

Together we have the energy to transform our communities

## OUR STAKEHOLDER ENGAGEMENT AND CONSUMER VULNERABILITY STRATEGIES

Ofgem Stakeholder Engagement and  
Consumer Vulnerability Incentive 2018/19





# Welcome to our Part One submission to Ofgem's Stakeholder Engagement and Consumer Vulnerability Incentive for the regulatory year 2018/19.

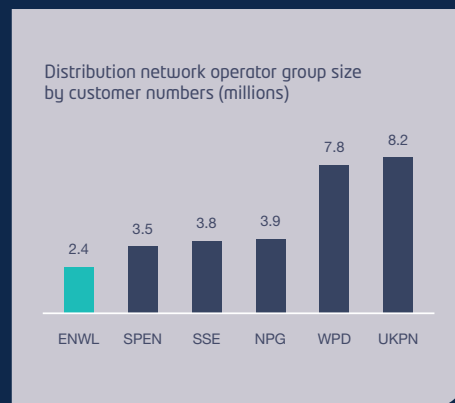
Electricity North West champions the region we serve and we're proud that it's our network that connects communities and helps keep the electricity flowing every minute of every day, from when our customers wake up to when they fall asleep and all of the minutes in between.

We are one of 14 distribution network operators in GB regulated by Ofgem. We are responsible for maintaining and upgrading 13,000 km of overhead power lines and more than 44,000 km of underground electricity cables and much more. This covers the diverse communities from the beautiful Lake District landscapes to the bustling city of Manchester and all the towns and villages located inbetween.

Our network in the North West is one of the most reliable in the country and we are investing £1.9 billion (£800 per customer) between 2015 and 2023 to ensure we continue to deliver an excellent, safe and affordable service to all our customers.

We know we can't do this on our own. We need to regularly engage with our stakeholders and our customers so that we can understand and respond to their needs, expectations and priorities. We also have to ensure that no one gets left behind and that we have put steps in place to ensure that our most vulnerable customers are supported today and in the future.

This report sets out our approach to this. If you'd like to know about our approach to stakeholder engagement and consumer vulnerability, you can get in touch with us at [stakeholderengagement@enwl.co.uk](mailto:stakeholderengagement@enwl.co.uk)



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## Key

- New
- Enhanced
- Embedded
- Outcomes
- Outputs
- Innovative
- Industry-leading
- Partnership
- Case study

Section 01

Welcome from Peter Emery  
Chief Executive Officer of Electricity North West

I'm delighted to introduce my third Stakeholder Engagement and Consumer Vulnerability (SECV) submission document. This document demonstrates the importance Electricity North West places on engaging with stakeholders, our commitment to continuously improving our approach and to planning so that we meet current and future needs and expectations.

This year we have built upon our Stakeholder Engagement Strategy with a focussed Improvement Plan that utilises the embedded strengths of committed leadership, strong local relationships, widespread engagement and empowered employees. We're committed to continuously improving our embedded Stakeholder Engagement and Consumer Vulnerability Strategies.

Last year, we shared our new company Purpose that 'Together we have the energy to transform our communities'. The Purpose provides us with a clear ambition and shapes our strategic objectives. This informs the decisions we make as we respond to what we hear through all our stakeholder engagement activity.

Working 'together' is core to this Purpose – engaging with others and taking ownership of and acting on what we hear is vital to how we run our business. I know that we can only be successful when we deliver outcomes that are valued by the communities we serve.

From this Purpose, we structured our engagement activity in 2018/2019 to deliver outcomes that are valued by our stakeholders and continuously improve our decision-making processes. I've also established a Chief Executive Panel to ensure that I'm personally very close to our stakeholders and can more deeply understand their priorities, wants and needs.

I'm grateful to the Ofgem Panel for the helpful feedback they gave us on our strategy and approach last year. We were very disappointed by the result and this has shaped our determination to improve. We've used this feedback, alongside our other engagement and research, to inform the Improvement Plan which has shaped our activity throughout the year. In particular, I'd like to thank Mark Copley for his chairmanship of the Panel and I look forward to working with Anna Rossington, the new chair, over the coming years.

I'd also like to thank Grant McEachran and his team for their willingness to work with companies to review the SECV process to ensure that it remains effective in delivering outcomes for customers.

We take pride in serving the North West. Stakeholder engagement is vital to how we run our business and makes our business better.



Pete Emery  
Chief Executive Officer

Key highlights from our stakeholder engagement and consumer vulnerability activity

- Establishing the Chief Executive Panel and Regional Workshops
- Committing £63.5 million to Leading the North West to Zero Carbon
- Engaged with more than 17,000 stakeholders
- Completed social mapping
- 60 vulnerable customer partnerships in place

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Over the past 12 months, Electricity North West has developed an approach to listen closer to its stakeholders, using stakeholder and customer insights to drive decision-making. There has been a marked shift in Electricity North West's approach, with greater attention paid to stakeholder insights in order to respond more directly to stakeholder needs where applicable  
Accountability, 2019  
”

Our Stakeholder Engagement and Consumer Vulnerability Priorities 2018/19

**What we heard** – In response to Ofgem feedback on our stakeholder engagement and consumer vulnerability approach and to what we've heard from our stakeholders, we've worked with KPMG and undertaken a comprehensive review of our Stakeholder Engagement and Consumer Engagement Strategies. We've structured our activity this year to demonstrably deliver the outcomes our stakeholders prioritise and value and to enhance our internal processes. All of our activity is aligned to delivering our company Purpose.

Company Purpose	Strategic alignment - delivering our Purpose, together we have the energy to transform our communities, and Objectives				
Stakeholder outcomes	Doing what is right for the Electricity North West region	Leading the transition to a zero carbon future	Enhancing our understanding of consumer vulnerability	Creating effective partnerships to better address our customers' needs	Planning for the future by shaping our ED2 approach
Enhancing our processes	Embedding a process that drives good decision-making				
	Enhancing our culture of stakeholder engagement and consumer vulnerability				
	Better understanding of how customers value the outcomes of our stakeholder engagement and consumer vulnerability activity				





Enhanced delivery

This is our stakeholder engagement process. Established in 2016, this approach to stakeholder engagement is continuously improved by our internal teams and this has been informed by input from our stakeholders. It informs the structure for engagement activity delivered. It is aligned to the Accountability AA1000 Stakeholder Engagement Standard which is best practice for stakeholder engagement.

To enhance our culture and to ensure engagement is embedded throughout the business we have undertaken cascade briefing sessions with our senior leadership team. Participation in the stakeholder tracker provides evidence of embedded engagement and is a mechanism for sharing, learning and acting on our engagement activity. See Part One page 9 for more information.

In our 2017/18 submission we made a commitment to establish a framework for measuring outcomes. We invited KPMG to review our strategy in 2018 and they recommended embedding a process that drives good decision-making and we have now introduced a benefits identification and measurement model. This is described in more detail on Part One, page 10.

We've further enhanced our measurement approach through social value research undertaken in collaboration with other DNOs and by gaining a deeper understanding through our own research. This supports our goal of better understanding how customers value the outcomes we deliver. See Part Two, pages 5 for more detail.



Why we engage - strategic alignment

Working 'together' is core to our Purpose – engaging with others and taking ownership of and acting on what we hear is vital. We know that we can only be successful when we deliver outcomes that are valued by the communities we serve.

The starting point for our Stakeholder Engagement and Consumer Vulnerability Strategies is strategic alignment. A key consideration for the company when deciding which activity we undertake as a result of stakeholder engagement is how material it is to the company in delivering our Purpose and our strategic objectives. Our Executive Leadership Team and our Board look at issues through the lens of relevance to our business and consider their materiality in terms of delivering our company objectives.

We have four engagement aims to support our decision making:

- **Enhance our understanding** – stakeholder engagement, including dialogue, research and insight, increases our understanding of our operating environment and of our stakeholders' and customers' wants, needs and priorities, now and for the future
- **Freedom to operate** – working closely with local communities, for example, when we're undertaking disruptive work increases understanding for all sides and enables us to complete work more efficiently
- **Respond to change** – what stakeholders and customers need from the energy sector is rapidly transforming. Strong engagement is identifying those changes which are material to our business, now and for the future, helping us to respond appropriately to them
- **Manage risk** – from incidents to major economic changes, having strong, effective relationships in place means that we can respond better as circumstances change. Our risk approach is aligned to the company's strategic risk management approach and includes reference to the company's classification of risk through our strategic risk register



Understanding our operating environment - keeping our stakeholder network current

We take a dynamic approach to updating our stakeholder network and, in our day-to-day work, we look for opportunities to enhance and grow it.

By doing so we ensure that we engage with a broad and inclusive range of relevant stakeholders.

This year, we also undertook a fundamental review of our stakeholder mapping. We started from first principles using the AccountAbility model shown here to identify our various stakeholder groups. We then compared this to our existing stakeholder database and identified gaps.

We used this gap analysis to inform the development of our stakeholder network and our partnership framework Part Three, page 8. We placed a focus on ensuring that we identified those stakeholders who represent hard-to-reach groups.

As a result of this activity, our stakeholder database now has 2,600 records with specific mailing lists for our engagement themes, including our advisory panels, community and local energy, innovation and connections.

We've also assigned the management of groups of stakeholders to the relevant internal stakeholder manager. This has enhanced our approach to proactively 'account managing' stakeholders and continues to provide them with a clearly identified single point of contact. We also provide a stakeholder engagement guide to all colleagues participating in engagement activity.

We've found that partnership working is a great way to connect with new stakeholders. At our Lancashire Regional Stakeholder Workshop, which we delivered in partnership with the local Chamber of Commerce, **63% of delegates said they had not engaged with us before.**



## Who we engaged with

Our ambition is to engage with the widest possible range of stakeholders who have an interest in our business, our region and our sector.

We use our stakeholder tracker to capture all of our engagement activity. This year, it demonstrates that we have engaged with more than 17,000 individual stakeholders over more than 980 events during the year across all stakeholder groups and with national, regional, local and hard-to-reach stakeholders.

In response to colleague feedback, we've improved the tracker to make it easier to complete and included a section to capture where the stakeholder is based. This supports our goal of doing what is right for our region by improving our understanding of the regional split of our stakeholders.



## Engage with purpose – our engagement and collaboration methods

### We tailor our methods and plan our engagement

Our strategic approach ensures that we engage with purpose with our stakeholders. This ensures that our engagements are tailored to our stakeholders to meet their needs and expectations and to deliver meaningful outputs. It also ensures that we are providing timely responses to the issues raised and that we have strong and effective feedback loops to ensure that our stakeholders know how we've acted on what they've told us. We focus on the quality of engagement.

When agreeing the most appropriate engagement method, we apply a stakeholder mapping four-box model which maps stakeholders against axis of influence and interest (based on Mandelows matrix).



Tailoring engagement ensures that we engage with the right stakeholder, at the right time and capture the relevant outputs. Our engagement is structured to ensure we don't create 'talking shops' and by asking our stakeholders about their communications preferences, we ensure that we make effective use of our stakeholders' time and resource. We also ensure we're responsive when others approach us for engagement.

Collating and coordinating stakeholder engagement activity is key to ensuring that our stakeholder engagement is holistic and consistent, providing high-quality outcomes for the business and our stakeholders and timely and effective feedback to our stakeholders.

Our engagement drivers and tailored activity is shown in the table below:

Strategic	Consultative	Informing	Operational	Responsive
Expert input to the development of our strategy	Focussed consultation to inform business decision-making	Broadcast stakeholder and customer engagement and surveys	Day-to-day operational engagement	Supporting events and consultations organised by our stakeholders
All events led by Executive Team member and attended by managers responsible for delivering the actions <ul style="list-style-type: none"> <li>CEO Panel</li> <li>Incentive on Connections Engagement (ICE) Expert Panel</li> <li>Advisory Panels</li> <li>Sector working groups</li> </ul>	All events led by Executive Team member and attended by managers responsible for delivering the actions <ul style="list-style-type: none"> <li>Regional stakeholder workshops</li> <li>Incentive on Connections Engagement consultation events</li> <li>Community and local energy events</li> <li>Annual Innovation Learning Event</li> <li>Stakeholder panels</li> </ul>	All customers <ul style="list-style-type: none"> <li>Customer Voice online panel</li> <li>Customer research</li> <li>PSR awareness campaign</li> <li>Newsletters</li> <li>Code webinars</li> <li>Incident reports</li> <li>Promoting Flexible services webinar</li> </ul>	All interactions captured on our tracker  All communication activity detailed below	Events include:- <ul style="list-style-type: none"> <li>Community Energy England Conference</li> <li>The Green Summit</li> <li>Local Resilience Forums</li> <li>National Park Climate Change Partnership 10 years celebration event</li> <li>Greater Manchester All Party Parliamentary Group</li> </ul>
Number of events 17	31	451	980	126
Number of stakeholder reached 100	500	over 440,000	over 17,000	over 8,300

### We use tailored, diverse, effective communication channels

We utilise a wide range of open, two-way channels to ensure effective engagement with and feedback from our stakeholders.

#### Face-to-face

<b>Events</b> <ul style="list-style-type: none"> <li>Stakeholder Workshops</li> <li>Incentive on Connections Engagement Panels</li> <li>Community engagement events</li> <li>Meetings</li> </ul>	<b>Expert panels</b> <ul style="list-style-type: none"> <li>Chief Executive Panel</li> <li>Advisory Panels</li> <li>Incentive on Connections Engagement Expert Group</li> </ul>	
<b>17,259</b> stakeholders engaged (number from tracker)	<b>100</b> Panel members	<b>17</b> Meetings per year

#### Social media

<b>f</b> 13,000 Facebook followers	<b>↑ 15%</b> Increase this year
<b>🐦</b> 22,200 Twitter followers	<b>↑ 10%</b> Increase this year
<b>in</b> 11,800 LinkedIn followers	<b>↑ 35%</b> Increase this year
<b>65</b> Participants in webinars	
<b>219</b> Participants in online customer panel	
<b>167</b> external stakeholders using buttons to register preferences	

#### Areas of research

**2,600**  
engaged through in-depth research

<ul style="list-style-type: none"> <li>Priority customer service</li> <li>Contact centre</li> <li>Payment preference</li> <li>Planned supply interruption</li> </ul>	<ul style="list-style-type: none"> <li>Faults</li> <li>Connections tracking</li> <li>Joint DNO Social Value Research</li> <li>ENWL Social Value Research</li> </ul>
<b>408</b> stakeholders surveyed at events	<b>1,500</b> colleagues completed climate survey

#### Newsletters and updates issued

<b>20</b> Newsletters issued	<b>1,500</b> recipients
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#### Action and feedback reports

<b>3</b> issued	<b>154</b> recipients
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Balancing needs - making good decisions for our business, our stakeholders and our customers

We are committed to strong and effective stakeholder engagement and the needs and the expectations of our stakeholders are one of the key considerations for our business when we are making decisions to act.



Our responsibility, from our Board members to our delivery managers, is to take a balanced approach to decision-making which starts with our business Purpose and Strategic Objectives. This recognises the material and relevant preferences of our stakeholders and is cognisant of our customers' willingness to pay for activity.

We do this by balancing these drivers to make decisions which result in a sustainable business delivering outcomes that our stakeholders value. We use the Decision Making Framework (as explained below) to help us do this. Strategic decisions are captured in our annual company Business Plan which is approved by our Board in January each year.

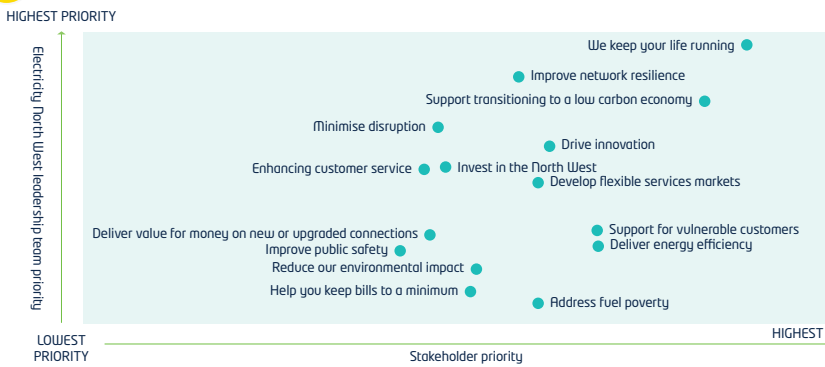
These elements are described below:-

- **Our business Purpose and Strategic Objectives** – our priority is to deliver our business Purpose and objectives. This includes the delivery of the plan that has been agreed with Ofgem and delivers a wide range of legal and regulatory requirements. It states our ambition as a business and our understanding of how we most appropriately meet the needs of

stakeholders. Changes to this are informed by shareholder and stakeholder priorities, changes to our operating environment, what we learn through our business performance, and our customers' current willingness to pay

- **Our stakeholders' future needs and expectations** – we identify our stakeholder needs and expectations through a range of activities including events, research, dialogue, data held by the company and data we source to support decision-making. This year we have developed and implemented a Benefits Identification and Measurement (BIM) model which helps us better understand the value of activities (described below)
- **Our customers' current willingness to pay** – robust customer benefit valuations to understand how customers are measuring the social value of outcomes are also a key consideration. This year, we've worked with the other distribution network operators and also independently to commission willingness to pay (WTP) research to better understand our customers' preferences

Understanding our shared priorities



Working with our Strategic Advisory Panels, our regional Stakeholder Workshop, our Executive Leadership Team and our Senior Leadership Team, we undertook an issue prioritisation exercise and updated our materiality matrix. This exercise is described in more detail on Part Two, page 10. Capturing our stakeholders' priorities and concerns ensures that our focussed engagement is delivering outputs that are relevant to the current issues faced by our stakeholders.

Our materiality matrix was last updated in 2017 and we committed to review it with stakeholders every two years.

The main changes to note are:

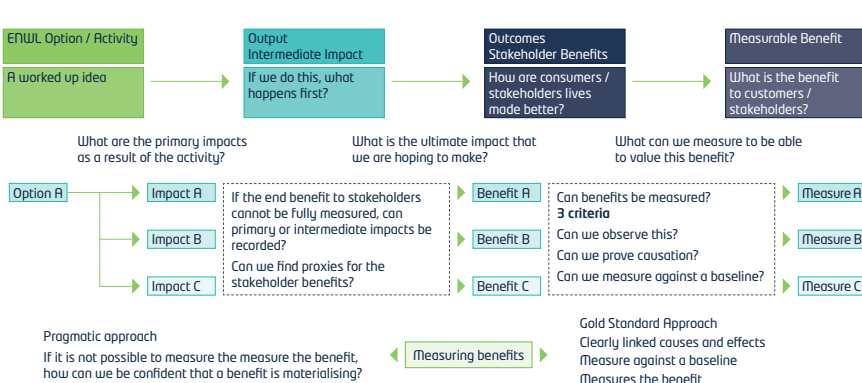
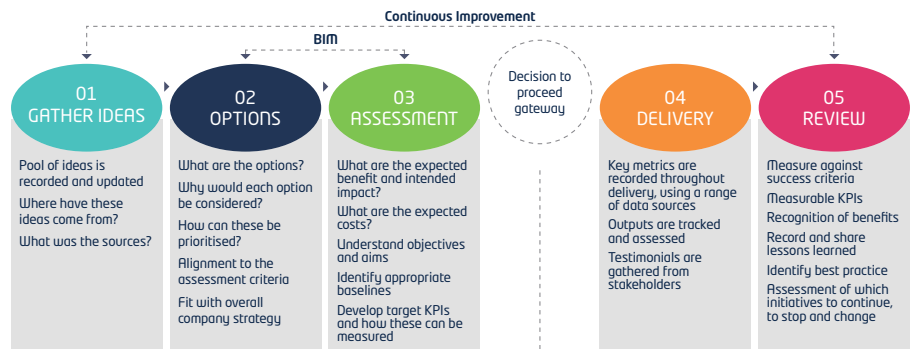
- **We keep your life running (previously combined with network resilience) remains high for all stakeholders. They expect a reliable electricity supply**
- **Transition to the zero carbon economy has increased in priority and delivering energy efficiency is also important**
- **Keeping bills to a minimum and safety have fallen in priority significantly**

Stakeholder engagement is valuable for the business as it is helping us keep abreast of long-term priorities. We are not only looking at today's concerns, but also informing stakeholders about future changes. This engagement around our medium and longer-term priorities is also being used to inform the first stages of our RIIO-ED2 engagement. We're in the 'consult' phase of our engagement on our plan. There is more detail about our approach in Part Two, page 10.

Our decision-making process and our approach to benefits identification and measurement

Over the last year, we've developed and implemented a framework for decision making around which initiatives should be taken forward, how benefits should be measured and how learnings should be fed back into the business and shared with stakeholders.

Our Stakeholder Engagement Challenge Group and our Internal Working Group have led the process of embedding this model within our business and it has been built into our Incentive on Connections Engagement processes, our business change framework model and aligned with our IT project management processes. All authorisation and approvals levels for decisions made within the business are set in our Internal Control Manual. We've called it the Decision Making Framework and it provides consistency and robustness of our approach to our engagement and initiatives.



As part of this process, we've also developed a Benefits Identification and Measurement (BIM) model. Based on Government Logic-Mapping models, it provides us with a way of thinking about the expected impacts as a result of initiatives. The model starts with the initial ideas and actions of the business, identifying the primary and intermediate impact of these and then tracing these through to the ultimate benefit for stakeholders.

