	High: Knowledge in X issue	High: Directly affected by our activities	Low: Have not engaged with us before	Low: Relatively unknown group	High: Affect how services and products are developed
SH2	Medium	Medium	High	Medium	Medium
SH3	Low	Low	Medium	Low	Medium

Finally, we undertake stakeholder mapping:



**electricity  
north west**

Bringing energy to your door

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