This approach ensures that all projects have clearly defined aims, objectives and methods of how these will be achieved. Monitoring plans are then put in place to capture and track the ongoing benefits of the project. Initiatives included in this submission include a description of how both the Decision Making Framework and the BIM have been applied. These are captured in the output and outcome boxes associated with our examples in Parts Two and Three.

## NEW Measuring the social value of outcomes of stakeholder engagement activity

It's essential that our decision making is supported by robust customer benefit valuations that can be used to understand how customers are measuring the social value of outcomes. This year, we've worked with the other DNOs and also independently commissioned research to better understand our customers' preferences.

The six electricity DNOs of Great Britain collectively commissioned Accent and PJM economics to design

and implement a quantitative research study to obtain an industry-wide set of values for relevant Stakeholder Engagement and Consumer Vulnerability service initiatives. We also commissioned supporting qualitative research to provide a further set of evidence against which the main quantitative results can be compared. This joint survey obtained customer willingness to pay (WTP) estimates for use in cost-benefit analysis based on an application of the stated preference methodology.

This approach involves asking survey participants a series of carefully designed questions to explore their preferences in relation to the object of the study. This comprehensive survey targeted and achieved sample sizes by company size. The target sample distribution was designed to be spread across the DNO areas proportionately based on the Great Britain population.

	Designed	Achieved
ENWL	96	97
NPG	158	163
WPD	317	326
UKPN	333	335
SPEN	142	143
SSEN	154	152
<b>TOTAL</b>	<b>1,200</b>	<b>1,216</b>

The initiatives identified were grouped into the following five service bundles and the research has produced a consistent set of results of the intrinsic social value to customers of these outcomes.

- Customer support
- Vulnerable customer support
- Resilience
- Smart networks
- Sustainability

We commissioned additional qualitative research to build on, and validate, the results of the WTP survey including

the drivers of views and the context and conditions underlying customer prioritisation. We wanted to understand how customers in the North West prioritise initiatives differently from GB customers and explore how different North West customer groups approach these issues and how this may vary by sociodemographic and geographic factors.

The second point is particularly relevant for the company as we are the smallest of the six DNO groups. Our area has specific physical and landscape characteristics, and also population demographics that inform customer prioritisation of our activity.

The key features of our qualitative research are shown below:

**Groups with Electricity North West Customers**

Six focus groups across three locations (46 customers in total)

Representation of a range of life-stages (pre-family, family, empty nesters), socio-economic group (SEG) and urban / rural locations.

**Depths with vulnerable / hard-to-reach customers**

In-depth interviews with 6 customers living in vulnerable situations.

Customers included those who are power reliant due to health condition or disability, low income and those with English as second language.

Fieldwork: February 2019

**Qualitative research approach**

	1	2	3	4	5	6
<b>Location</b>	Stretford		Blackburn		Kendal	
<b>Urban / Rural</b>	Urban	Urban	Peri-urban	All urban	Live in Kendal	Rural
<b>SEG</b>	A/B/C1	C2/D/E	B/C1/C2	D/E	A/B/C1	C2/D/E
<b>Life-stage</b>	In each group: min x2 family, min x2 pre-family, x2 empty nester					

6 interviews (some participants had more than one vulnerable characteristic):

▶ 4 x Disability affecting daily activities   ▶ 2 x English second language   ▶ 2 x Power reliant

The research used the stated preference methodology to estimate the value to our customers of a wide range of SECV initiatives and examine differences between customers in our region and the Great Britain average. The headline insights derived from the quantitative and qualitative assessment are:-

- **Our customers want to be able to communicate with us via a wide range of channels** – but they do not want the needs of vulnerable customers to be forgotten in the new digital world.
- **Continuing to increase the reach and impact of the Priority Service Register is seen as vitally important.** Community resilience is supported.

Domestic customers generally give higher priority to supporting individuals and communities rather than organisations.

- **Customers know little about smart networks**, but are interested in hearing more from us on the subject.
- **Customers want the company to support communities in benefiting from distributed generation**, but they want these concepts – and the potential benefits - to be explained in simple terms.

In Part Two and Part Three, we have included the outputs of this research alongside the relevant case studies for the activities surveyed. We have included the

comparative willingness to pay (WTP) and the annual spend level per customer (expressed as £ per customer). We've also included some of the detailed customer insight and feedback that was gained from our qualitative research on these issues.

When we asked customers about activities, they indicated a positive willingness to pay. This indicates that there is support for further activities in the categories surveyed.

This information is a key input to our decision-making and will be utilised in reviewing activity our activity for the remainder of RIIO-ED1 and also to inform the development of our RIIO-ED2 plan.

## Outcomes resulting from engagement activity

By considering our strategic purpose and objectives, stakeholder needs and expectations and customers' willingness to pay we deliver outcomes that are valued by our stakeholders. This table summarises the actions we took in response to input and feedback from stakeholders and the 163 positive outcomes and benefits these actions led to for our customers and stakeholders.

<b>43</b> stakeholder engagement events	STRATEGIC advisory panels	<b>11</b> events	<b>100</b> stakeholders	▶ <b>85 outcomes including:</b> <ul style="list-style-type: none"> <li>• Created regional advisory panels and engaged 100 additional stakeholders in Cumbria and Lancashire (Part Two, pages 2 and 3)</li> <li>• Increased prioritisation of transition to low carbon economy led to development of our Carbon Plan called Leading the North West to Zero Carbon (Part Two, page 5)</li> <li>• Development of the VOLL project linked to fuel poverty areas (Part Three, page 2)</li> <li>• Discussions at the Reliability Panel inform our Strategic Direction Statement Panel help to revise Customer Vulnerability Strategy and distribute Consumer Vulnerability Fund (Part Three, page 7)</li> </ul>
<b>630</b> stakeholders engaged with during our events	CONSULTATIVE Regional workshops	<b>32</b> events	<b>530</b> stakeholders	▶ <b>78 outcomes including:</b> <ul style="list-style-type: none"> <li>• Priorities identified for Manchester, Lancashire and Cumbria regions to inform our investment and decision making (Part Two, page 3) and created regional investment booklets</li> <li>• Working in partnership to deliver regional events identified new partners for us to work with and incorporate the views of hard-to-reach stakeholders in our decision making</li> <li>• Following events stakeholders take up connections and community and local energy support available</li> <li>• Identification and development of new vulnerable consumer partnerships including Eden Council</li> </ul>
<b>163</b> outcomes	INFORMING Research	<b>12</b> activities	<b>2,600</b> customers	▶ <b>Outcomes including:</b> Better services for customers and prioritisation of investment





## Enhanced delivery

4

## new business plan commitments

## Establishing the Chief Executive Panel and Regional Workshops

In 2018/19, we have enhanced our stakeholder engagement structures, processes and governance. Changes made to our processes have been informed by:

- The strength of the outcomes delivered by our engagement activity
- Our experience of operating stakeholder engagement panels and workshops
- Discussion with our stakeholders about their experience of engagement and their priorities
- Visits to other DNOs to learn best practice from them and
- The desire of our Chief Executive to have more focussed, detailed, regular engagement and dialogue with stakeholders

We have strengthened our stakeholder engagement cycle, embedding it within our overarching company governance processes and ensuring that our stakeholders' priorities shape our annual business planning process. This has been achieved by:-

- The creation of a new Chief Executive Panel
  - The consolidation of some of our Advisory Panels
  - The creation of sub-regional stakeholder workshops
  - The creation of a new DSO Engagement role
  - The implementation of expert Task and Finish groups and
  - Changes to our internal governance structures
- These are described in more detail in Part Two, pages 2 and 3

NEW

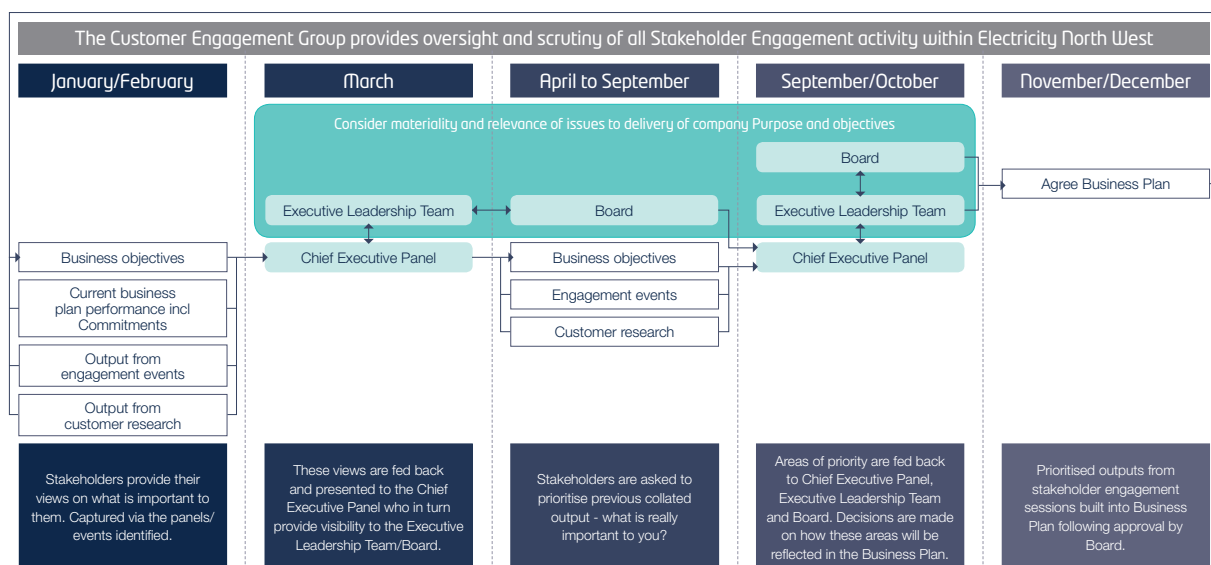
Our independent Customer Engagement Group provides oversight and scrutiny of the stakeholder engagement approach. This group includes experts in consumer research, economic regulation, engineering and technical operation and energy sector structures. The independent Chairs of our Sustainability and Consumer Vulnerability Advisory Panels are also members of the Group. There's more information about the Customer Engagement Group in Part Two, page 2.



## Our annual business planning process

This diagram illustrates the role stakeholder engagement plays in our annual business planning process.

**Please note** - our engagement is not limited to the events included in this diagram; they are included to help demonstrate this particular process. Engagement is ongoing throughout the year.



## Impact on our company business plan

In 2017, we introduced a new strategic framework for company planning and one of the four strands is 'Getting closer to the customer'. This includes the requirement that business decision making is informed by stakeholder engagement. With the introduction of the Chief Executive Panel, we've now formalised our approach to embed our stakeholder engagement cycle within our business planning process.

This builds on Business Plan Commitment engagement we've undertaken through our Strategic Stakeholder Advisory Panels in 2017 and 2018. The following table captures new investment commitments which have directly resulted from this strand of engagement.

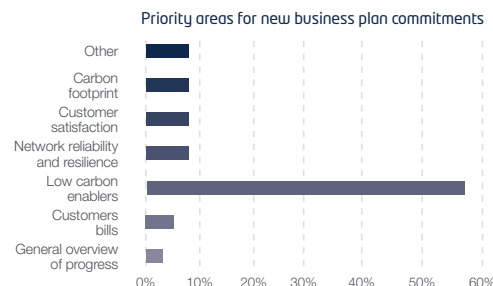
Year	What we heard	What we did
2017/2018	Through industry working group, we were made safety aware of risks associated with link boxes and cable pits	We invested in implementing an innovative new approach to mitigating this risk (SECV submission 2017/18)
	Post Grenfell, we worked with the Greater Manchester Combined Authority (GMCA) High Rise Task Force to identify ways of giving residents peace of mind	We applied existing technology innovatively to help identify and respond to electrical network risks in multi-occupancy buildings (Part Two, page 8)
	Our Stakeholders prioritised reliability of the network at Strategic Stakeholder workshop	We delivered increased Quality of Supply investment (SECV submission 2017/18)
	Stakeholders affected by Storm Desmond engaged with us on the impact of a loss of power due to substation flooding	We worked with local stakeholders to agree appropriate and innovative flood resilience investment (SECV submission 2017/18)
	At our DSO conference, stakeholders outlined their need for dedicated community and local energy support	We appointed a Community and Local Energy manager and consulted with stakeholders to create our strategy (Part Two, page 6)
	GMCA approached us to develop closer partnership working; half of our customers live in this area	We participated with GMCA in a range of activities (SECV submission 2017/18 and Part Two, page 7)
	Our Consumer Vulnerability Advisory Panel agreed challenging targets with us	We created the welfare team to deliver against these targets (SECV submission 2017/18)
2018/2019	Our Consumer Vulnerability Advisory Panel asked us to enact the recommendations of the Energy Saving Trust research	Created three fuel poverty referral networks to provide direct support to customers across region (Part Three, page 5)
	Our Stakeholders continue to prioritise reliability of the network at our Strategic Stakeholder workshop	We increased Quality of Supply investment (SECV submission 2017/18)
	Our Sustainability Advisory Panel changed our thinking on carbon issues	We've created the Leading the North West to Zero Carbon Plan (Part Two, page 5)
	Working with GMCA, Manchester City Council and independent investors, we've agreed the need for investment to facilitate low-carbon growth	£12 million of investment identified in Manchester strategic projects (Part Two, page 7)
	Ofgem indicated the importance of independent scrutiny of our stakeholder engagement approach	We appointed an independent Chair for our Customer Engagement Group and he has recruited Group members (Part Two, page 10)
	Ofgem and BEIS have challenged companies to solve peak demand problems on their own network and National Grid has also engaged in this	We've implemented CLASS to respond to this issue and we now offer services to National Grid (Part Two, page 8)
Our Consumer Vulnerability Advisory Panel continued to challenge us to improve our support	We increased welfare team resource by a further 50% (Part Three, page 9)	



## Ensuring our business plan commitments continue to reflect our stakeholders' needs

Last year, we reported that we had started a conversation with our Strategic Stakeholder Advisory Panel about our business plan commitments. The commitments were agreed in 2014. Since then the sector is evolving at pace and our stakeholders have told us that it is important to ensure that our commitments remain relevant. Last year, acting on their input, we updated six commitments and added one new commitment to deal with the risk of link box failure. As part of our business planning process, we've continued to develop our business plan commitments with our Strategic Stakeholder Advisory Panel.

In July 2018, following detailed discussions and recommendations from our Advisory Panels, the Strategic Panel agreed that we should introduce new 'low carbon' outputs made up of three commitments, include a new safety commitment, enhance the targets for reliability and network health and retain the targets associated with our complaints commitment. As such we are putting stakeholders at the centre of what we do and we are the leading DNO in maintaining our business plan commitments and adding and updating them through the regulatory period.



The changes are outlined in the table below. More detail on our business plan commitments can be found on our annual performance report [www.enwl.co.uk/commitments](http://www.enwl.co.uk/commitments)

	NEW	ENHANCED	UNDER REVIEW		NEW	ENHANCED	RETAINED
2017	1	5	2	2018	4	3	2
	Link box remediation	<ul style="list-style-type: none"> <li>Manage the loading of risk of the network</li> <li>Flood protection</li> <li>Back up capacity at major sites</li> <li>Strategic site security</li> <li>Management of asbestos</li> </ul>	Resolution of complaints (2 commitments)		<ul style="list-style-type: none"> <li>Driving transition to Distribution System Operator (DSO)</li> <li>Enabling Electric Vehicles</li> <li>Community and Local Energy</li> <li>Rising and Lateral Mains</li> </ul>	<ul style="list-style-type: none"> <li>Improve overall reliability (Customer Interruptions)</li> <li>Improve overall reliability (Customer Minutes Lost)</li> <li>Network health</li> </ul>	Resolution of complaints (2 commitments)

## Our customer and stakeholder surveys

Seeking feedback on the quality of our engagement is as important to us as delivering outcomes that are valued by our stakeholders. We use a wide range of stakeholder, customer and colleague surveys to test the quality and to seek feedback from these groups on where we can improve.

In 2018/19, we carried out in-depth surveys of 2,600 customers. More than 2,000 of those helped us better understand potential service improvements. There's more information about the vulnerable consumer topics in Part Three, page 3.

Who	How many	What we heard
Vulnerable customer research	300	<ul style="list-style-type: none"> <li>Part Three, page 3</li> </ul>
Customers who hang up waiting to speak to an agent	75	<ul style="list-style-type: none"> <li>Customers who hold told us they find it reassuring to ask questions about the power cut and area affected or wanted specific information</li> <li>Over 40% of customers hung up because they thought they would be on hold too long</li> </ul>
Customers who scored nine or less and said there was nothing to improve (Planned Supply Interruptions and Faults)	150	<ul style="list-style-type: none"> <li>Customers want us to give more detailed reasons and communicate about any changes to planned supply interruptions</li> <li>Customers involved in a fault wanted us to make it easier to find updates on restoration times, contact information or to speak to someone</li> <li>Customers also didn't want a power cut or interruption</li> </ul>
Understanding Customers Payments Preference	500	<ul style="list-style-type: none"> <li>Paypal is the preferred method of compensation, however, over a quarter of customers still want a cheque</li> <li>Email is the preferred proactive communication method</li> </ul>
Planned Supply Interruption Tracking	600	<ul style="list-style-type: none"> <li>Satisfaction is driven by customers getting ten days+ notice but suggest the 24hour reminder is changed to 48 hours</li> <li>Customers trust us to do the right thing and would prefer one longer fault over two shorter ones</li> </ul>
Faults Tracking	600	<ul style="list-style-type: none"> <li>Customers were satisfied after hearing our recorded messages and a key focus is providing restoration times</li> <li>92% of customers were updated through their preferred method of contact</li> </ul>
Connections Tracking	248	<ul style="list-style-type: none"> <li>Proactive communication is important</li> <li>We gained an understanding from customers regarding cost, value for money and enhancing their communications experience</li> </ul>

## Customer Satisfaction Survey

Every month, our customers are surveyed by Ofgem as part of the Broad Measure of Customer Satisfaction. 4,818 were surveyed by Ofgem this year. To ensure we fully understand what our customers are telling us, we also undertake bespoke surveys to provide more in-depth information on our customers' expectations. We use this data to inform our Customer Satisfaction Improvement Plan.

**In 2018/19 we surveyed an additional 2,473 customers and through understanding customer needs, we have improved our customer satisfaction (CSAT) score from 84.7% to 86.5%.**

Overall customer satisfaction (CSAT) score from **84.7% to 86.5%**  
Improvement of **1.8%**

Power cuts  
Improvement of  
**3.6% to 86.8%**

Connections  
Improvement of  
**2.5% to 84.4%**

General enquiries  
Improvement of  
**1.4% to 91.2%**

## Delegate feedback at events

We survey all delegates at our engagement events and, alongside asking them to rate the event, we ask for feedback on their experience.

Total number of events	Total number of delegates	Satisfaction score
25	408	81%



## Our strategy

Our goal is to ensure that our services are available and accessible to all our customers, regardless of their personal circumstances and to embed this goal throughout all aspects of our business. Providing effective support to the vulnerable customers on our network means having in place systems, services and partnerships which provide customers with protection from the risk of harm during power cuts and which help to build their energy resilience on a sustained basis.

We developed our Consumer Vulnerability Strategy in 2016 in partnership with our Consumer Vulnerability Advisory Panel. This year, we invited the Money Advice Trust to review our approach. We chose the Trust because of their recognised expertise in this area. They recommended that we review our strategy with stakeholders with a view to ensuring that it remained appropriate, relevant and able to meet the needs of vulnerable consumers.

We conducted the review in January 2019 and gained input from 16 of our partner organisations; the organisations have worked with us directly by participating in our Consumer Vulnerability Advisory Panel since its inception. We issued a number of online surveys and held a series of one-to-one interviews to seek their input on our existing strategies and to hear their ideas on how this could be enhanced.

They agreed it was timely to review our strategy and prioritised potential activity that we should undertake. We discussed their observations and recommendations at the meeting of the Consumer Vulnerability Advisory Panel in March 2019 and agreed to adopt this updated strategy.

### Here are the new Strategy pillars

Strategy	To ensure no customer or community is left vulnerable by barriers to the service Electricity North West and their trusted partners provide during a loss of electricity now and in the future				
Stakeholder outcomes	Use data to ensure we understand the vulnerability challenges of the North West	Continuously improve and refresh customer contact data, first time, through accessible channels	Manage trusted services that deliver tailored support to our Priority Services Register customers	Build and maintain a resilient network across the North West, supporting vulnerable communities	Tackle poverty through working in partnership with various referral and fuel poverty schemes
Enhancing our processes	Social data mapping and advisory panel insights	Contact strategy and accessibility	Partnership tiers and data driven	Network data and consumer vulnerability data	Strategic partner hub relationship



## Working with our advisory panel to set challenging targets

Our Consumer Vulnerability Advisory Panel provides oversight and scrutiny of our activity to support vulnerable customers. In 2016, the Panel agreed a number of challenging SMART objectives to drive improvements in our approach. Progress against these targets is regularly discussed and the objectives are reviewed to ensure that they

remain appropriate, relevant and stretching. The targets are reviewed at each of our Consumer Vulnerability Advisory Panel meetings and are updated if this is appropriate. It's important that we balance continuity with ensuring our targets are stretching.

Area	Target	Achieved	RAG status
Data strategy	Contact all high vulnerability customers annually Contact a third of medium vulnerability customers annually	26,000 ahead of target	Green
Welfare provision	Ensure sign language and subtitles are utilised in communications Stop welfare packs (too costly)	Achieved	Green
Priorities Services Register customer satisfaction - faults	Customer satisfaction score 87% target Customer satisfaction score 89% stretch target	89%	Green
Promotion of the Priority Services Register	Increase in referrals from April 2018 to March 2019. Increase of 5,500 achieved	5,500	Amber
Effective contact strategy	100% of high vulnerability Priority Services Register customers contacted (planned supply interruptions) 100% of high vulnerability Priority Services Register customers contacted (faults)	97.3% 95%	Amber



## Enhancing our understanding of consumer vulnerability

In 2017, we commissioned Energy Savings Trust to undertake research on fuel poverty in the North West. This research was a very helpful first step in enhancing our understanding of this matter.

We recognised that this research provided helpful insight into one area of vulnerability and that it is important to have a comprehensive understanding of the complex drivers of vulnerability for our customers. The Centre for Sustainable Energy has undertaken consumer

vulnerability mapping of our region and this is now informing our company response to vulnerability. The mapping has enhanced understanding of the multiple drivers of vulnerability. More detail about this research is provided in Part Three, page 10.



## Creating effective partnerships to better address consumer vulnerability

Our Consumer Vulnerability Strategy has always been informed by our Priority Services Register data. We've now used this alongside the consumer vulnerability mapping information provided by the Centre for Sustainable Energy research. Together they drive our new partnership framework through partnership working with a wide range of local organisations who are closest to and trusted by our hard-to-reach customers. More detail about of partnership framework and case studies of our joint work can be found in Part Three, page 8.

Level One Support agency specialists	Level Two Local authorities, housing associations, shelters and community groups	Level Three Referral scheme	Level Four Feedback groups
6	7	32	15
Plus the organisations they partner			



## Connecting with hard to reach customers through our Consumer Vulnerability Fund

Last year, we funded three partners to deliver fuel poverty services to some of our most vulnerable Priority Services Register customers. We developed this pilot approach as it gave us the capacity to test the effectiveness of the different support approaches. As

a result of our learnings from these pilots, we've asked each of the providers to bid for funding and invited to our Consumer Vulnerability Advisory Panel to judge which schemes will receive funding. Two of our existing providers were not successful.

We awarded five organisations with a total of £190,000 funding under this new approach and more detail about the partnerships and the outcomes we expect them to deliver can be found in Part Three, page 7.

Enhancing our culture of stakeholder engagement and consumer vulnerability

Engaging with our stakeholders and providing support to our vulnerable customers can only be effective if it is our whole company taking part. We've worked hard to enhance and embed this culture within our business and have taken a structured approach to achieving this. Stakeholder engagement is embedded throughout our management population. The guiding principle is that everyone is empowered to act on what they hear.

All colleagues receive a regular updates on stakeholder engagement through our monthly team brief process and twice-yearly executive roadshows.

Stakeholder Engagement performance forms part of the bonus criteria for everyone who works for Electricity North West.

Theme and number of events  
(See table for key)



- Executive-led engagement**
  - Executive team members lead our Chief Executive Panel, our Advisory Panels, our Incentive on Connections Engagement Panels and our Regional Stakeholder Panels (Part Two, pages 2 and 3)
  - Executive Leadership Team undertake Dementia Friendly Training (Part Three, page 9)
- Embedding stakeholder engagement and consumer vulnerability structures, processes and governance**
  - Embedding a stakeholder engagement cycle within our overarching company governance processes and ensuring that our stakeholders' priorities shape our annual business planning process (Part One, page 6)
  - Embedding a new decision making process (Part One, page 4)
  - Strengthened approach to identifying and measuring outcomes, and assessing the benefit of activity (Part One, page 4)
  - Cross-business workshops, led by the Centre for Sustainable Energy, to develop our social programme improvement plan (Part Three, page 10)
- Giving our people the right skills and tools**
  - Updating stakeholder tracker to enable all stakeholder contacts to be captured and management of subsequent activity can be undertaken
  - Implementation of PSR real-time data dashboard to inform planned and reactive business decision making (Part Three, page 4)
  - Roll-out of Dementia Friends training to all front-line colleagues (Part Three, page 10)
  - Roll-out of 'We're Switched-On' approach to all contact centre staff (Part Three, page 10)
- Strong principles guiding our approach**
  - Implementation of new stakeholder engagement principles to guide our approach (Part Two, pages 1 and 2)

Theme	Number of events	Number of internal attendees	Number of external attendees	Investment in engagement (£)
Influencing the national agenda	231	399	4,262	134,937
Working with our local partners	477	956	6,118	332,713
Working with vulnerable customers	96	298	1,497	114,069
Undertaking customer research	9	10	2,344	3,901
Meetings with contractors and suppliers	75	285	493	107,771
Connections events	20	109	195	32,712
Speaking at conferences	51	122	2,271	42,394
Other	27	61	79	22,278
<b>TOTAL</b>	<b>985</b>	<b>2,238</b>	<b>17,259</b>	<b>£790,775</b>

Executive-led engagement

**Peter Emery, Chief Executive Officer, said:** "In my first SECV submission, I noted that my initial priority was to build a strong relationship with my internal stakeholders; the colleagues who deliver our vital service to our customers and communities. This remains important to me and I continue to issue a weekly blog, a monthly vlog and to host bi-annual roadshows attended by over 90% of our people. These roadshows include vibrant question and answer sessions and post-event action reports are issued.

"I'm also proud to have now hosted three annual Strategic Stakeholder Advisory Panels and established my own Chief Executive Panel. This allows me to work directly with influential stakeholders and it was pleasing to hear their desire to partner with us to address issues they are currently facing - like delivering an integrated transport approach for Manchester which includes infrastructure for electric vehicles like taxis and buses.

"My colleagues on the Executive Leadership Team are also committed to driving engagement. Every one of our Stakeholder Workshops, our Advisory Panels, our Incentive on Connections Engagement Panels and our other engagement events are attended by a member of our Executive Leadership Team. They also lead industry engagement through the chairing of Open Networks Workstreams and Energy Networks Association (ENA) Committees.

"I also participate in regional stakeholder panels, including the North West Business Leadership Team, the Greater Manchester Combined Authority (GMCA) Low Carbon Hub Board and the GMCA Infrastructure Board. I also regularly meet with many of our region's Members of Parliament through our relationship with the Greater Manchester All Party Parliamentary Group and through our on-going engagement programme."

Embedding stakeholder engagement structures, processes and governance

**Catherine Rix, Head of Financial Control, said:** "I lead the company's annual business planning process. In 2017, as part of this process we introduced a new strategic framework and one of the four strands is 'Getting closer to the customer' which includes the requirement that business decision making is informed by stakeholder engagement.

"Our Strategic Advisory Panels have added invaluable insight and with the addition of the Chief Executive Panel, we've now formalised our approach to embed our stakeholder engagement cycle within our business planning process and this ensures that stakeholder engagement shapes our plan.

"Evidence of the approach built into engagement at our Strategic Advisory Panels is the inclusion of Quality of Supply Investment, the introduction of our 'Leading the North West to Zero Carbon' plan, our strategic investment in Manchester, investment in systems to develop our Distribution System Operator capacity, investment in the creation and operation of the Customer Engagement Group and enhanced CLASS investment in our Business Plan for 2019/20.

"At the Chief Executive Panel in March 2019, we discussed their expectations of Electricity North West, including the transition to the low carbon economy whilst leaving no-one behind, working with stakeholders to better understand our network and anticipate and plan for future network capacity requirements. Our meeting in October 2019 will further inform the development of our business plan to 2023 (RIIO-ED1) and our business plan for 2023 to 2028 (RIIO-ED2)."

new Strong principles guiding our approach

**Jake Ashton, call centre agent, said:** "We've implemented a 'We're Switched-On' approach when we are handling every call we answer in our Customer Contact Centre. This means that as part of the call we tell customers about the services available as part of being registered on our Priority Services Register and we ask whether anyone in their household, or anyone they know, would benefit from this service. As a result, we've added 16,500 customers to our Priority Services Register.

"Beginning this conversation with a customer used to feel quite difficult. It was uncomfortable because I felt like I was prying into their private lives. It was sometimes hard to get people to open up about their circumstances and there have been other times when customers have almost been too open and shared quite distressing information about themselves.

"We've been given lots of different training to handle these situations. The one I found most helpful was the training provided by Dementia Friends. This helped me to recognise mental health issues earlier and to be able to support these customers better. It's good to know that you've helped someone understand and manage something like a Planned Supply Interruption which can have a big impact on a vulnerable customer."

new Giving our people the right skills and tools

**Sean Leape, Area Manager for Manchester, said:** "I was approached by the Environment Agency and Greater Manchester Police who raised concerns about vandalism of one of our substations. The substation powers the sluice gates at Castle Inwell Salford Flood Storage Basin. This protects more than 2,000 homes in Salford and the vandalism was putting the flood defences at risk which in turn puts lives at risk.

"Within our business, everyone is empowered to act on what they hear and I worked closely with the Environment Agency and the police to put in place extra safety measures to protect the substation to help ensure power continued to work the flood defenses, especially during the winter months. Working together, we used a wide range of engagement channels, including local community meetings, letter drops, social media, print and local broadcast media to urge the local community to report any safety concerns to us straight away.

"We wanted to reassure the community that the flood storage reservoir remained operational and continued to provide improved flood protection to the community.

"As a result of our joint working on these issues, the instances of vandalism at the substation have declined and the substation has been available to protect the community of Salford."





## Independent evaluation and audit

To give our stakeholders confidence that we have a robust approach, we follow the AA1000APS Stakeholder Engagement Standard developed by AccountAbility. We have embedded the AA1000APS principles of Inclusivity, Materiality and Responsibility.

AccountAbility also provided independent assurance of our stakeholder engagement activity for the third year in succession.



“  
Over the past 12 months, Electricity North West has strategically enhanced the structure of its stakeholder Advisory Panels to ensure that the sessions optimally gather stakeholder input. This restructuring has better embedded the stakeholder engagement cycle into organisational governance. External stakeholders noted that there is now a clearer flow of stakeholder input to senior management, and a clearer thread between engagement outputs and operational activities. The top-down involvement from senior leadership sets a clear example to the rest of the organisation, which is helping to create a positive culture for stakeholder engagement across different teams  
”

Extract from Accountability assurance review, 2019

### KPMG review

From October 2018 to January 2019, we worked with KPMG to provide assistance around our Stakeholder Engagement and Consumer Vulnerability Strategy. Their work covered three broad areas:

- Understanding “What good looks like” in relation to stakeholder engagement
- Identifying the gaps in the current approach

- Improving measurement of the benefits of your stakeholder engagement and using this to assess engagement and understand

The audit recommended short, medium and long term priorities and the short term priorities have been implemented as part of our approach. They supported us in developing and embedding a process that drives good decision making and builds a strong evidenced

narrative of the benefit delivered. Called the Decision Making Framework, this is described in more detail on Part One, page 4 of this report. They have also helped us to better understand how customers value the outcomes of our stakeholder engagement and consumer vulnerability by introducing a Benefits Identification and Measurement (BIM) model. This work is described on Part One, page 4 of this report.

### Centre for Sustainable Energy

We commissioned the Centre for Sustainable Energy to undertake a fundamental review of our social programme. They provided us with their findings in March 2019. More detail of this can be found on Part Three, page 10

### Money Advice Trust

We commissioned the Money Advice Trust to review our Consumer Vulnerability Strategy. They recommended a review of our strategy and the outputs of this review were agreed with our Vulnerable Customer Advisory Panel in February 2019. More details of this can be found in Part Three, page 2



## Our Accreditations

### Queen's Award for Enterprise 2018

In partnership with engineering firm Kelvatek, we were awarded the Queen's Award for Enterprise in 2018 for the development of a 'smart fuse' and the technology has now been adopted by all DNOs.

The smart fuse, also known as a 'Bidoyng' detects blown fuses and automatically switches supplies to a backup, without the need to wait for an engineer, reconnecting

customers' supplies within a few seconds. It is also equipped with innovative fault-location technology which sends information to the electricity control centre. This alerts engineering teams to any problems and enables them to detect and repair faults on the network much faster.

Several hundred of these smart fuses are now installed on our network helping to restore supplies to customers every day, and this groundbreaking technology has now been adopted by all other DNOs in Great Britain.

### Institute of Customer Service

We continue to seek external feedback on a broader agenda and this external measurement informs the development of wider social and environmental activities. This is key to us as a responsible business.



## Benchmarks - continuing accreditation

We continue to benchmark priority company activity to ensure that we are cognisant of the highest standards and working in line with them. This provides assurance to our customers and our colleagues and is key to us as a responsible business.



- ▶ We continue to report against the Business in the Community Corporate Responsibility Framework.
- ▶ The framework is used to benchmark and compare company performance against the four categories of environment, marketplace, people and governance.

Overall score is 92%



- ▶ For the second year, we assessed our responsibility performance against the Global Real Estate Sustainability Benchmark. This assesses and benchmarks the Environmental, Social and Governance performance of real asset investments, and in 2018, GRESB assessed 904 real estate funds and property companies, 75 infrastructure funds, 280 infrastructure assets and 25 debt portfolios.
- ▶ We're proud that we hold 4th position for global network companies benchmarked.

Overall score 81%  
Position 4th globally

ISO 14001 Environmental Management Systems Certification

ISO55001 Asset Management Certification

Network Association of Pension Funds Pension Quality Mark Plus

OHSAS 18001 Occupational Health and Safety Assessment Series for Health and Safety Management Systems



## Collaboration projects with other Distribution Network Operators

DNOs work collaboratively to ensure efficient sharing of information and resources to benefit customers. This year, the ENA's Distribution Network Operators Stakeholder Engagement Best Practice Working Group has worked collaboratively on a number of stakeholder engagement activities including:

- The third year of engaging communities in network innovation, with events in Edinburgh and Cardiff, with the support of Regen

- Joint UK-wide willingness to pay research which we supplemented with further regional research (Part Two, page 5)

We have also supported a number of joint media campaigns, including further promotion of vital safety messages and we continue to work hard to make sure as many people as possible know about the 105 power cut emergency number and winter ready campaigns. The ENA has also adopted our innovative major incident infographic and they now issue a consolidated

infographic capturing data from all DNO's immediately after a storm event, (Part Two, page 8).

We are an active member of the ENA Low Carbon Technologies (LCTs) Working Group. This group is responsible for developing national approaches and procedures for the connection of LCTs such as electric vehicles. The group has recently produced a new connection process for connection of electric vehicle and heat pumps. The Electric Vehicle Forum was organised at the request of Ofgem to launch the new process.

Together we have the energy to transform our communities

## OUR STAKEHOLDER ENGAGEMENT ACTIVITY AND THE OUTCOMES WE'VE DELIVERED

Ofgem Stakeholder Engagement and  
Consumer Vulnerability Incentive 2018/19

Part Two



Electricity North West Limited  
Registered number 02366949

**electricity**  
**north west**  
Bringing energy to your door

# Our stakeholder engagement activity and the outcomes we've delivered

This document is Electricity North West's Part Two submission to Ofgem's Stakeholder Engagement and Consumer Vulnerability (SECV) incentive for the regulatory year 2018/19.



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## Key

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	New
	Enhanced
	Embedded
	Outcomes
	Outputs
	Innovative
	Industry-leading
	Partnership
	Case study



Section 01

Introduction from Steve Cox

Our company Purpose promises that 'Together we have the energy to transform our communities' and engagement with our stakeholders is vital to our understanding of how we can deliver this Purpose.

This year, we've worked with strategically selected partner KPMG to comprehensively review the nature of the stakeholder engagement activities we undertake so that we're maximising the value of this engagement for our business, our stakeholders and our customers. We chose KPMG because of their established leadership in this sector.

We've collaborated with the other distribution network operators (DNOs) to better understand how customers perceive the social value of the outcomes of our stakeholder engagement and consumer vulnerability activity. We've extended this research to create a richer understanding to ensure we're doing what is right for the Electricity North West region and we've introduced a Benefits Identification and Measurement (BIM) model to ensure that we define and track the benefits that our activity delivers. We've also embedded a process that drives good decision making, whilst building a strong evidence base of the benefits delivered.



**Steve Cox**  
Director, Engineering and Technical

Leading the transition to a zero carbon future has been a key outcome for the business this year. We've continued to act on what we heard at our 'Powering the North West' stakeholder event in December 2017. Hosted in partnership with Manchester-based community energy company the Carbon Co-op, the outputs from the conference, along with those from our consultation on community and local energy, have shaped the role we're playing as we develop distribution system operator (DSO) capacities.

At the heart of our transition approach is the principle that 'Everyone's Included' to signal our commitment to ensuring that the needs of all customers, including vulnerable customers, are considered as we develop our approach. Our 'Powering our Communities' fund has helped us connect with harder-to-reach groups.

Our continuing work with our Sustainability Advisory Panel has resulted in the creation of a new carbon plan, called 'Leading the North West to Zero Carbon', which demonstrates our regional leadership and puts in place challenging targets and activities to address operational, network, customer and colleague carbon emission reductions.

We're also determined to always ensure that we're doing what is right for the Electricity North West region. Informed by stakeholder engagement, we've improved our approach to regional engagement to ensure we're capturing local, city-region and county voices. We've also worked closely with partners in our local authorities, including through secondments and investment programmes, to deliver in line with their needs and ambitions.

We value the opportunity that independent oversight of and challenge to our stakeholder and customer engagement activity will bring. So we're pleased to be one of the first DNOs to create an independent Customer Engagement Group. Our independent Chair, Jeff Halliwell, appointed his Group members in March 2019. The Group's work is already being informed by engagement that we did with stakeholders in 2018/19 to identify priorities. This is part of our process of planning for the future by shaping our ED2 approach.

Stakeholder engagement continues to deliver outcomes that our stakeholders tell us they value and is embedded in our culture, resulting in changes to our policies, procedures and business plan. We continue to build our understanding and to align our activity to their needs and look forward to developing ever closer partnerships over the coming year to achieve our Purpose.

“  
External stakeholders noted that there is now a clearer flow of stakeholder input to senior management, and a clearer thread between engagement outputs and operational actions.  
”  
Accountability, 2019

Benefits delivered through our stakeholder engagement

- Leading the creation of **Consumer Engagement Groups**
- Establishing the **Chief Executive Panel and Regional Workshops**
- Making the region's **multi-occupancy buildings safer**
- Investing **£14.7 million** in CLASS
- Investing **£63.5 million** Leading the North West to Zero Carbon

**new** Our stakeholder engagement principles

**What we heard** – Our Advisory Panels told us it would help them if we had a clear, shared understanding of the principles that underpin our engagement approach. This would provide them with a standard to hold us to account. We also saw that having such principles in place was an example of best practice for other DNOs.

At our Greater Manchester Stakeholder Workshop and our autumn Advisory Panel sessions, we developed six new Stakeholder Engagement Principles. These principles derive from and reinforce our company Principles and are being implemented as part of our ongoing Purpose and Principles engagement work. The new stakeholder engagement principles provide our stakeholders and customers with a clear statement of what they can expect from us as they engage with us.

Our stakeholder engagement principles	Examples of this principle in action can be found-
<b>We're switched on</b>	
Stakeholder engagement informs our business decision-making	Part One, pages 5 and 6
We engage with a wide range of stakeholders to capture the views of the customers and communities we serve	Part One, page 3
<b>We're adaptable</b>	
We understand our stakeholders' preferences and engage with them in line with their preferred channel	Part One, page 3
We continually grow our understanding and adapt our business as a result of listening to the experiences of our stakeholders	Part Two, pages 2 and 3
<b>We take pride</b>	
Our feedback to stakeholders is transparent on the issues they've raised and they hold us to account	Part Two, pages 2 and 3
Everyone is empowered to act on what they learn	Part One, page 9

**Establishing the Chief Executive Panel and Regional Workshops**

**Agreement of four new Business Plan Commitments**

**Creation of new stakeholder engagement principles**

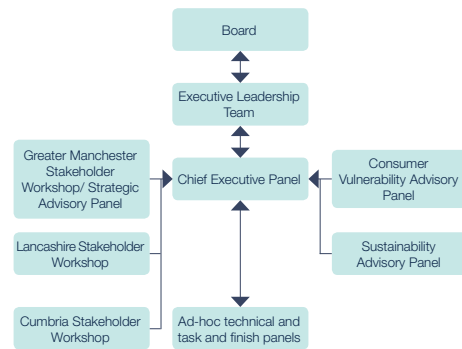
**What we heard** – Following discussions with our Advisory Panel members, we have enhanced our structures, processes and governance. We explored our joint experience of working within the existing stakeholder engagement structures and we assessed their effectiveness based on the outcomes we'd been able to deliver.

We've responded directly to feedback on improving our regional breadth, focussing debate on their issues and being able to drive actions forward at a faster pace.

We have strengthened and simplified our stakeholder engagement cycle, embedding it with our overarching company governance processes and ensuring that our stakeholders' priorities shape our annual business planning process. These structural changes are:-

- The creation of a new Chief Executive Panel
- The consolidation of our Advisory Panels
- The creation of sub-regional stakeholder workshops
- The creation of a new DSO Engagement strategy
- The implementation of expert Task and Finish Panels and
- Changes to our internal governance structures.

The Customer Engagement Group (CEG) provides oversight and scrutiny of all Stakeholder Engagement activity within Electricity North West



The Stakeholder Engagement Challenge Group provides internal oversight and governance of our Stakeholder Engagement activity. This Group is supported by an internal working group

This section describes our enhanced stakeholder engagement panels and groups and describes the outputs that they have delivered, and the actions that have been undertaken as a result. This activity supports the delivery of our stakeholder engagement strategy.

We recognise that not all our stakeholders can join us at our events so, in 2018, we began to publish all of our presentations and outputs reports of all of our engagement events on a dedicated space on our website and increased use of webinars. This provides accessibility and transparency of our engagement activity.

We value the opportunity that independent oversight of and challenge to our stakeholder and customer engagement activity will bring and we have appointed an independent Customer Engagement Group to provide this oversight and challenge to our stakeholder engagement activity. More information about the Group, which was established in March 2019, can be found in Part Two, page 10.

**NEW The Chief Executive Officer Panel**

**What we heard** – Our Sustainability and Consumer Vulnerability Advisory Panels told us that they would value the opportunity to discuss issues more holistically, alongside other business considerations and drivers. Establishing the Panel also enhances the ability of our Chief Executive to explore issues he is addressing, as a result of stakeholder inputs, directly with key stakeholders allowing them to refine our strategic thinking and shape our actions more closely.

This is a group of experts representing a range of stakeholders, providing advice, guidance and oversight of our current business performance and emerging issues, and through this contribute towards delivering our Purpose.

The objectives of the Panel include reviewing business plan performance, identifying emerging priorities and

making recommendations to address these issues, reviewing the activities of subgroups (including Sustainability and Consumer Vulnerability Panels and any technical panels), prioritising actions and supporting the development of the justification for action and generating new ideas and initiatives that can contribute towards the panel's objectives. It meets bi-annually.

Thirteen stakeholders attended our first Panel meeting and this included senior representatives from the Energy Saving Trust, Lancaster University, National Energy Action, Manchester City Council, Transport for Greater Manchester, Metrolink, East Lancashire Chamber of Commerce, the CBI, Bruntwood, the Growth Company, UK Power Reserve, WSP and TNEI Group. We'll continue to develop participation in this Panel to ensure that it membership remains relevant and dynamic.



**NEW The creation of sub-regional stakeholder workshops**

**What we heard** – At our third Annual Strategic Stakeholder Advisory Panel in Manchester, our stakeholders told us that their preference is a series of sub-regional events. They were aware that there could be significant differences in priorities between our urban centres, like Greater Manchester and our rural communities in places like the Lake District and that representation at an event could be highly driven by its location and perceived relevance to a community.

As a result, we've held two additional Regional Stakeholder Workshops; one each in Cumbria and Lancashire.

Both events were delivered in partnership with local groups. This model had worked well for our 2017 'Powering the North West Conference' as a route to reach a wider, new range of stakeholders. Delegates at the Lancashire event indicated that 64% had not

previously been in contact with us. In total 112 delegates attended our Regional Stakeholder Workshops. These events will now be held annually.

These open-invitation events supplement our Advisory Panels and provided our executive and management teams with an opportunity to engage with a wide group of stakeholders on medium and longer-term challenges. Our Delivery Managers can also engage directly with the representatives of the communities they serve and hear and respond to their concerns.

As a result of these events, we've added two new commitments to our Business Plan Commitments, enhanced three others and reviewed and maintained two of the commitments. We've also identified stakeholder priorities for the 'shaping' stage of our RIIO-ED2 plan development.

**Key Outputs**

- Creation of 3 sub-regional stakeholder workshops
- Revised and updated our Business Plan Commitments (Part One, page 7). Our Business Plan Commitment Report can be found at [www.enwl.co.uk/commitments](http://www.enwl.co.uk/commitments)
- Identified stakeholder priorities to inform the 'shaping' phase of the preparation of our plans for RIIO-ED2 (Part Two, page 10)
- Responded to local issues raised regarding network performance directly with impacted customers

**NEW The creation of a new Distribution System Operator Engagement strategy**

**What we heard** – At our Distribution System Operator Stakeholder conference (December 2017), stakeholders told us that they wanted us to support them in realising the opportunities that new Distribution System Operator services could bring and the role they need us to play in the transition to a zero carbon economy.

This year we've developed a Distribution System Operator Engagement strategy. We said we would be neutral, but not silent and that we would deliver regional and national collaboration. Our engagement strategy is comprehensive and varied and the activities and outcomes are captured in Part Two, pages 4, 5 and 6.

**The Consumer Vulnerability Advisory Panel**

**What we heard** – Members of our Affordability Advisory Panel noted that there was an overlap between the items being considered by this Panel and by the Consumer Vulnerability Advisory Panel. They suggested that the Panels were merged to provide a clearer and consolidated focus around these issues. The decision was taken at our autumn Affordability Advisory Panel meeting and discussed at our Consumer Vulnerability Advisory Panel. From March 2019, the Consumer Vulnerability Advisory Panel now also includes the work of our Affordability Advisory Panel. All ongoing actions were adopted by the Consumer Vulnerability Advisory Panel.

The Panel is a group of consumer experts and they provide advice, guidance and oversight of our consumer vulnerability performance. Together, we develop our collective understanding of our role in supporting customers with vulnerability, prioritise actions and support the development of the justification for action to generate new ideas and initiatives that can contribute towards the Panel's objectives. The Panel meets at least bi-annually.

This Panel is now a subgroup of the Chief Executive Panel. It is independently chaired by Jenny Willis who has extensive background in research, participation and community and stakeholder engagement and Jenny is also a member of the Customer Engagement Group. Our Executive Leadership Team is represented on the Panel by our Director of Customer, Stephanie Trubshaw and she is supported by Joanne Crinson, who is directly responsible for our Customer Contact Centre and our Customer Welfare Team. 35 organisations actively participated in the Advisory Panel with 55 organisations receiving all related information following the Panel.

This year, the Panel have played a vital role in the development of our Consumer Vulnerability Strategy, allocated £190,000 of funding for initiatives to support fuel poor customers, provided oversight and challenge to the achievement of targets relating to our work in the area and helped us develop our Stakeholder Engagement Principles.

**Key Outputs**

- Updated Consumer Vulnerability Strategy (Part Three, page 2)
- Agreed £190,000 funding for initiatives to support fuel poor customers (Part Three, page 7)
- Monitoring and development of SMART measures for our Consumer Vulnerability work (Page Two, page 8)
- Receipt of the Centre of Sustainable Energy Social Vulnerability Mapping (Part Three, page 10)
- Agreement of new Stakeholder Engagement Principles (Part Two, page 1)
- Input to and agreement of organisations to be funded under the Consumer Vulnerability Fund (Part Three, page 7)
- Input to and agreement of organisations to no longer fund

“  
 What's clear is that there are opportunities for stronger partnerships across the supporting bodies that work with Electricity North West. On that note, we have been asked by Agility Eco and Cumbria Action for Sustainability to have a further conversation on the back of the panel meeting, so it would seem that people are keen to make things happen for the combined greater good.  
 ”

**Jamie Broune**  
 Business Development Manager (Energy Saving Trust)

**The Sustainability Advisory Panel**

**What we heard** – Our Sustainability Advisory Panel has asked the company to be ambitious and to show leadership as our customers and communities transition to low carbon. Together, we are developing our collective understanding of the company's role in the zero-carbon transition and as a result have created the our 'Leading the North West to Zero Carbon' plan, which outlines £63.5m of investment in zero carbon initiatives.

The Panel is responsible for prioritising actions and the development of the justification for action and generating new ideas and initiatives that can contribute towards the Panel's objectives. The Panel meets at least bi-annually.

This Panel is now a subgroup of the Chief Executive Panel. It is independently chaired by Todd Holden, Director of Low Carbon at the Greater Manchester Growth Company and Todd is also a member of Customer Engagement Group. Our Executive Leadership Team is represented on the Panel by our Director of Engineering and Technical, Steve Cox. He is supported by Mike Taylor, our senior manager with responsibility for partnership working with our local authorities and Helen Seagrave, our Community and Local Energy Manager. 21 organisations actively participated in the Advisory Panel with 41 organisations receiving all related information following the Panel.

“  
 I thought that your Sustainability Panel meeting was exceptional – focussed, practical and very positive indeed from a Electricity North West decarbonising point of view too. Well done team!  
 ”

**Phil Davies**  
 Cumbria Action for Sustainability

**Key Outputs**

- Agreed plan for delivering action resulting from December 2017 DSO conference (Part Two, page 5)
- Informed the development of the 'Leading the North West to Zero Carbon' (Part Two, page 5)
- Agreed £71,000 funding for initiatives to support community and local energy groups (Part Two, page 5 and 6)
- Monitoring and development of SMART measures for our sustainability work, including carbon reduction targets, carbon reduction from customers and colleagues and managing and reducing our environmental impacts
- Agreement of new Stakeholder Engagement Principles (Part Two, page 1)

**Changes to our internal governance structures - the Stakeholder Engagement Challenge Group**

We were disappointed by our performance under the Stakeholder Engagement and Consumer Vulnerability Incentive in 2018 and have established a new internal Stakeholder Engagement Challenge Group to provide senior leadership ownership and involvement in the delivery of our stakeholder engagement and consumer vulnerability activity and to ensure a culture of continuous improvement.

This builds on the work done by our Internal Stakeholder Engagement Steering Group and it is co-chaired by two Executive Team members. The Group includes senior

leaders from every discipline within our business and meets quarterly, reporting bi-annually to our Executive Leadership Team and Board.

The Group has developed, agreed and monitored the delivery of the Stakeholder Engagement Improvement Plan, has commissioned and acted on the findings of three independent assessments of our work and implemented our Decision Making Framework to ensure that stakeholder needs and benefits are captured in our internal processes.

**Key Outputs**

- Development and delivery of the Stakeholder Engagement Improvement Plan. Actions from the Plan are described in Part One
- Commissioning of KMPG, Money Advice Trust and Centre for Sustainable Energy assessments
- Commissioning of social value research
- Implementation of Decision Making Framework and Benefits Identification and Measurement (BIM) models across business

**new Implementing a leading approach to decision making and monitoring outputs**

We committed to establishing a framework that provided a consistent business-wide approach for assessing the value of the outputs and outcomes resulting from our engagement activity.

We've now developed and implemented a framework for decision-making that identifies those initiatives which should be taken forward, how benefits should

be identified, monitored and measured and how learning should be fed-back into the business and shared with stakeholders. They are called the Decision-Making Framework and Benefits Identification Models. These are described in detail in Part One, page 4

**new Changes to our internal governance structures - the Stakeholder Engagement Working Group**

To support our Stakeholder Engagement Challenge Group and coordinate, optimise and deliver a consistent approach to stakeholder engagement, we introduced an internal Stakeholder Engagement Working Group.

The Group includes the colleagues from across the business who have responsibility for delivering engagement activities on behalf of our business. Whilst our engagement activity is not limited to this group of people, they do hold key facilitation and enabling roles. This group meets quarterly.

**Key Outputs**

- Comprehensive review of our stakeholder mapping and stakeholder database (Part One, page 2)
- Review and improvement of stakeholder tracker approach and review of interactions
- Coordination of engagement activities



**Investing**  
**£63.5 million**

in Leading the North West to Zero Carbon

**Seeking flexible services in 6 areas**

**£71,000**

Investment in 'Powering our Communities' fund

Sharing our **Distribution Future Electricity Scenarios**

**What we heard** – Our stakeholder engagement tells us that our customers' needs and expectations continue to change rapidly as their use of technology and desire to transition to low carbon solutions and technologies increase. Our work with stakeholders to refresh our materiality matrix (Part One, page 4) clearly demonstrates the changes in stakeholder attitudes to this issue and the priority they now place on the transition to low carbon.

Our activity to support our transition to a zero carbon future is informed by our 'Powering the North West' DSO conference in 2017, our engagement to develop our Community and Local Energy Strategy, our ongoing work with our Chief Executive and Sustainability Advisory Panel, our Incentive

on Connections engagement activity and other engagement activity.

Our stakeholders told us at our DSO conference that they need us to play a leading role in this transition to a zero-carbon economy delivering solutions that enable national, regional and local decarbonisation ambitions to be met. This is part of our transition to providing DSO services.

To be effective, we're working closely with our stakeholders and customers to understand and adapt to their needs. Our stakeholder engagement activity around the decarbonisation agenda is comprehensive and wide-reaching and builds on the strong foundations put in place in 2017/18.

**NEW** A flexible approach to delivering needed capacity

**What we heard** – At our 'Powering the North West' conference stakeholders told us that they valued the opportunity to work with us to develop and deliver flexible services. The provision of such services allows network operators, working with partners, to deliver capacity through trading arrangements rather than through traditional asset investment routes.

To enable the active participation of stakeholders in the development of our approach, we consulted in April 2018 on opportunities for flexibility services which focussed on areas of network constraint and where we are considering load related investment. Ten stakeholders engaged with us on our approach and told us that we should adopt a wider engagement approach, including direct contacts, social media and webinars. As a result of our learning through this consultation, we changed our process and engaged again with potential partners in the autumn.

We also offer flexible new connections which enable customers to connect to our network more quickly and cheaply. This approach was previously called Capacity to Customers (C2C). We have provided 260 flexible connections to customers from April 2018 to March 2019.

Our independent Customer Engagement Group has also agreed to independently review our load-related investment decisions to provide assurance to customers that we have fully considered flexible options.

**Social value research**

Accelerate the roll-out of more flexible services to customers to alter their energy use or generation in real time to benefit from cheaper tariffs

GB WTP  
**£1.30**

ENWL WTP  
**£1.19**

Annual spend level  
**£0.02**

**Customer insight**

- Rolling out flexibility services was generally most supported
- Flexibility services was not something most customers had heard of however customers were interested in the opportunity. There was however concern about vulnerable customers being excluded from this opportunity

"Accelerate the role of more flexible services to customers, enabling customers to alter their energy use or generation in real time, generating electricity."

**Decision Making Framework stage**

**Delivery**

We are delivering the service to customers and continuing to develop our offering to respond to ongoing stakeholder input

**Outputs (Intermediate impact)**

- Expression of interest for flexible services issued in 6 areas and 26 customers registered an interest
- 10 stakeholders responded to our consultations
- 1 webinar held
- 3 events held (including Connections workshops)
- 260 flexible connections provided

**Outcomes (Stakeholder benefits)**

- Lower cost and lower carbon new connections
- Lower reinforcement costs
- Partnership opportunities for flexibility service providers

**NEW** Delivering carbon and cost benefits through network utilisation

**What we heard** – Citizen's Advice Manchester have been in dialogue with us about innovative ways to support the deprived communities they serve in the city. We've responded to this by developing one of our innovation projects and worked with them to help identify those communities which would most benefit from the application of 'Smart Street' techniques. We are seeking around £15 million funding to further develop a wider scale roll out of the project.

By combining innovative technology with existing assets, our 'Smart Street' project has proven that the technique enables networks and customers' appliances to perform more efficiently and makes it easier and quicker to adopt low carbon technologies onto the electricity network. It demonstrates a step change in the co-ordination and operation of electricity networks in Great Britain and is the first demonstration of a fully centralised low voltage network management and automation system.

The Smart Street project has proved that controlling voltage on our low voltage network brings a number of benefits to customers. It can reduce energy consumption, which in turn can lower electricity bills by up to £70 a year, reduce carbon emissions, network losses and will provide more flexible solutions to help us connect low carbon technologies to the network – all without impacting power quality. Smart Street originally benefited from Network Innovation Competition (NIC) funding.

**Decision Making Framework stage**

**Options**

We're working with partners to understand how Smart Street could most effectively be utilised

**Outputs (Intermediate impact)**

- Partnership with Citizens Advice
- 2 webinars held
- 8 events held
- 5 advertorials

**Outcomes (Stakeholder benefits)**

- Reduce domestic average energy bills by up to £70 per annum
- Reduced carbon emissions associated with energy use and avoided reinforcement.
- Provides extra network capacity, allowing the quicker connection of low carbon technologies

**<>** Sectoral collaboration on Open Networks

We continue to participate in this sector-wide initiative which is laying the foundations for the smart grid in Great Britain. A smart grid – a new multi-directional electricity supply system underpinned by new digital

communications – is vital for decarbonising and reducing the costs of our energy system. Open Networks brings together representatives from every DNO, the transmission companies, Ofgem, BEIS and other industry

experts. We lead one workstream, participate on five, have one colleague permanently seconded to the project and lead the overarching steering group.

**Decision Making Framework stage**

**Options**

Open Networks is currently consulting on future worlds scenarios

**Outputs (Intermediate impact)**

- 2 members of the overarching steering group
- 1 workstream lead
- 5 participants in workstreams
- 1 permanently seconded colleague

**Outcomes (Stakeholder benefits)**

- Delivery of smart grid options to underpin creation of market for DSO services

## Developing and sharing future electricity scenarios

**What we heard** – At our ‘Powering the North West’ conference, stakeholders including local authorities, property developers, large industrial customers, new entrants and community and local energy groups told us of the importance of developing a shared understanding of future regional electricity demand. The transformation that is occurring in the sector is exciting and it comes with a level of uncertainty about the future of energy needs across our region.

Working in consultation with our three lead local authorities and utilising data from across the energy sector, we developed our Distribution Future Electricity Scenarios and Regional Impacts (DFES) document which was published in November 2018. It is our responsibility to plan for the future and the DFES gives our view of the North West’s electricity requirements up to 2050.

It contains a range of possible views of the future which indicates how different influences can change electrical demand and generation. The near term requirements identified through the DFES formed the scope of our initial calls for flexible services discussed above.

Our engagement on these matters has informed Greater Manchester Combined Authority’s development of their Whole System Smart Energy Plan; a plan which underpins the formal commitment made by Mayor Andy Burnham at the second Green Summit in March 2019.

We’re continuing to develop our understanding about the future scenarios and held a webinar with 25 stakeholders in March 2019. We are also sharing the DFES with other network companies including National Grid Electricity Transmission, so there is more joined-up network planning and effective meeting of customers’ needs.

### Social value research

Develop future energy scenarios and forecasting to aid long-term planning in face of uncertainty

GB WTP  
£0.75

ENWL WTP  
£0.69

Annual spend level  
£0.08

#### Customer insight

- Scenario planning was considered part of the company’s core role – this initiative is seen as important. Customers discussed the role of customers being willing to pay for this when it is a key initiative for managing risk

“I think we need, first of all, forecasting. We need to think long term planning, we need to be sure it’s going to work.”

### Outcomes (Stakeholder benefits)

- Shared regional understanding of future electricity scenarios to facilitate development and planning

### Decision Making Framework stage

#### Review

We are now reviewing this work in partnership with stakeholders

### Outputs (Intermediate impact)

- 1 consultation issued
- 29 Local Authorities contacted and contributed to consultation process

## Developing new markets

**What we heard** – Through our connections workshops, customers connected to our grid have challenged us to develop opportunities so that they can trade curtailment and capacity with one another. We’ve been working with stakeholders including BEIS, Ofgem, National Grid System Operator, Open Energie, Electron and Baringa to understand how we can respond to this need and create a true local flexibility market.

Together we recognised that the transition to low carbon energy can provide opportunities for our customers and new ways of managing capacity on the network and we can help unlock some of those opportunities by enabling customers with both firm and flexible connections to trade with one another. We’ve been exploring the required technology, customer interest and market structures that will underpin this bilateral trading. The ambition is that

customers themselves exchange market access when it is beneficial to them to do so. In 2018/19, we’ve held meetings and workshops with a range of organisations who share our interest and ambition and who have the capabilities to further develop this opportunity. This work aligns with the Ofgem Access and Forward-Looking Charges Review. We are also leading elements of this review.

### Outcomes (Stakeholder benefits)

- Ability for customers to monetise pre-purchased rights
- Additional customer revenue streams
- Faster, cheaper, new connections
- Increased network access and utilisation
- Deferred upgrades to network resulting in lower operational network costs

### Decision Making Framework stage

#### Options

Working with partners and stakeholders, we are currently developing options for progressing this work

### Outputs (Intermediate impact)

- 1 sector-wide workshop
- Ofgem bilateral meetings
- BEIS bilateral meetings
- Ongoing engagement with wide range of industry stakeholders

## Introducing our new carbon plan - Leading the North West to Zero Carbon

Working in partnership with our Sustainability Panel, we have developed an ambitious new plan called ‘Leading the North West to Zero Carbon’, which includes activities to address operational, network, customer and colleague carbon emissions. This approach also has the strong support of our Strategic Stakeholder Advisory Panel who supported the inclusion of low carbon enablers in our Business Plan Commitments (Part One, page 7). The Sustainability Advisory Panel challenged our established thinking on these issues and encouraged us to respond to a much wider range of issues than we previously considered. These include actions, detailed

below, to deliver an improvement in our own operational carbon performance, to support our customers, our communities and colleagues.

We propose to invest £63.5 million over the remainder of R10-ED1 to deliver the plan. In the first instance, we have aligned our target with the Greater Manchester Combined Authority ambition to achieve carbon neutrality by 2038 and this demonstrates how we intend to play our part in delivering this goal. This does not however limit our ambition and we’re working closely with our other regional local authorities to understand and support their developing ambitions.

### Social value research

Develop initiatives that reduce the environmental impact of our activities.

GB WTP  
£1.60

ENWL WTP  
£1.42

Annual spend level  
£1.16

#### Customer insight

- Reducing the company’s environmental impact is a well-supported initiative. It is considered very important to large companies but particularly those in the energy sector. Customer prioritisation generally came down to whether they viewed this as BAU activity or not

“I was surprised how much they’re doing to reduce the carbon footprint. I didn’t think they’d be that involved in it really; I knew that they would but it seems like they’re striving.”

### Outcomes (Stakeholder benefits)

- Lower network carbon emissions
- Lower operational carbon emissions
- Direct support to colleagues to reduce their carbon emissions
- Direct support to community groups to raise awareness and reduce their carbon emissions
- Exemplar sites to demonstrate how other businesses can adopt low carbon technologies and approaches

### Decision Making Framework stage

#### Delivery

A cross company team is now developing and delivering the separate activities that contribute to this plan

### Outputs (Intermediate impact)

- A plan with a carbon budget to achieve zero carbon for our own emissions by 2038
- A new 10% year-on-year annual emissions reduction target
- Additional funding to deliver our plan Leading the North West to zero carbon
- Exemplar sites to demonstrate how business can adopt low carbon technologies and approaches

	Driving down our carbon emissions		Helping our customers and colleagues drive down carbon emissions			
Activity	Losses	Operational	Colleagues	Leadership in our communities	End user energy efficiency	Enabling Low Carbon Technologies enablement
Headline activities	Updated losses reduction strategy	Zero carbon depots and zero carbon substations	Carbon literacy. Support to take action	Support for communities and colleagues	Smart Street investment	Investment into grid capacity

new



## 'Community connects' to empower local and community energy groups

**What we heard** – Last year, we worked closely with stakeholders to develop our Community and Local Energy strategy. They told us that we need to be more responsive to customer needs and that they'd value practical help and advice on issues like applying for a grid connection and navigating the regulatory environment.

To address this, we've hosted a series of Community Connects events across our region. These have been well received by stakeholders and we plan to host a second series of these events in 2019.

Our Community Connects series of workshops have been delivered by a partnership of organisations including Quantum Strategy and Technology, and Cumbria Action for Sustainability and Community Energy England as well as representatives from across our business. Each partner brings unique expertise from working with the sector.

Our Community and Local Energy Strategy was launched at the annual Community Energy England conference in June 2018. This set out our vision for supporting the growth of community energy.

Community energy means community-led projects or initiatives to reduce, manage, generate or purchase energy and the projects focus on engagement and delivering benefits for local areas and communities.

“  
Electricity North West has been integral in bringing together groups from across the North West to explore opportunities for increasing the community value of the energy transition and sharing learning arising from community-led energy projects.  
”

Emma Bridge  
CEO, Community Energy England

## Decision Making Framework stage

## Review

We are currently reviewing our Community and Local Energy engagement programme and using learnings and feedback from events to inform next steps

## Outputs (Intermediate impact)



- 4 Community Connects events held
- 47 stakeholders attended
- >80% delegate satisfaction with our events
- 4 newsletters issued
- 2 guides for community energy issued

## Outcomes (Stakeholder benefits)



- Stakeholders better enabled to develop Community and Local Energy projects and initiatives
- Company has better understanding of stakeholder issues and building relationships
- Early identification of projects requiring support

new



## 'Powering our Communities Fund' - connecting with hard to reach customers

**What we heard** – As part of the consultation on the development of our Community and Local Energy Strategy, our stakeholders wanted us to develop new mechanisms to engage with community and local energy groups.

To achieve this, we've developed a grant fund to support local projects and, in particular, projects that demonstrate how they can help engage hard-to-reach communities in energy issues, support vulnerable customers and/or reduce fuel poverty.

Applications made to the scheme were judged against criteria which focussed on delivering inclusive schemes which delivered low carbon solutions for identified communities. The successful projects also looked at delivering new ways of working, fit for a smart, flexible low carbon grid. The following projects have been funded (or part-funded) under this initiative.

Project name and description	Investment	Scheme outputs and outcomes benefits
Energy Local Alston Moor, Alston Moor Community Energy, Cumbria - investigating how to bring a hydro scheme into community ownership	£15,000	<ul style="list-style-type: none"> <li>• Demonstrate how Energy Local can help a community in Cumbria purchase and benefit from an existing hydro scheme</li> <li>• Increase regional knowledge of how Energy Local can be made to work and identify other locations suitable for trial projects</li> </ul>
Eco Warriors, Burnley Boys and Girls Club, Lancashire - Young people-led project to learn how to reduce their own carbon footprint and become community Eco Warriors	£15,000	<ul style="list-style-type: none"> <li>• Increase understanding of the importance of our carbon footprint and emissions and educate young people to communicate and share that knowledge with family, friends and the wider community</li> </ul>
Energy Justice Salford -New user-led approach to deliver energy efficiency measures to households, particularly those in fuel poverty	£14,720	<ul style="list-style-type: none"> <li>• Support deeper levels of participation by communities and local suppliers in Local Authority energy efficiency schemes targeted at vulnerable customers</li> <li>• Test this approach with match funded energy efficiency improvements in the homes of vulnerable customers</li> </ul>
Fuel Katao, Paisay Bachao (Save fuel, save money), Kashmir Youth Project, Lancashire - Bi-lingual energy efficiency advice and tools for the Kashmir community in Rochdale	£8,280	<p><b>Support 1800 vulnerable customers in 600 households by:</b></p> <ul style="list-style-type: none"> <li>• Delivering Energy Efficiency Awareness Events to over 200 households</li> <li>• Deliver Energy Efficiency Behaviour Change Training programme to 40 households to reduce their energy use</li> <li>• Assist 108 households with income maximisation and energy bill management</li> <li>• Assist 90 households to switch energy supplier or negotiate reduced tariff</li> </ul>
Burnside Community Energy, Cumbria - Business case development for community owned energy assets to supply a new housing development for the benefit of the whole village	£15,000	<ul style="list-style-type: none"> <li>• Deliver evidence to support a new community energy scheme on a new housing development</li> <li>• Develop and deliver a mechanism to extend the scheme to other residents</li> </ul>
Solar generation, Oldham Community Power, Greater Manchester - Electronic displays for four schools with community owned solar panels to show the children how they work and engage them on energy issues	£3,000	<ul style="list-style-type: none"> <li>• Increase understanding of the solar installations to school activity and awareness of the changed behaviours required to use power when it is being generated</li> <li>• Illustrate the role that technology plays in successful transitions to low carbon</li> </ul>

## Social value research

Engage with a range of community energy schemes looking to connect localised, small-scale renewable energy onto the electricity network.

GB  
WTP  
£1.29

ENWL  
WTP  
£1.02

Annual  
spend level  
£0.07

## Customer insight

- Customers gave this a high ranking. The community focus was the most appealing aspect – seen as helping give power and agency to local communities, while building community relations
- Customers wanted to be assured that deprived communities would also benefit

“It gets people talking, engaging the whole community, being a community pioneer and thinking of those connections make a big change within a community.”

## Decision Making Framework stage

## Delivery

We are working with funded projects to deliver the benefits identified

## Outputs (Intermediate impact)



- 3 press releases issued
- 18 applicants
- Demonstrably taking on board and responding to stakeholder feedback

## Outcomes (Stakeholder benefits)



- Hard-to-reach communities identified and supported through community and local energy initiatives
- Support to develop viable business models

**Investing**  
**£25 million**  
in GMCA's low carbon  
development

Leading creation of GMCA  
**Whole System  
Energy Plan**

Partnering with  
**Local Enterprise  
Partnerships**

We've collaborated with our local authorities and our Local Enterprise Partnerships to better understand and to develop and deliver solutions for the communities we jointly serve. Half of our customers live in the area served by the Greater Manchester Combined Authority (GMCA) and two thirds of the energy we supply is consumed there. As a combined authority with an elected Mayor, it has powers over public transport, skills, housing, regeneration, waste management, carbon neutrality and planning permission. We are working with GMCA to help them deliver their ambition of carbon neutrality by 2038. Our work in Lancashire and Cumbria has been channelled through the Local Enterprise Partnerships and is focussed on supporting the development of their Energy Strategies.

**new** **Project development through secondments**

**What we heard** – We had many individual points of contact between our company and GMCA and wanted to improve coordination of our increasing activity. We achieved this by seconding an experienced Electricity North West colleague to GMCA to help co-ordinate our relationship and to work on specific projects. This partnership commenced in June 2018 and together we've successfully bid for £112,000 of funding to deliver a local energy market.

The project is a feasibility study for a local energy market in the Greater Manchester area funded from the Government Industrial Strategy Challenge Fund. The successful award was for a total of £112,000 towards a total project cost of £189,133. Our contribution to this project is worth £48,000.

The project commenced in January 2019 working with GMCA and our three other partners, Bruntwood, Hitachi Europe and Upside. It will look at how a local energy market would work within a geographical area and the

hierarchy needed to facilitate trading with the DSO and National Grid.

If the project is successful a further bid will be made to the next series of funding which would provide up to £2 million to develop a demonstrator project, which may in turn lead to full deployment of an agreed solution.

Given the success of this approach, the secondment has been extended to a full 12-month period and we are reviewing potential successor arrangements.

**Decision Making Framework stage**

**Delivery** We've currently seconded an individual to work part time with GMCA to deliver the successful project and develop new bids

**Outputs (Intermediate impact)**

- 1 person part-time secondment
- 2 bids to Strategy Challenge Fund
- Funding achieved for 1 project

**Outcomes (Stakeholder benefits)**

- Effective coordination between organisations to achieve stakeholder goals
- Development of Local Energy Market strategy

**new** **Development of the GMCA Whole System Energy Plan**

**What we heard** – GMCA wanted support to develop their Whole System Energy Plan and we've led the work in creating this ambitious plan. We also accelerated the development of our Distribution Future Electricity and Regional Insights (DFES) document to support the creation of the plan.

Our Chief Executive, Peter Emery is a member of the GMCA Low Carbon Hub Board. The Hub drives the low carbon transition agenda for GMCA and plays a major part in delivering their environmental programme. As part of this work, Peter is also involved in the GMCA Infrastructure Board.

Since last year's Green Summit (referenced in our 2018 Stakeholder Engagement and Consumer Vulnerability Submission), we have been leading work through the Hub to develop a Whole System Smart Energy Plan; a plan which underpins their ambition to become a carbon neutral region by 2038.

One of the key inputs to the Smart Energy Plan was our (DFES) document (Part Two, page 5). Indeed we changed our internal procedures and accelerated the production of this document to support the development of the Plan. We'll continue to work closely with GMCA to develop our thinking together on these issues.

**“**

I welcome the opportunities that this report brings to stimulate carbon reduction and help meet our ambition of carbon neutrality by 2038; how we manage our future energy supply to match our future demand has a key role to play in this.

*“Greater demand for electricity, as a result of more electric vehicles and heating, will create challenges for our future energy system. We need to take a view across the whole system, which is already undergoing radical change towards greater decarbonisation, decentralisation and digitalisation; this report helps us to do this.*

**Andy Burnham**  
Greater Manchester Mayor

**”**

**new** **Investing for low carbon growth and supporting economic development**

**What we heard** – Working with GMCA, Manchester City Council, independent investors and developers, we've identified two key areas where new network investment will support economic growth and low carbon development.

The areas are South Manchester Enterprise Zone and

the East Manchester Gateway including the regeneration and development areas of the Northern Gateway and the Ethiad Campus.

We're providing additional investment in these areas in order to facilitate the transition to zero carbon and support the growth of these areas.

In line with our Flexibility Strategy, we are assessing the opportunity to meet these new capacity needs by utilising flexibility services. This is our preferred approach, but we have also secured funding for traditional infrastructure investment should this be unsuccessful.

**Decision Making Framework stage**

**Delivery** Having investigated opportunities through flexible services, work has now started on site to deliver this investment

**Outputs (Intermediate impact)**

- £12 million invested to deliver 75MVA (Mega Volt Amp)

**Outcomes (Stakeholder benefits)**

- Deliver economic growth and low carbon investment for Manchester

**new** **Collaborating with Lancashire and Cumbria Local Enterprise Partnerships on the development of their Energy Strategies**

**What we heard** – Lancashire and Cumbria Local Enterprise Partnerships (LEPs) sought our support in the development of their Energy Strategies. The Department of Business, Environment and Industrial Strategy (BEIS) funded Local Enterprise Partnerships to develop comprehensive energy strategies in partnership with key regional stakeholders.

Both LEPs have now published their strategies and this is informing policy making and business decision-making in Lancashire and Cumbria.

We're reviewing the detail of these strategies and ensuring that we reflect the needs of these communities in our investment planning approach. We've discussed opportunities for collaborative working with the Lancashire County Council Environmental Scrutiny Committee in March 2019 and will continue to develop this partnership during 2019.

**Social value research**

Engage stakeholders such as local authorities and developers with their future planning by helping them understand our short and long-term investment plans.

<b>GB WTP</b> £0.30	<b>ENWL WTP</b> £0.27	<b>Annual spend level</b> £0.06
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**Customer insight**

- Customers saw this as a lower priority. They felt that the onus should be as much on the local authorities and the developers to understand the company's plans
- Customers considered the impact of short-term political cycles on the ability of the company to work with local authorities

**“It'll probably run it for a year or two and then decide something else is far important.”**

**Decision Making Framework stage**

**Review** The Energy Reviews are now complete and we working with the Local Enterprise Partnerships to agree next steps

**Outputs (Intermediate impact)**

- 3 workshops attended
- 1 consultation response completed

**Outcomes (Stakeholder benefits)**

- Effective coordination between organisations to achieve stakeholder and business goals



Investing  
£14.7 million  
in CLASS

Making our region's  
multi-occupancy  
buildings safer

Aided partners  
to secure  
£5.9 million  
grant funding

Many of the projects and initiatives we are delivering this year are developments of existing workstreams within the business. This section provides progress updates of items included in the previous 2017/18 Stakeholder Engagement and Consumer Vulnerability Submission Part Two report.

Implementing Customer Load Active System Services (CLASS)

**What we heard** – Ofgem and BEIS have challenged companies to solve peak demand problems on their own network and National Grid have also engaged on this need for their network. Customer Load Action System Services (CLASS) has been developed to respond to these issues and following extensive customer research and engagement with Ofgem, BEIS and other sectoral stakeholders, we have installed cutting-edge equipment in 260

electricity substations throughout the region to control demand at peak times. The project, known as CLASS, could save customers in the North West around £100 million over the next 25 years – and £300 million across Great Britain. Research carried out during a 12-month trial showed that customers didn't notice any change in their electricity supply when the voltage was reduced. Our solution is now being regularly used by in National Grid in a

number of balancing services markets – the so-called 'Fast Reserve' market. Saving up to 50 megawatts of power for 30 minutes at a time – the equivalent to powering 25,000 houses. We're proud to have developed this idea, with customers and stakeholders in the North West, and are now sharing this solution with other British DNOs and internationally.

**Decision Making Framework stage**

**Delivery**

CLASS is now a service that can be tendered to National Grid. We also continue to share the learnings from this project with relevant stakeholders

**Outputs (Intermediate impact)**

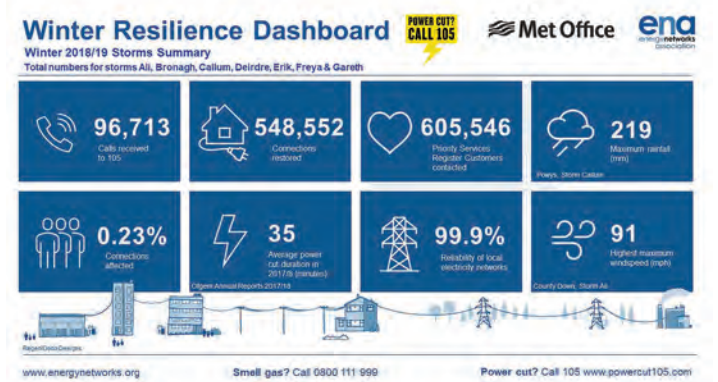
- £14.7 million invested

**Outcomes (Stakeholder benefits)**

- Save customers in the North West around £100 million over the next 25 years
- £300 million across Great Britain

Providing visibility of the impact of extreme weather events

**What we heard** – Local Members of Parliament, councillors, local resilience forum stakeholders, our customers and national stakeholders, including BEIS and Ofgem told us that it would be helpful to receive immediate updates on the impact and response to major incidents. To address this need, we introduced immediate and comprehensive incident reports following major weather incidents that had impacted on customers' supply of energy; accompanied by infographics. This approach has now been adopted by the Energy Network Association (ENA), which has further increased stakeholder awareness and understanding of major incidents. The development of the incident reporting builds on our existing proactive approach of working closely with key regional stakeholders, including through Local Resilience Forums, and providing essential regular updates during the 'prepare', 'act' and 'recover' stages of an incident. These incident reports include information around how we have supported our customers in their hour of need, network resilience and restoration, wider stakeholder engagement and useful infographics, which are also issued throughout an incident to accompany regular press, social media and stakeholder updates. This approach has been adopted by the ENA as part of our 'always there for you' stakeholder engagement activity. The ENA now issues a consolidated infographic capturing data from all DNOs immediately after a storm event or other major incident. The report is shared with all stakeholders identified through the ENA's stakeholder mapping exercise and pushed out through press and social media channels.



**Decision Making Framework stage**

**Delivery**

All network companies now collate information during storm incidents to produce a collated national picture of customer impact to inform stakeholders.

**Outputs (Intermediate impact)**

- 3 incident reports issued by Electricity North West
- 7 sector incident infographics issued by ENA

**Outcomes (Stakeholder benefits)**

- Increased customer and stakeholder awareness and understanding of impact of storms and company response

Protecting customers in multi-occupancy buildings

**What we heard** – Following the Grenfell Tower disaster, we were invited to participate in a Taskforce by GMCA to identify potential approaches that could both manage risks in multi-occupancy buildings and also provide peace of mind to their residents. The Taskforce includes local authorities, local fire and rescue services, housing associations, private landlords and charities representing the needs of consumers with vulnerabilities. We identified 120 potentially high-risk buildings where it would be appropriate to utilise a technology called a 'weezap' to monitor the buildings' electrical networks. Weezaps provide remote monitoring of communal

electrical cables and early warning of a current before this would impact the building's main fuse. It also allows remote disconnection of the building's supply if required for safety reasons. This was an innovative and new approach to the deployment of this technology. As a result of the installation of the technology, a potential major fault was averted in one of the Seven Sisters Housing blocks in Rochdale. Whilst we've been carrying out this activity, alongside our other investment to replace and improve rising and lateral mains, we've engaged with residents in

these blocks. Our Welfare Team joined the Operational Teams during refurbishment of the four blocks in Collyhurst, Manchester to identify and support vulnerable hard-to-reach consumers. Through this face-to-face engagement, we've signed up 60 new customers to our Priority Services Register (PSR) (approximately 25% of the properties). Our approach has been shared with Ofgem, BEIS, the Health and Safety Executive, local authorities serving the North West and with private landlords.

**Decision Making Framework stage**

**Delivery**

We are continuing our installation programme

**Outputs (Intermediate impact)**

- £2.4 million invested
- 51 buildings protected
- 5,567 customers' properties in those buildings
- 60 new PSR customers identified

**Outcomes (Stakeholder benefits)**

- Increased risk monitoring of higher risk multi-occupancy buildings
- Early intervention where potential faults are identified

Transforming our communities – our Responsibility Framework

Following stakeholder and colleague consultation, we introduced a new Purpose and supporting Principles in 2017. During 2018, we used our Purpose, that 'Together we have the energy to transform our communities' to structure and inform our new Responsibility Framework. The 'Transforming our communities' framework articulates our ambition to be a responsible business and captures our Environmental, Social and Governance approach. It provided an opportunity to focus and direct some existing activity and to initiate new activity to enhance business and community benefits. Its development was, in part, informed by performance feedback from the Global Real Estate Sustainability Benchmark and the Business in the Community Corporate Responsibility Framework – benchmarks previously referenced in our Stakeholder Engagement and Consumer Vulnerability submissions. It is also informed by leaders across the business and with existing and new partners and stakeholders.

The activity is wide in scope and what unites them is a determination to ensure that we build wider social, environmental and economic considerations into everything we do so that we maximise our contribution to the customers and communities we're proud to serve. The Framework is aligned with our Purpose (see diagram). This alignment creates a framework which focuses on our people and partners, our environment and our communities. The activity is broad in scope and each initiative has been developed using our Decision Making Framework Model. We have identified measurable benefits using the Benefits Identification and Measurement (BIM) model and will report on progress towards delivering these outcomes. This model is described in more detail in Part One, page 4. You can see the whole Framework on our website at [www.enwl.co.uk/transformingourcommunities](http://www.enwl.co.uk/transformingourcommunities)



Leveraging undergrounding investment to deliver additional environmental benefits

**What we heard** – Two of our regional partners wanted to leverage our undergrounding for visual amenity investment as examples of matched funding in applications to the Heritage Lottery Fund for landscape improvement programmes and, working together, we have successfully helped them to secure £5.9 million to deliver enhancement programmes. Since the inception of our Undergrounding for Visual Amenity programme in 2005 we've worked closely with regional partners and representatives to identify priority areas for undergrounding our overhead power lines to help make a positive impact and enhance our landscapes.

In our RIIO-ED1 business plan we committed to invest £9 million (2012/13 prices) in undergrounding up to 80km of existing overhead lines by 2023, with the programme driven by stakeholder-identified priorities. In the first four years we removed a total of 27.21km of overhead lines and expect this to be 30km by March 2019. This year, two of our partners leveraged this investment to deliver wider benefits. The Westmorland Dales Landscape Partnership Scheme has been awarded a National Lottery grant of £2 million. As a result, 21 additional projects will be delivered by a partnership of organisations over a four-year period. As part of this, we

will be undergrounding overhead lines near an historic stone circle and combining the work of archaeological surveys and new interpretative visitor information. The Fellfoot Forward scheme is a £3.9 million programme of enhancements in the North Pennines Area of Outstanding Natural Beauty (AONB). Our undergrounding here is adjacent to a RSPB reserve and connects with previous undergrounding projects to create an enhanced wildlife habitat.

**Decision Making Framework stage**

**Delivery** We'll continue to deliver our undergrounding scheme and to work with stakeholders to further leverage our investment

**Outputs (Intermediate impact)**

- £9 million invested
- 27.21km overhead lines removed since start of RIIO-ED1
- 7 partners involved
- £5.9 million grant funding leveraged by partner organisations

**Outcomes (Stakeholder benefits)**

- Improve visual amenity in National Parks and areas of Areas of Outstanding Natural Beauty
- Leverage additional investment for partner organisations

Improving digital communications

**What we heard** – We launched The Customer Voice Feedback Panel in January 2019. This online Panel provides us with a channel to ask customers what they think about our website and how they would like to see us improve it. More than 4% of customer contacts are now via the website. Customers want us to improve the accessibility and ease of use of our digital services so that they can

access the information and services they need at all times. In response to feedback, this year we updated our Power Cut map. Our primary source for digital content is our website [www.enwl.co.uk](http://www.enwl.co.uk). In October 2017, we launched a new website to better meet the needs of all our customers and we were pleased to see a 25% increase in website hits and 15% increase in new users in the period from April 2018

to March 2019. In order to ensure that the website continues to meet our customers' needs, we launched the online Customer Voice Feedback Panel. We plan to use the Panel to seek customer feedback on a wider range of current business issues and to support the development of our plan for RIIO-ED2.

**Decision Making Framework stage**

**Delivery** We utilise the Customer Voice Feedback Panel to gather customer feedback regularly

**Outputs (Intermediate impact)**

- 219 customers have signed up to the Customer Voice Panel

**Outcomes (Stakeholder benefits)**

- Permanent online channel established for customers to participate in surveys to improve the services we offer

Leading the creation of **Customer Engagement Groups**

Identifying our **stakeholder priorities**

Completing **first phase** of RIIO-ED2 engagement

**What we heard** – Ofgem has stressed the importance of companies hearing the customer voice as we develop our RIIO-ED2 plans and that there is independent scrutiny of how we engage with customers and stakeholders. We value the opportunity that independent oversight of and challenge to our stakeholder and customer engagement activity will bring. We've also completed the 'shaping' stage of our RIIO-ED2 stakeholder engagement programme.

**new**  **Challenging Electricity North West - the creation of our Customer Engagement Group**



We are pleased to be one of the first DNOs to create an independent Customer Engagement Group. Our independent Chair, Jeff Halliwell, was appointed in December 2018 and appointed his Group members in March 2019. This is part of our process of planning for the future by shaping our ED2 approach.

Jeff is an experienced consumer champion and currently holds a number of non-executive positions including chair of Heathrow Airport's Consumer Challenge Board, chair of Anglian Water's Customer Engagement Forum, and chair of Transport Focus, the statutory independent consumer watchdog for Britain's rail, bus, coach and tram passengers, and users of the major road network.

The role of the Customer Engagement Group will challenge the company to ensure that we are prioritising our customers' needs in our future plans and delivering what we set out in our current business plan. It will also provide independent oversight of our investment decisions to ensure that the potential to use flexible services has been fully explored as we deliver our load-related investment programme.

The appointment process was undertaken through an independent search agency and Jeff has had no previous involvement in the company's engagement process. Jeff, as independent Chair, has utilised the services of the same search company to appoint his Group members, shown below.

The independent chairs of our Sustainability and Consumer Vulnerability Advisory Panel also sit on our Chief Executive Panel which provides a vital link to the company's engagement on these priority issues. The appointment of the Chairs was made jointly by each Advisory Panel's Executive Lead and Jeff Halliwell.

The Customer Engagement Group's first meeting will be in May 2019 and Jeff Halliwell will have his initial meeting with our Board in the summer of 2019.

Name	Area of expertise
Dr David Holden	Consumer Market Research
Prof Jovica Milanovic	Engineering and Technical Operation
Jayne Scott	Regulatory Economics
Bev Keogh	Energy Sector Structure
Todd Holden	Chair of the Sustainability Advisory Panel
Jenny Willis	Chair of the Consumer Vulnerability Advisory Panel
Caroline Farquhar	Consumer Champion for Citizens Advice
Gemma Osula	Secretariat

**new** **Three phases of consultation to underpin the development of our RIIO-ED2 plan**

We are starting to think about our RIIO-ED2 plan and we've structured our engagement approach to ensure that we have comprehensive stakeholder engagement right from the start of the process. For our stakeholders 2023 can seem like a long way off, but we want to provide opportunities for everyone who wants to get involved to have the

opportunity. We believe that there is the potential for significant changes over this period and it's essential that we explore and understand what stakeholders might want from us. To achieve this, we have developed an approach which includes three cycles where our plan is developed in consultation with our stakeholders.

**2018/19 - Shaping**

Working with stakeholders to identify the overall structure and key themes

**2019/20 - Creating**

Creating the detailed content of our plan and emerging priority areas enabling stakeholders to make choices and trade-offs between pricing, investment and cost

**2020/21 - Consulting**

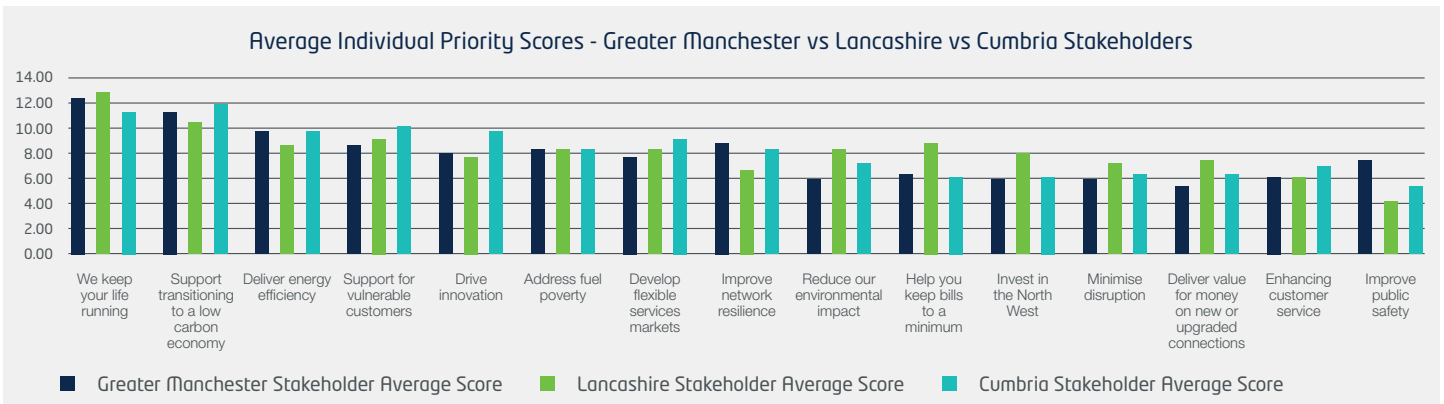
Consulting with stakeholders on the detail and presentation of the emerging plan

**new** **Shaping - identifying the overall structure and key themes for our RIIO-ED2 plan**

At each of our three Stakeholder Workshops and at an internal Senior Leadership Team meeting we carried out a prioritisation exercise to create a first understanding of stakeholders' priorities for RIIO-ED2.

112 stakeholders and over 50 senior leaders have contributed to the process. At each event, we provided some background information about the RIIO-ED2 process and then asked delegates individually and as a group to prioritise a range of issues. We also invited them to identify

additional issues that may be important to them. As a result of this exercise, we have identified the following categories as the priorities for our stakeholders. The outputs have also been consolidated and used to update our materiality matrix. This can be found in Part One, page 4.



We discussed the priorities exercise at our first Chief Executive Panel and the Panel agreed that is appropriate to use them to inform decision-making in RIIO-ED1 and shape the creation of our RIIO-ED2 plan. We plan to agree our approach to the 'creating' stage of stakeholder engagement for our RIIO-ED2 plan with our Customer Engagement Group in May and plan to commence it at our regional Stakeholder Workshops, which commence in July 2019. This stage will also be informed by our joint and independent social value research.

Results from this year's engagement will inform what we do and how we engage with different groups next year. To effectively address these issues raised by stakeholders, we will explore in more detail why:

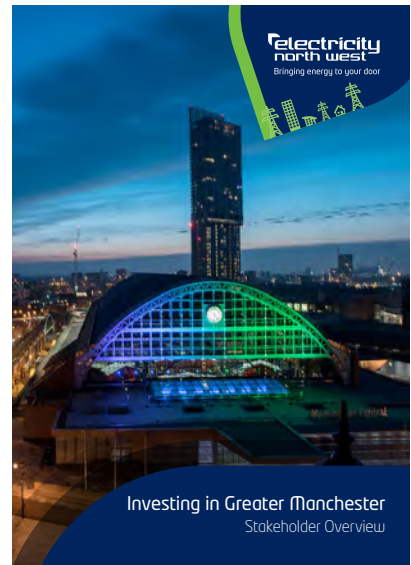
- support for vulnerable customers is a higher priority in Cumbria
- flexible markets is a higher priority for Lancashire and Cumbria
- improving network resilience is higher in Greater Manchester
- keeping bills low is a higher priority in Lancashire

This will help us understand local motivations, where local experience or additional information may change perceptions, and other socio-economic and geographical factors, eg rural vs urban.

Our Regional Stakeholder Workshop booklets highlight our regional investment in Greater Manchester, Lancashire and Cumbria.

The booklets are provided at each event and are available on our website.

[www.enwl.co.uk/advisorypanels](http://www.enwl.co.uk/advisorypanels)









Together we have the energy to transform our communities

## OUR CONSUMER VULNERABILITY OUTCOMES

Ofgem Stakeholder Engagement and  
Consumer Vulnerability Incentive 2018/19

Part Three



Electricity North West Limited  
Registered number 02366949

**electricity  
north west**  
Bringing energy to your door





# Our consumer vulnerability outcomes

This document is the Electricity North West Part Three submission to Ofgem's Stakeholder Engagement and Consumer Vulnerability (SECV) Incentive for the regulatory year 2018/19

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## Key

	New
	Enhanced
	Embedded
	Outcomes
	Outputs
	Innovative
	Industry-leading
	Partnership
	Case study

Section 01

Introduction from our Customer Director

We transport energy to some of the most socially and economically deprived areas of the UK. Our company Purpose promises that ‘Together we have the energy to transform our communities’. Ensuring that we have systems, services and partnerships in place which provide vulnerable consumers with protection from the risk of harm during power outages, that we help to build their energy resilience on a sustained basis and that we support them in the transition to a zero carbon future is central to delivering this Purpose.

This year, we’ve worked with partners to enhance our understanding of consumer vulnerability. This will enable us to fully develop our understanding of the role of that network companies can play in tackling the underlying social issues that are the causes of vulnerability.

We’ve formalised our approach to developing, managing and maintaining partnerships by introducing a partnership framework. We know that creating effective partnerships significantly assists us in providing support to our customers in the event of a loss of power and help them to build their own energy resilience. The strategic approach, informed by our partnership framework, enabled us to identify the most effective and appropriate partnerships for our consumer vulnerability activity.

We’ve built on previous fuel poverty research undertaken by the Energy Savings Trust and worked with the Centre for Sustainable Energy to complete comprehensive mapping of consumer vulnerability in the North West. This enhanced understanding will help us to ensure that we’re doing what is right for the North West region in the decisions we make for the vulnerable customers we serve.

In response to feedback on last year’s SECV submission, we undertook best practice visits with Western Power Distribution, Cadent and Rochdale Borough Housing Association and we’ve also partnered with the Money Advice Trust and the Centre for Sustainable Energy and asked them to review our strategy and our systems, processes and culture. As a result, we’ve updated our Consumer Vulnerability Strategy and commenced a programme of change to improve our social and cultural impact on North West communities.

Established in 2016, our Consumer Vulnerability Advisory Panel continues to fulfil its valuable role of challenging our performance, setting stretching targets for our activity and helping us identify and respond to emerging issues and trends. This year, we’ve strengthened their voice through the appointment of an independent Chair, Jenny Willis and ensured that that needs of vulnerable customers are heard as we plan for the future by inviting Jenny to also join the Customer Engagement Group.

The Panel also selected the organisations that they felt would deliver outcomes most effectively and helped us connect with hard-to-reach customers through our Consumer Vulnerability Fund. This builds on the pilot work we undertook last year to launch fuel poverty support networks.

As with other elements of our Stakeholder Engagement and Consumer Vulnerability work, we’re embedding a process that drives good decision-making and, through collaboration and our own company research, we now better understand how customers value the outcomes of our consumer vulnerability activity. We’ve also introduced a Benefits Identification and Measurement (BIM) model to ensure that we define and track the benefits that our activity delivers for our customers.

The energy sector is changing rapidly and our commitment is that ‘everyone’s included’. We’ll continue to work with expert partners to protect consumers today from the risk of harm during power outages, help them to build their energy resilience on a sustained basis and ensure that their needs are front of mind as we transition to a zero carbon future.



Stephanie Trubshaw  
Customer Director

Benefits delivered through our stakeholder engagement



Electricity North West has invested in research and leveraged existing and new partnerships to better understand the concept of vulnerability and to increase organisational understanding of specific groups of vulnerable customers.”  
Accountability, 2019

Working with our Advisory Panel to set challenging targets

**What we heard** – Our Consumer Vulnerability Advisory Panel proposed an initial set of challenging SMART (specific, measurable, actionable, relevant and time bound) objectives to drive improvements in our approach. The objectives have been regularly reviewed to ensure that they remain appropriate, relevant and stretching and progress against these targets is regularly discussed with the Panel. Our Panel provides oversight and scrutiny of our activity to support vulnerable customers.

Performance area agreed with the Advisory Panel	Target	Achieved	Red, amber, green (RAG) status	Information about our activity relating to this activity area can be found:
Data strategy	Contact all high vulnerability customers annually Contact a third of medium vulnerability customers annually	26,000 ahead of target	Green	Part Three, page 4
Welfare provision	Ensure sign language and subtitles are utilised in communications Stop welfare packs (too costly)	Achieved	Green	Part Three, page 7
Priority Services Register customer satisfaction - faults	Customer satisfaction score 87% target Customer satisfaction score 89% stretch target	89%	Green	Part Three, page 7
Promotion of the Priority Service Register	Increase in referrals from April 2018 to March 2019. Increase of 5,500 achieved	5,500	Amber	Part Three, page 5
Effective contact strategy	100% of high vulnerability Priority Services Register customers contacted (planned supply interruptions) 100% of high vulnerability Priority Services Register customers contacted (faults)	97.3% 95%	Amber	Part Three, page 5





## Our strategy

**What we heard** – After getting advice and learning from other best practice, we consulted with stakeholders representing 16 different organisations who provided us with their thoughts, expectations and suggestions to help us develop our approach. All these organisations have been involved with the company through our Advisory Panel. We listened to their feedback and agreed to make changes to the strategy at the meeting of our Consumer Vulnerability Advisory Panel in February.

We had developed our Consumer Vulnerability Strategy in 2016 in partnership with our Consumer Vulnerability Advisory Panel. The shared goal we developed was to ensure that our services are available and accessible to all our customers, regardless of their personal circumstances and to embed our strategy is to embed this goal throughout all aspects of our business.

We've demonstrated that our strategy is flexible and we adapt it to the changing needs of customers on our network means having in place systems, services and partnerships which provide customers with protection from the risk of harm during power outages and which help to build their energy resilience on a sustained basis.

We've also worked with the Centre for Sustainable Energy to develop social mapping of our region and to undertake a comprehensive review of our vulnerable customer activity. This work is described in Part Three, page 10 of this document.

### Here are the new strategy pillars

<b>Strategy</b>	<ul style="list-style-type: none"> <li>To ensure no customer or community is left vulnerable by barriers to the service Electricity North West and their trusted partners provide during a loss of electricity now and in the future</li> </ul>				
<b>Stakeholder outcomes</b>	<ul style="list-style-type: none"> <li>Use data to ensure we understand the vulnerability challenges of the North West</li> </ul>	<ul style="list-style-type: none"> <li>Continuously improve and refresh customer contact data, first time, through accessible channels</li> </ul>	<ul style="list-style-type: none"> <li>Manage trusted services that deliver tailored support to our Priority Services Register customers</li> </ul>	<ul style="list-style-type: none"> <li>Build and maintain a resilient network across the North West, supporting vulnerable communities</li> </ul>	<ul style="list-style-type: none"> <li>Tackle poverty through working in partnership with various referral and fuel poverty schemes</li> </ul>
<b>Enhancing our processes</b>	<ul style="list-style-type: none"> <li>Social data mapping and Advisory Panel insights</li> </ul>	<ul style="list-style-type: none"> <li>Contact strategy and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Partnership tiers and data driven</li> </ul>	<ul style="list-style-type: none"> <li>Network data and consumer vulnerability data</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partner hub relationship</li> </ul>
<b>Example in this document</b>	<ul style="list-style-type: none"> <li>Part Three Page 3</li> </ul>	<ul style="list-style-type: none"> <li>Part Three Page 4</li> </ul>	<ul style="list-style-type: none"> <li>Part Three Page 8</li> </ul>	<ul style="list-style-type: none"> <li>Part Three Pages 9 and 10</li> </ul>	<ul style="list-style-type: none"> <li>Part Three Pages 5 and 7</li> </ul>



## Continuing to develop understanding of the Value of Lost Load

**What we heard** – Our focus this year has been on disseminating the findings of our Value of Lost Load research. Working with BEIS, Ofgem and Citizens Advice, we've developed the research into a practical approach that could underpin investment decisions for RIIO-ED2. If adopted by Ofgem, the approach would result in investment decisions which deliver more targeted benefits than our current industry approach.

Last year, we surveyed more than 3,000 customers from the North West and a further 3,000 from across the UK to gain an understanding of the value that different customers place on a loss of energy supply. Called the 'Value of Lost Load' (VOLL), this is a financial articulation of the impact of a power cut and is currently expressed as an average which is used to judge and compare the value of investment decisions and scale the marginal

incentives for example the Incentive on Interruptions Scheme.

The findings were striking. The research showed that there is huge difference in the way customers value their energy supply and the most affected customer groups included the fuel poor. The value of lost load for fuel poor customers is almost double the average amount. Detailed information about this project can be found on our website at [www.enwl.co.uk/voll](http://www.enwl.co.uk/voll).

The on-going VoLL2 project is exploring how to embed the findings within the regulatory mechanisms with stakeholders.

This will ensure that the wider social role of network companies is a key business driver underpinning the design, planning and delivery of services.

<b>Average Domestic VOLL</b>	<b>VOLL electric heat pump</b>
<b>£17,478</b>	<b>14% above average</b>
<b>VOLL electric vehicle</b>	<b>VOLL vulnerable customers</b>
<b>23% above average</b>	<b>12% above average</b>
<b>VOLL fuel poor</b>	
<b>86% above average</b>	

**Decision Making Framework stage**

**Option** Working with stakeholders to develop implementation options for this approach

**Outputs (Intermediate impact)**

- Publication of two project reports.
- Meetings with BEIS, Ofgem and Citizens Advice
- Dissemination through industry forums

**Outcomes (Stakeholder benefits)**

- Customers benefit as RIIO-ED2 investment decisions informed by customer need

NEW

## Leading the creation of a region-wide understanding of consumer vulnerability

**What we heard** – Through our participation in Call North West, a network for call centres in the region, we heard that there was a need to increase awareness of consumer vulnerability and increase awareness of best practice for serving this customer group well. We utilised the Call North West network to lead the creation of region-wide understanding of consumer vulnerability by convening a series of four regional workshops to share experiences of vulnerability, share data, insight and best practice and develop practical and shared approaches to better support the needs of this customer group.

Call North West was launched by the North West Regional Development Agency and the University of Central Lancashire to support the call and contact centre industry which spans across many sectors in the North West. It currently supports over 700 contact centres in the region and through our membership we participate in a range of specialist events.

One of the key outputs from this series of events was the delivery of cross skills training for a number of member organisations. We delivered nine training events, in partnership with Call North West, to organisations including the Cooperative Insurance Group, British Gas, Certas, Proxima and the Energy Ombudsman Service.



**Decision Making Framework stage**

**Review** The workshops have been delivered and we're now working with Call North West to review the programme and agree next steps

**Outputs (Intermediate impact)**

- 3 Call North West Consumer Vulnerability roundtables delivered
- 17 companies participated
- 9 Cross Skills Training events delivered
- 20 companies participated
- 2 best practice sharing events

**Outcomes (Stakeholder benefits)**

- Shared understanding of consumer vulnerability created for North West
- Best practice training delivered – refreshing and upskilling 86 call centre colleagues

## What our data tells us about our vulnerable customers

### What our Priority Services Register tells us

It's essential that our Priority Services Register data is current, relevant, extensive and inclusive. The data is fundamental to us being able to identify customers who need our support when they are without power and also to develop new services to meet changing and emerging needs. We haven't included all needs code here, but we do use all of this data to inform the development of our services.

With the additional focussed promotion of the Priority Services Register, we are seeing significant increases in hard to reach customers registering under the following vulnerabilities. These are the headline shifts in the number of customers registered to a particular needs code in 2018/19.

Needs code	Change in overall numbers	% change
29 Families with young children (5 or under)	+60,326	+440%
30 Mental health	+31,107	+538%
31 Additional presence preferred	+1,613	+707%
32 Temporary – Life changes	+2,989	+1,003%
33 Temporary – Post hospital recovery	+2,231	+593%
34 Temporary – Young adult householder	+644	+434%

### What our vulnerable customer research tells us

We have an ongoing programme of research in place and each year we undertake tailored research into the needs of our vulnerable customers. In 2018/19, we surveyed 300 customers on four topics as follows:

Who	How many	What we heard
Customers with restricted mobility	75	<ul style="list-style-type: none"> <li>Losing the ability to use mobility aids is disempowering – customers feel stranded and unable to fulfil basic needs.</li> <li>Empathy is valued highly amongst restricted mobility customers.</li> </ul>
Customers who have medicine refrigeration	75	<ul style="list-style-type: none"> <li>There is a lack of awareness of how long their medicine will last outside of the fridge.</li> <li>Manufacturer's instructions are the most common source of information for those who know what temperature to keep their medicine.</li> <li>Customers expect the company to signpost to other providers for assistance.</li> </ul>
Families with young children	75	<ul style="list-style-type: none"> <li>Parent's top concerns are heating and hot water not working/getting cold, can't cook to feed kids or make up and sterilise bottles.</li> <li>Children might panic or be afraid.</li> <li>Information from us needs to focus on estimated restoration times and proactive updates.</li> </ul>
Customers who are deaf and hearing impaired	75	<ul style="list-style-type: none"> <li>More than 80% said they had another vulnerability within their household (in addition to deafness/hearing impairment).</li> <li>Customers did not feel that their experience of a power cut would be harder due to their hearing impairment.</li> </ul>

### What our website tracking tells us

In 2018/19, we implemented Hotjar and Feefo tracking to help us to understand how our customers use our website. This type of website tracking provides insight into which pages, and which parts of pages, are most used by our customers. This year we've found:

Customers access the Priority Services webpages through different devices - mobile is the most popular (45%), followed by desktops (37%) and tablets (18%).

The heat mapping tool shows that when customers access the pages the most interaction takes place across two pages - 'Why should I become a Priority Services Register customer' and 'Completion of the Priority Services Registration' form.

A review is taking place to enhance the overall customer experience when visiting the Priority Services webpage. This will continue during 2019/20 and we will use Hotjar analytics and feedback from customers through surveys.



### What analysis of customer complaints tell us

In 2018/19, we received 8,800 customer complaints and 2,300 related to the services we provide for vulnerable customers. This is a decrease of 22% from 2017/18.

We analyse each of our complaints in detail to ensure that we understand the causes of customer dissatisfaction and use this data to improve our services.

### Case study

During 2017, we received an increase in complaints in relation to the area of Scarisbrick, Lancashire regarding multiple interruptions. To better understand this concern, customer service and operational employees attended local community meetings to discuss this with residents.

Additional investment of £60,000 was allocated through the capital programme to strengthen the resilience of the network for 1,351 customers.

Since the work was completed in 2018 we have received no complaints from the residents.

This prompted the creation of a six-monthly review process in 2018 between the complaints manager and network investment manager. The process includes a review of the interruptions impact on the Priority Services Register customers in an area.

This regular review highlighted the West Lancashire area which has many small, rural communities and is affected by multiple interruptions. This review resulted in additional network protection being installed at seven key locations where the data clearly correlated to the volume of Priority Services Register customers, interruptions and complaints. Our investment was £291,000.

In July 2018 a complaint was escalated to Stephanie Trubshaw, Customer Director, from a Parish Councillor in Lathom stating that they had been experiencing regular interruptions to their supply and this was a priority as over 60% of their residents were eligible for the Priority Services Register.

At the time, we had 12 people on the Priority Services Register in the area so Phil Briggs the Regional Operational Manager and Stephanie Trubshaw met with Parish Council members to discuss the issue. The Parish Council clarified that they had promoted the Priority Services Register and they were surprised that the numbers were so low. As a result of the meeting, we agreed:

1. Additional investment in the overhead lines to reduce the impact when faults occur and fit automation for restoration – £55,000 investment
2. To print joint Priority Services Register leaflets with the Parish Council members being named and dropped off with self-addressed envelopes and a note from the parish council to encourage the uptake
3. To attend a Parish Council meeting and promote the services offered with registering and add a note in the parish newsletter

Following the combined work with the Parish Council the number of customers on the register is now 24 which is still low in the view of the councillors, but they believe many of the customers have not registered as they feel they can look after themselves in a power cut and being elderly they would prefer to not have people contact them.

844,000

Priority Services Register customers

Proactively checked 312,800

Priority Services customers

383,000

Customers proactively contacted

Having robust, reliable and accessible information about our customers' needs is essential to achieve our goal of protecting consumers today from the risk of harm during power outages, helping them to build their energy resilience on a sustained basis and ensuring that their needs are front of mind as we transition to a zero carbon future. This is why we use data as the foundation of our strategy.

We manage our Priority Services Register data through our Customer Relationship Management system. This sophisticated database contains details of our customer interactions, our customers' needs codes and the nature or classification of their vulnerability. It provides a robust, auditable, secure place for this information to be stored and it provides us with significant functionality to utilise the data to inform business decision-making.

Classification of vulnerability supports the prioritisation, development and delivery of appropriate customer solutions aligned to the need and urgency of support required. Access is governed by processes which ensure compliance with General Data Protection Regulation requirements.

We started the year with 603,000 Priority Services Register customers and on 31 March 2019, we have increased this number by a net 241,000 to 844,000. This change is driven by a range of activities undertaken by the company to increase the number and range of customer needs captured on the register, to maintain the quality of the data on the register and to maximise the benefit for customers of joining this register and minimise any disbenefit to those who do not. These various strands of activity are described below.

## Social value research

Identify customers that are likely to be vulnerable during a power cut and sign them up to the Priority Services Register.

GB WTP  
£2.35ENWL WTP  
£2.27Annual spend level  
£0.13

## Customer insight

- Widening the Priority Services Register was considered to be the foundation of helping vulnerable customers and also the hardest nut to crack. Customers explored the link to suppliers' responsibilities
- Customers at all of our focus groups, including vulnerable customers, prioritised this service over other tested vulnerable customer service attributes

"It covers a large area. It's not just the elderly, it might be someone with a disability. Someone who might struggle if you have a power cut to even get to the phone for example...that's the reason I went for this one first."



## Partnering with energy suppliers

The majority of our new Priority Services Register customer records come from the transfer of information from energy suppliers. Suppliers collect the registrations at new customer acquisition and it is shared directly with the relevant DNO.

## Outputs (intermediate impact)



- Data received from suppliers through established routes
- Data sharing increases efficiency for customers

## Increase in Priority Services Customers from energy suppliers

+277,000



## Partnership with United Utilities

**What our research told us** – Our customers have experienced a 'one-stop-shop' service from local councils and told us they would welcome a seamless service by providing a single sign-up point to register for the support services available from utilities. Last year we teamed up with United Utilities, the North West's water and wastewater provider, for an innovative priority services data-sharing trial. During the trial 80% of customers agreed to have their data shared and qualitative research demonstrated high levels of endorsement and satisfaction with the approach.

During the pilot, we have shared data for 13,000 Priority Services Register customers with United Utilities. In turn, they have provided us with 5,500 records from which we've been able to complete 2,000 new registrations. This has now become business as usual between the two companies.

In October 2017, Ofgem, Ofwat and the UK Regulators' Network (UKRN) established 'Making better use of data: identifying customers in vulnerable situations.' The expectation of this initiative was that water and energy companies should:

- Explore cross-sector non-financial vulnerability data sharing; and
- Continue to work together and collaborate with third parties to support and identify customers in vulnerable situations.

Our data sharing pilot with United Utilities was cited as best practice in their November 2018 update report. This said **'The pilot is a great demonstration of what cross-sector utility companies can achieve by working together. Electricity North West and United Utilities have met regularly to share best practice, discuss challenges and how they have been overcome and feedback on the customer experience. These lessons will be taken forward and learned from as national data sharing is rolled out across England and Wales.'**

## Outputs (intermediate impact)



- 5,500 records shared from United Utilities, leading to an increase of 2,000 in the Priority Services Register numbers
- In return, we have increased United Utilities' records by 4,300

## Increase in Priority Services Customers from United Utilities data share

+2,000



## Data cleanse strategy

**What we heard** – In line with the target agreed with our Consumer Vulnerability Advisory Panel, we committed to use a diverse range of channels to contact all of our high vulnerability Priority Services Register customers annually and a third of our medium/low vulnerability customers. We've met our target and have proactively contacted 312,800 customers this year, which is 26,000 in excess of our target.

Through our other processes, including proactive communications for planned supply interruptions and weather events, we have contacted a total of 383,200 customers.

The purpose of the calls is to build a strong and trusting relationship with our customers through regular contacts, to ensure that the information we hold on the customers is still relevant and appropriate, to ensure that they are still comfortable with us holding this information about them and to remove customers where there is no longer a need to be on the register.

This includes numbers for transition vulnerabilities which change within the year, but have resulted this year of 8,000.

## Social value research

Contact all existing Priority Services Register customers every couple of years to update their details and offer advice and practical steps they can take to ensure they are more resilient in the event of a power cut.

GB WTP  
£0.86ENWL WTP  
£0.83Annual spend level  
£0.06

## Customer insight

- Customers understood the value of this activity and saw it as an administrative task. They perceived this as being the lowest priority of the vulnerable customer support areas we tested
- Focussed updating for the most vulnerable was favoured. Saw the benefit of partnerships working to improve data

"They should be doing that every 12 months, especially with vulnerables. People's circumstances could change."

## Outputs (intermediate impact)



- 312,800 high and medium vulnerability customers contacted, 26,000 ahead of target

## Priority Services Customers removed as part of data cleansing

-60,000  
(98,000 removed, 38,000 added)



new

## 'We're Switched On' - making every call a Priority Services Register call

We've implemented a 'We're Switched On' approach to call handling in our customer contact centre. This means that as part of every call we tell customers about our Priority Services Register and we ask whether anyone in their household, or anyone they know, would benefit from this service. **As a result of these conversations, we have added 16,500 customers to our Priority Services Register and updated 64,000 contacts.**

Specialist training has been given to all of our customer contact centre agents to give them the skills and confidence to conduct what can initially feel like a difficult call well. This training has included Dementia Friends training and After Thought training. We've also trained them to identify consumer vulnerability and sensitively

deal with those situations where customers may be reticent to share this information.

We also recognised that it would be helpful to provide colleagues with signposting information where customers require additional and expert help and support.

To address this, we've provided our customer contact centre agents with an easy to use 'one click' onward referral service. Charities and other partners are listed alphabetically, alongside a brief description of the services they provide and their areas of expertise. Colleagues can access this information quickly and easily to provide it to customers. This information is also available on our website.

### Outputs (intermediate impact)

- 64,000 contact details updated

### 'We're switch on' Priority Services Register customers added

**+16,500**

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## Partnering with energy suppliers and other utility providers

We have continued to work with partners to promote the Priority Services Register. To support this we implemented a tracking service to improve our data on referrals. This year, we have received 5,500 referrals through our website and through our various promotional campaigns and partnerships. The next stage is to incorporate this learning into a telephony data-capture process. Some of the outputs associated with this activity is shown here.

### Outputs (intermediate impact)

- 10,000 leaflets issued by local authorities and housing associations
- 27,000 leaflets included in council tax bills
- 250 Parish Councils contacted
- 200 pharmacies in partnership
- 400,000 pharmacy bags and 50,000 leaflets issued

### Priority Services Register customers added through partnering

**+5,500**

# Developing our services and support for fuel poor customers - Section 4

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## Achieved 91.6% customer satisfaction score against a target of 87%

It's essential that we develop services to support the changing and emerging needs of vulnerable customers and to help them to build their energy resilience.

It is important to us that we give the right support to all our customers, particularly those living with physical, emotional or financial challenges. Many of the features of

our service are beneficial for a broad range of conditions. These include updates and information through tailored communication channels, our knock and wait service, bad weather early warning calls, proactive communication processes, providing home visits and warm food and drinks during a power cut and sharing our Priority Services Register data to create a 'tell us once' philosophy.

**What our data told us** – Mental health continues to increase in prominence in our Priority Services Register (**538% increase in 2018/19**) and we continued to grow our awareness and appreciation of cognitive and mental health challenges with e-learning packages and ongoing support from MIND and Dementia Friends. 850,000 people in the UK including 80,000 in the North West suffer with Dementia. This has now replaced heart disease as the largest killer. Both organisations have delivered awareness training for all front-line agents in our connections and customer contact centre teams. Our Executive and Senior Leadership Teams are also 'dementia friends' trained.

**What our customer research told us** – Our customer research confirmed the importance of text message updates and signposting to other services. Enhancements to processes and customer support this year are the introduction of interactive text messaging for immediate support, improved referral agency network by region and condition, and a one click facility for all agents to access all local agencies quickly and easily. Our support and information for customers concerned about refrigerating medicines and operating stair lifts and hoists is also improved. We have extended our welfare operational hours to give more support on weekdays

from 7am – 10pm and from 8am – 8pm at weekends. We have increased the number of mobile food suppliers (from two to eight) with greater flexibility and speed to deliver, improved our processes to utilise food delivery services with Deliveroo and Just Eat, who deliver to over 95% of our region. It's also now quicker and easier for agents to book hotel accommodation for customers. We're working closely with Auriga Services to enhance our web support for customer resilience which can be used by colleagues who are supporting vulnerable customers or by customers directly through our website.

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## Performance of our referral networks for fuel poor customers

**What we heard** – A key recommendation from the work we commissioned from the Energy Saving Trust on fuel poverty was to fund partners to deliver fuel poverty services to some of the most vulnerable customers in the North West, including those on our Priority Services Register. This is a key contributor to enhancing the energy resilience of these customers. The approach we developed gave us the capacity to test the effectiveness of the different support services. We established each of these partnerships as pilot projects and included performance indicators regarding the benefit delivered to end users within the success measures for the schemes. Our fuel poverty referral networks were:

	2017/18		2018/19	
	Number of customers supported	Value of benefits delivered	Number of customers supported	Value of benefits delivered
Local Energy Action Programme (LEAP)	250	£237,000 (based on savings over 10 years)	250	£191,000
North Lancashire Citizens Advice	200	£48,000 (based on savings over 1 year)	124	£22,000
Energy Saving Trust	78	£72,000 (based on savings over 2 years)	524	£35,000

Local Energy Action Programme (LEAP)	<ul style="list-style-type: none"> <li>Partnership with Greater Manchester Combined Authority (GMCA) to serve this area</li> <li>Company identify and refer customers to LEAP</li> <li>Carry out home visits to assess situation and provide range of support services</li> <li>Support included signposting to other GMCA services including grants of home energy efficiency interventions</li> </ul>	Working with 39 partners (including local authorities and 20 housing associations)
Energy Saving Trust	<ul style="list-style-type: none"> <li>Service delivered by Energy Saving Trust to whole Electricity North West region</li> <li>Company identify and refer customers</li> <li>Carry out over-the-phone assessments and provide energy efficiency and supplier switching advice</li> <li>Refer customer to welfare and debt advice services</li> </ul>	Working with 22 partners
North Lancashire Citizens Advice	<ul style="list-style-type: none"> <li>Weekly energy drop-in service, open to all customers</li> <li>Provide advice and support, energy efficiency tips, supplier switching advice, and welfare and debt advice</li> </ul>	Working with 7 partners

**Our Consumer Vulnerability Advisory Panel believes that the Energy Saving Trust delivered important benefits to North West consumers. Through our Consumer Vulnerability Fund, we have now committed to continue to fund this scheme. The other programmes are no longer being funded, see Part Three, page 7.**



## <> Our standard service offering - support during a loss of supply (planned or unplanned)

**What we heard** – As part of our review of our Vulnerable Customer Strategy, we confirmed that its primary purpose is to ensure that we have systems, services and partnerships in place which provide vulnerable consumers protection from the risk of harm during power outages.

We have embedded systems and process in place to ensure that during a power cut or a planned supply interruption, customers on our Priority Services Register are contacted and we tailor our support to their individual needs.

### All interruptions

- Suitcase generation (small generators for individual properties)
- Signposting to other organisations or charities who would be able to offer support where we would not be able

### Planned supply interruptions

- Prevention of planned supply interruption depending on Priority Services Register volumes within the affected area through generator provision
- Advanced notification 6 and 1 day prior by phone plus the normal written notification at a minimum of 10 days before the planned supply interruption
- Provide other location for affected customer/ community - conference room, community hall etc.
- Welfare site presence to answer any queries and explain the purpose of the interruption
- Door knocking to support Priority Services Register customers
- If the PSI overruns the Priority Services Register customers are notified as soon as reasonably possible and action are taken as required
- Apply winter working rules to minimise impact on Priority Services Register customers (see below)

### Unplanned supply interruption (fault)

- £10 per vulnerable customer for food provisions
- Food van for more condensed areas of high vulnerability
- Order and pay for hot food deliveries for customers
- Hotel provision where a specific vulnerability prevents a customer from being at their property without electricity
- Welfare site visit accompanying engineers during faults
- Welfare home visits
- Supplying essential winter welfare items
- Contact next of kin with updates
- Provide regular updates throughout the full fault by preferred communication
- Priority telephony answering service

In line with the target agreed with our Consumer Vulnerability Advisory Panel we have:

Contacted **97.3%** of high vulnerability Priority Services Register customers in advance of a planned supply interruption. This is **3,200** customers.

Contacted **95.0%** of high vulnerability Priority Services Register customers during fault situations. This is **3,100** customers.

## Social value research

Support domestic customers and wider communities to increase their resilience and ability to cope during power cuts by delivering proactive advice and support materials.

GB WTP  
£2.67

ENWL WTP  
£2.53

Annual spend level  
£0.19

### Customer insight

- Increasing resilience for domestic customers viewed as the highest priority; it was the most supported activity in this category. Some customers wanted to see this delivered in conjunction with support for the most vulnerable customers
- Customers favoured support being given in response to an event rather than pre-emptively

"My concern is for those who can't help themselves at times like that and they can't do it."

## Case study - Storm Freya

On 1 March, the Met Office issued a weather warning about Storm Freya and we sent a total of 30,041 texts with the following paragraph, which we also utilised for storms Ali and Erik. We also informed all relevant stakeholders that we are preparing for the storm event and advised them of the support we were putting in place to respond to the incident and to support vulnerable customers.

As the weather was expected to bring gusts up to 60mph, all rural areas within the South Lancashire, Peak District and Greater Manchester area were targeted as these are of greater risk due to the extent of the overhead network in these areas.

"Hello, we can see you are on our Priority Services Register. The Met Office has issued a weather warning for your region and we want to make sure you are aware of our support if needed. If you do experience a power cut please call us on 105 or visit our website at [www.enwl.co.uk/reportapowercut](http://www.enwl.co.uk/reportapowercut). If you no longer believe you should be on our Priority Services Register please reply with remove. Thanks ENWL."

## NEW Application of winter rules to mitigate impact of outages

**What our research told us** - We have an ongoing programme of customer research and this has a strong focus on hearing customers' needs and expectations of our services. One of our key learnings from the research is the increased impact of a supply interruption in the cold winter months. As a result, we have implemented our Winter Rules to respond to our customers' feedback and mitigate this negative impact.

Our planned supply interruption Winter Working Guidance includes:

- Winter working applies from 1 December 2018 until 28 February 2019
- The hours of darkness must be avoided
- A standard planned supply interruption cannot be more than 6.5 hours and must occur between 9am and 3.30pm

- No customer can be impacted by more than one planned supply interruption during the winter period
- No customer shutdowns between 22 December and 2 January
- If 20% of the affected population are registered on the PSR we use a generator to prevent the interruption occurring

### Decision Making Framework stage

#### Review

We'll review the effectiveness and impact of this policy and update it if required before next winter

### Outputs (Intermediate impact)

- 8,518 planned supply interruptions

### Outcomes (Stakeholder benefits)

- 89% planned supply interruptions CSAT

## NEW Small business support

**What we heard** – Working with representatives from the Enterprise Group and the Chamber of Commerce at our Reliability Advisory Panel, we heard about the impact that power cuts can have to small businesses and to the communities they serve. To address this, we've developed a dedicated Business Priority Services Register to provide small and medium businesses with support should they ever experience a power cut. Through listening to our business customers, we've adapted our services to help reduce the impact and disruption a power cut can have on their business.

The promotion of the register will commence from April 2019. Customers can sign up online and will receive a welcome email with key links which include a brochure providing helpful information, how to update their details and information regarding generators.

### Decision Making Framework stage

#### Delivery

This service will be launched in April 2019

### Outputs (Intermediate impact)

- A range of benefits to customers who join the Business Priority Services Register

### Outcomes (Stakeholder benefits)

- Business customers benefit from enhanced service before and during a planned supply interruption

**NEW** Extension of inbound text for faults customers to other services

**What our research tells us** - Our vulnerable customer research demonstrates that text continues to be preferred route for many customers. In 2018, we introduced the facility for customers to register a loss of supply using text messaging. We've now extended our range of uses of text services.

Social value research			Customer insight	<p>"If they use things like text messages and online updates so people can check within two minutes and save themselves money and the company money and time."</p>
<p>GB WTP £3.20</p>	<p>ENWL WTP £2.70</p>	<p>Annual spend level £0.30</p>	<ul style="list-style-type: none"> <li>Providing a choice of communication channels was seen as critical. Catering for a wider range of digital methods was thought to be increasingly important. It was also seen as helpful in reducing pressure on our call centre.</li> <li>Customers at all of our focus groups, including vulnerable customers, prioritised this service over other tested customer service attributes.</li> </ul>	

**Decision Making Framework stage**

**Delivery** This text service is currently in delivery stage and we are monitoring performance against the benefits identified

**Outputs (Intermediate impact)**

- 7,200 texts issued over five months
- 500 responses to outbound texts – this is a 7% response rate

**Outcomes (Stakeholder benefits)**

- Customer benefit from enhanced communication utilising their preferred channel

**NEW** Connecting with hard-to-reach customers through our Consumer Vulnerability Fund

**What we heard** - We invited our Consumer Vulnerability Advisory Panel to judge which schemes that support vulnerable customers should be funded by the company. This was based on criteria which are aligned to our Vulnerable Customer strategy. We asked each of the existing partners, along with other service providers, to bid for funding. Nine organisations applied for support from our Consumer Vulnerability Fund and five organisations are now receiving funding under this new approach. We plan to invest £190,000 in 2019.

Who	How many	What we heard
Community Neighbours	£40,000 for 2 years	<ul style="list-style-type: none"> <li>Carlisle has been identified through our social mapping work. Referrals for health, social care, charities and also vulnerable customers of Electricity North west who live in the Carlisle area.</li> </ul>
A Single Point of Contact service (SPOC), to be called "Warm Homes Eden"	£5,000	<ul style="list-style-type: none"> <li>Eden has been highlighted through our data as a significant fuel poor area with low Priority Services Register recruitment and this money will support the creation of a single-point-of-contact service to offer residents a direct referral route to support with energy issues.</li> </ul>
Energy Saving Support	£42,500	<ul style="list-style-type: none"> <li>Continuation of last year's successful scheme and will provide support to vulnerable customers across the North West region.</li> </ul>
Lancashire County Council - joint working with Cosy Homes	£62,500	<ul style="list-style-type: none"> <li>Supporting three of the most deprived areas in the North West region which are in Lancashire, 1,000 residents will receive a home energy audit and associated advice and support.</li> </ul>
Volunteer Befriending Project	£40,000	<ul style="list-style-type: none"> <li>More than 80% said they had another vulnerability within their household (in addition to deafness/hearing impairment).</li> <li>Customers did not feel that their experience of a power cut would be harder due to their hearing impairment.</li> </ul>

Social value research			Customer insight	<p>"I work teaching adults with learning disabilities and we're trying to get them eventually to be able to be more independent by themselves... so if they could just do something as simple as that (provide fuel poverty support) that would give them that independence without going into melt down or panic."</p>
<p>GB WTP £1.85</p>	<p>ENWL WTP £1.75</p>	<p>Annual spend level £0.11</p>	<ul style="list-style-type: none"> <li>Fuel poverty was considered a significant problem requiring intervention. Often more supported by people of lower incomes and those who work with the fuel poor</li> <li>Customers valued this and placed it as lower priority because has concerns about targeting our support and how this linked to suppliers' responsibilities</li> </ul>	

**➔** No one gets left behind - enhancing our communications channels

**What our research tells us** - Our vulnerable customer research tells us that online information is important to some on this customer group. It is for example helpful for deaf customers. In 2017, we introduced a new website and designed it to better meet the needs of all customers. The Royal National Institute of Blind

People are members of our Consumer Vulnerability Advisory Panel and they supported us in ensuring that the website complies with Web Content Accessibility Guidelines 2.0 which caters for pan-disability access.

This year we've continued to enhance our approach with the addition of the cloud-based web accessibility solution 'recite' to our website, which includes text to speech functionality, dyslexia software, an interactive dictionary, a translation tool with over 100 languages and many other features. This functionality will go live in 2019.

Social value research			Customer insight	<ul style="list-style-type: none"> <li>Anecdotally, customers saw the benefit of channels developed to specifically meet the needs of customers with disabilities.</li> </ul>
<p>GB WTP £1.14</p>	<p>ENWL WTP £0.96</p>	<p>Annual spend level £0.10</p>	<ul style="list-style-type: none"> <li>Of the customer support service tested, this one was the lowest priority. Supporting customers with specific communication needs was considered important but as a subset of a wide variety of communication channels.</li> </ul>	

**Decision Making Framework stage**

**Option** Considering options to further enhance of online offering for vulnerable customers

**Outputs (Intermediate impact)**

- Recite to be delivered in 2019

**Outcomes (Stakeholder benefits)**

- Easier to use website for consumers with communications limitations

new



## Our partnership framework

**What we heard** – Our partners told us that it would be helpful to have more formal partnerships arrangements in place and to meet this need we've created our Partnership Framework. The four tiers of the Framework are shown below and for each of our partners we have a memorandum of understanding or contractual agreement in place that reflects the tier of the Framework most suitable for our relationship. This agreement outlines what each party can expect from the relationship and provides mechanisms for reporting and accountability.

It is key to delivering the right service at the right time to our vulnerable customers.

This Framework reflects the maturity of our approach to partnership working which is significantly increasing the benefit we are securing for vulnerable customers by improving clarity of purpose and delivering the right services at the right time to our vulnerable customers.

Throughout Part Three we provide examples of our partnerships in actions.

Partnership Framework Level	Description of purpose of partnership	Number of partnerships in place	Examples included in this document
<b>Level One:</b> Support Agency Specialists	Recognised experts in their professions who are working to improve the lives of customers in the North West and nationally. Able to provide specialist support and knowledge about segments of our customer base and a trusted agent in the North West	6	Centre for Sustainable Energy Money Advice Trust United Utilities Cadent
<b>Level Two:</b> Local authorities, housing associations, shelters and community groups	Broad touch support agents who can improve our understanding or provide support to a specific condition or vulnerability with a good knowledge of the North West and our services. Can refer their customers and clients to the Priority Services Register	7	Eden District Council Rochdale Boroughwide Housing
<b>Level Three:</b> Referral scheme	Two-way to raise awareness or provide specific support or services to customers impacted by Electricity North West. Specialists in their field but who have little knowledge of Electricity North West and our services	32	Rural England
<b>Level Four:</b> Feedback groups	Partners are not panel members and we use them to provide us with information, insight and feedback	15	The Brick Charity

Here are some examples of Level Two and Three partnerships we have in place to secure referrals to our Priority Services Register:

new



## Eden District Council

**What our data told us** - Our Value of Lost Load research demonstrated that the impact of a loss of supply has a greater negative impact on customers in fuel poverty than any other customer group. Our fuel poverty research identified fuel poverty 'hot spots' in our region and we overlaid our network reliability information to this research and identified those areas where customers were potentially most at risk from a supply interruption. The priority areas are Eden in Cumbria and Craven in North Yorkshire.

Eden District Council is now a level two partner in our Partnership Framework and they are promoting the Priority Services Register to residents by:

- Including information about the Priority Services Register in 27,000 council tax bills in March 2019.
- Leading a single-point-of-contact scheme for all support agencies for the district;
- Working with the local resilience forum.

new

## Partnering with local pharmacies

**What our data told us** – Our Priority Services Register data showed an increase in the number of customers who were experiencing vulnerability as a result of a hospital stay. Working with NHS services, we identified pharmacies as an effective route to raise awareness with this customer group. We first partnered with pharmacies in 2018 as we recognised that this gave us a route to target areas of high consumer vulnerability and customers who may be impacted by transient vulnerability as a result of illness. We work with United Utilities and both companies provide branded pharmacy bags to 200 pharmacies with information about our Priority Services Registers and these have a customer reach of 400,000 customers. Pharmacies are Level Three partners in our Partnership Framework.

new

## Rural England

**What our data told us** - Our fuel poverty research has demonstrated that the causes of vulnerability in rural areas are very different to urban areas. Larger, older homes and being off the gas grid can contribute to fuel poverty, and isolation can make it difficult to access services. We've developed a three-year programme with Rural England to understand which partnerships we need to have in place to better identify and serve the needs of this community. The next step is to focus research on how to increase engagement with local parish councils. This will be developed through 2019/20.

new

## Rochdale Boroughwide Housing

**What we heard** - We developed our relationship with Rochdale Boroughwide Housing through their participation in Call North West consumer vulnerability workshops and they asked us to partner with them in supporting vulnerable customers. Rochdale Boroughwide Housing is the UK's first tenant and employee co-owned mutual housing society, with over 13,000 homes in the Rochdale area. We've had a number of best practice meetings with them and they have agreed to include Priority Services Register information in their newsletters during 2019. They have also included information about the register on their website. Rochdale Boroughwide Housing is a Level Two partner in our Partnership Framework.

new



## Building the organisational resilience of a partner charity (Level Four partnership)

**What we heard** - Through collaboration with The Brick Charity, we were also made aware of some of the challenges they have in staff retention, particularly for their middle managers. To help address this, we delivered our full management training programme, called Into the Blue, to 16 of their colleagues. The training was delivered at our Blackburn Training Academy.

The Brick is a small charity project that delivers valued outcomes for the community it serves in Wigan; an area which is impacted by multiple drivers of vulnerability.

Wigan is an area of high deprivation and one where there is high incidence of multiple indicators of vulnerability. The Brick offers services to people who are homeless, in poverty or facing debt.

The feedback from both the charities and the trainees has been positive and the colleagues who completed the training are still with the charity and say they are now better placed to support vulnerable consumers in the Wigan community.

Here are some of the things that delegates said were the most valuable elements of the training:

'Would struggle to prioritise one area of training – I think I have taken something away from every session and used it.'

'Coming away from the office, sharing and learning from each other's experiences and working on applying the learning back at work.'

'How to tune into people's needs and support them - which in return help me and the Charity.'

## Decision Making Framework stage

Review

We are currently working with The Brick to review the outcomes of this partnership and to develop proposals for further working

## Outputs (Intermediate impact)

- 16 staff at The Brick completed five Into the Blue management training modules
- £20,000 investment

## Outcomes (Stakeholder benefits)

- More staff resilience for charity with particular expertise in meeting the needs of vulnerable consumers in an area of multiple incidence of vulnerability

Providing support to our vulnerable customers can only be effective if it is a whole company undertaking. We've worked hard to enhance and embed this culture within our business and have taken a structured approach to achieving this. Our approach is outlined in Part One, page 9 and 10. This section provides additional information about how this applies particularly to consumer vulnerability and where we have introduced new activity or enhanced existing delivery.

The guiding principle is that everyone is empowered to act on what they hear and we've taken a structured approach to achieving this. We're proud of the progress we've made in embedding consumer vulnerability into our structures, systems, processes, culture and our behaviours as we understand that the issue has to be supported across all of these areas of business activity to successfully serve our customers.

**Executive-led engagement**

- Executive Leadership Team undertaken Dementia Friendly Training (see below)

**Embedding stakeholder engagement and consumer vulnerability structures, processes and governance**

- Strengthening the welfare team and collaborating with operational teams (see below)
- Building Priority Services Register call recognition into 105 system and prompts on phone system (see below)

**Giving our people the right skills and tools**

- Training for all colleagues from induction to expert (Part Three, page 10)
- Development of the small and medium enterprises (SME) dashboard (Part Three, page 6)
- Application of Winter Rules to mitigate impact of outages (Part Three, page 6)
- Developing services to meet our customers' needs (Part Three, pages 6 and 7)

**Strong principles guiding our approach**

- Recognising colleague excellence (Part Three, page 9)

**NEW Strong principles guiding our approach**

Everyone is empowered to act in response to our vulnerable customers' needs. We collect these case studies and use them to recognise the outstanding efforts of our colleagues and to role model this behaviour to other colleagues through internal communication activity and training events.

**Case study**

An engineer called to some reported concerns to our internal customer contact centre following a visit to a property. He said:

A customer had some quite severe damage to his property during high winds and an engineer attended site. Upon our arrival it became apparent very quickly that significant improvements were needed to a corroded cut out which would have meant the customer needed to be taken off supply.

The customer was elderly and although the engineer did explain in detail that it was now the customers own responsibility to get the supplier round and a private electrician to enable full power restoration, it was clear that this was beyond his capability.

Our engineer left a small generator for the customer so he was not off supply, and contacted his business partner to ask if there was anything we could in addition help with.

Our business partner made the customer welfare team aware, who liaised directly with the supplier on the customer's behalf. This was to ensure they were fully aware of the urgency of this matter. They stayed in touch with the customer to help him instruct a local electrician and to check his welfare and tracked the case through to completion with the supplier, until the customers' work was complete.

**NEW Executive Leadership Team undertake Dementia Friendly Training**

**What our data told us** – Analysis of needs code data clearly demonstrated the requirement for the company to enhance our capacity to serve customers with mental health issues, particularly dementia. There has been a significant increase in the number of customers on our register with this need. To address this, we've worked

with the Alzheimers' Society to better understand the nature, incidence and impact of dementia on our customers and how we can better serve these customers.

Our first step was to deliver Dementia Friendly Training to our frontline colleagues. To demonstrate the importance

of this, our Executive Leadership Team led by example and completed the training early in the rollout process. Our Chief Executive followed up the training by describing why the training was important to him and what he gained from it in his weekly update column to colleagues.

**Decision Making Framework stage**

**Review**

We will continue to develop colleague training that meets the needs of our Priority Services Register customers.

**Outputs (Intermediate impact)**

- Executive Leadership Team completed training
- 100% of frontline colleagues completed training
- 50 mental wellbeing colleague champions

**Outcomes (Stakeholder benefits)**

- Colleagues better able to identify and support customers and colleagues dealing with dementia and other mental wellbeing issues

**Strengthening the welfare team and collaborating with operational teams**

**What we heard** – Our Consumer Vulnerability Advisory Panel set us challenging targets for our activity in this area. Last year, we created a new welfare team to deliver our strategy and targets and this year, we've increased the headcount by a third.

The purpose of the team is to lead the delivery of the Consumer Vulnerability strategy and this includes everything from directly interacting with vulnerable consumers on a daily basis to developing our partnership strategy to delivering Dementia Friendly Training to

colleagues. The team also attended events with partners to promote the Priority Services Register, including supporting the refurbishment works required as part of our protecting customers in multi-occupancy buildings investment programme (Part Two, page 8).

**Decision Making Framework stage**

**Delivery**

We are monitoring and managing the delivery of the benefits of increasing our welfare team

**Outputs (Intermediate impact)**

- Increase in welfare team from six to eight colleagues

**Outcomes (Stakeholder benefits)**

- Delivery of consumer vulnerability strategy
- 60 new customers signed up to Priority Services Register in four buildings (25% of occupants)

**Building Priority Services Register customer recognition into our call-answering system (including 105)**

**What we heard** - In 2018, we discussed the idea of introducing a dedicated Priority Services Register telephone number with our Vulnerable Customer Advisory Panel. Their preference was to instead promote the 105 number for all customer contacts, but improve

our call answering systems so that if a number is matched to one held on the Priority Services Register it is immediately promoted to the welfare team.

By adopting this approach, we've made it easier for our Priority Services Register customers to contact us as they only have to remember one very simple phone number. Our matching rate is high and our call answer times are low.

**Decision Making Framework stage**

**Delivery**

We are monitoring and managing the delivery of the benefits of this change

**Outputs (Intermediate impact)**

- 42% of customers contact us through 105. This is a 6% increase on last year
- 54% of vulnerable customers use 105 which is a 12% increase compared to the other customer groups

**Outcomes (Stakeholder benefits)**

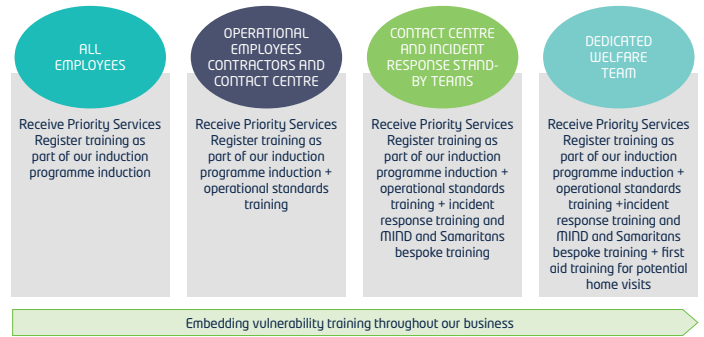
- 91.6% Priority Services Register CSAT score achieved



<> Giving our people the rights skills and tools

Training for all colleagues from induction to expert

Providing support to our vulnerable customers can only be effective if it is a whole company undertaking. The guiding principle is that everyone is empowered to act on what they hear and we know that the right level of training is essential for them to have the confidence to do so this. We continuously add to our training as we learn about our vulnerable customers' needs. The work commissioned with our external reviewers will play a significant role in future development of this training. In the year we have reviewed our induction training and focused on rolling out the best practice of dementia training. As an organisation we have built an internal programme for understanding mental health and this is part of our wider view to increase awareness with our employees of the challenges our customers and employees face.



**Decision Making Framework stage**

**Review**

We continuously review and update our training and development programmes to ensure that they remain relevant and appropriate

**Outputs (Intermediate impact)**

- 48 induction sessions delivered
- 167 in money matters and fuel poverty awareness training
- 56 experience-based awareness training
- 239 specialist needs based training, for example Dementia Friends Training

**Outcomes (Stakeholder benefits)**

- Colleagues able to identify and support vulnerable customers

Section 7 - Developing our approach

NEW Independent review of our social programme

**What we heard** – We were disappointed by our performance under the SECV incentive last year and in response to feedback we received from the assessment panel, we commissioned the Centre for Sustainable Energy (CSE) to assist us in the development of our approach to consumer vulnerability. This decision was

informed by a best-practice meeting with Western Power Distribution. The CSEs independent review of our social programme was completed in March 2019. The purpose of the review was to re-evaluate and develop our understanding of the role the company can play in tackling social issues

by creating a plan to deliver this role as effectively as possible. Progress against these recommendations will be included in our 2019/20 Stakeholder Engagement and Consumer Vulnerability submission.

**Provide customers, particularly vulnerable customers, with appropriate protection from the risk of harm during power outages through:**

- Greater integration with operational teams to develop more efficient processes;
- Update our training and engagement with a focus on 'the case for doing better' in a language tailored to express the benefits; and
- A wholesale review of the services we provided and ensuring ease of access to these services internally.

**Help our vulnerable customers to build their energy resilience by:**

- Investing to deliver a range of services which meet the needs of vulnerable customers on our network; and
- Embedding the new Partnership Framework – which aligns capabilities to the services who need to deliver

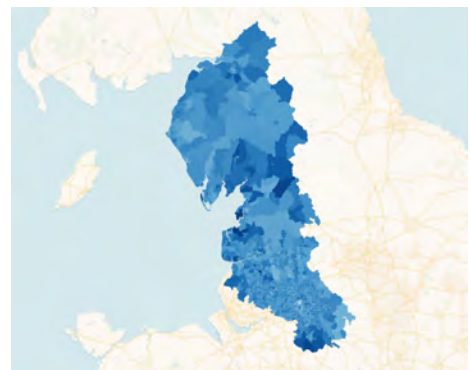
**Ensure we know who our vulnerable customers are and have up-to-date information about their needs by:**

- Strengthening the reporting and metrics in this area to effectively evaluate the impact of services;
- Enhancing our systems to make reporting of data easy and accessible; and
- Using social-mapping data as a strategic influence on decision-making associated with our services and systems of delivery.

NEW Developing our understanding of incidence of vulnerability through comprehensive social mapping

**What we heard** – Our Consumer Vulnerability Panel was concerned that we had an 'inside-out' approach to understanding vulnerability based on our dependence on our own Priority Services Register data. They encouraged us to build on this and take an 'outside-in' approach, informed by social mapping information and we worked with the Centre for Sustainable Energy to develop this.

Our Consumer Vulnerability Strategy has always been informed by our Priority Services Register data. We will now use this alongside the consumer vulnerability mapping information provided by CSE. The information will enable us to identify factors affecting vulnerability and geographically where we need to support the communities where vulnerability may occur. We will also use this data to identify which organisations we can partner with to most effectively reach these groups. The social vulnerability mapping data was received into our business in February 2019 and we will develop our approach to application of this data in 2019/20.



**Decision Making Framework stage**

**Delivery**

Social mapping data is being shared across strategic and operational teams to support the targeting of activities and investment to deliver biggest benefit to vulnerable consumers

**Outputs (Intermediate impact)**

- Social vulnerability mapping model created for the North West region

**Outcomes (Stakeholder benefits)**

- Will develop targeted support for households and communities to access support to improve their resilience
- Better targeted recruitment of customers to our Priority Services Register and associated services
- Adaptation of a differential service offering to better reflect and respond to the needs of the communities we serve
- Ability to target appropriate partners to support the needs of the community

Some of our consumer vulnerability partners







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TRY  
VICK

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