Strategic Stakeholder Advisory Panel

Capture report of the event held on 12 July in Manchester















Welcome to this feedback report. This purpose of this report is to capture and play back the discussions that took at our third annual Strategic Stakeholder Panel. This event was held on 12 July 2018 at the Hive in Manchester. We are grateful to everyone who attended the event and we value and will act on the discussions that took place.

Stakeholder engagement is important to Electricity North West for the reasons shared at the event and shown here. As you can see, we commit to respond to all of the issues raised and this report is the first stage in the process.

At the event we discussed our current business performance including our business plan commitments and talked about preparing for the future by understanding our stakeholders' priorities and their engagement preferences.

The event was split into sections. In the morning all stakeholders participated in the Strategic Stakeholder Advisory Panel which deals with medium and longer term matters. Then the group broke into our four Advisory Panels which deal with matters relating to Affordability, Reliability, Sustainability and Vulnerable Customers in more detail.

To increase interaction at the event and to gain immediate insight from our stakeholders, we introduced voting buttons to this annual event. This allowed us to learn more about our delegates and their preferences for future events as well as improving engagement at the event itself.

This report's structure reflects the order in which we discussed issues at the event. In every section we're captured what we said, what we heard and what we plan to do in response. We've also indicated how the discussion took place.

In some cases, issues were discussed at both the morning and afternoon Panels as this provided an opportunity for more detailed debate. We've noted the occasions when this happened in this feedback report.

You can read the slides presented at the event on the stakeholder engagement section of our <u>website</u>.

We hope you find this report useful and we would, of course welcome your feedback – please send any comments you have to <u>StakeholderEngagement@enwl.co.uk</u>

The event:

Provides us with a fuller understanding of our operating environment

Helps us identify and address emerging and changing needs

Gives our stakeholders and customers the opportunity to hold us to account

Gives us a chance to share our learning and best practice

Ensures our activity is always relevant to and valued by our stakeholders

We commit to respond to all of the issues you raise

Summary of discussion and actions



What we discussed in the morning session	Summary of what we heard	Summary of what we will do
We shared potential business plan commitment updates with you	You welcomed our proposal that we keep our business plan commitments up to date and supported the changes we shared. You suggested we consider additional low carbon business plan commitments.	 We'll update our business plan commitments and publish them in our forthcoming reports and future Advisory Panels. We've added a new category of Low Carbon to our business plan commitment report which will be discussed further at our Sustainability Advisory Panel.
We talked about your priorities and asked you for your thoughts	 You shared individual and group priorities with us. Your top six priorities were (in order) supporting transitioning to a low carbon economy; keep your life running; deliver energy efficiency; support vulnerable customers; address fuel poverty and improve network resilience. You also identified innovation as important. Some priorities have changed over the last two years. 	 We'll explore stakeholder priorities across our full geography with events in Lancashire and Cumbria later in 2018/19 and use the combined priority list to inform business decisions. We'll explore the apparent change in priority for improving public safety with you at our next panel as this is still important for us.
We discussed a national/regional/local way of thinking about what you need from us and how we might engage	 You told us that we should consider local/regional/national perspectives and to do more to reach out regionally and locally. You have asked that we give more consideration to different groups such as those in less urbanised areas. 	 In 2018/19, we'll organise similar events in Cumbria and Lancashire to capture this wider group of stakeholders and explore the issues which stakeholders consider need a regional, local and/or national perspective. We'll hold events to discuss local and rural issues. This will be completed by March 2019.
We asked you about how we engage and which stakeholders are involved	 There was a good mix of stakeholders although there are more who we should try and reach out to. A range of engagement approaches including face-to-face sessions and also utilising newer technology-enabled approaches such as webinars should be explored. You suggested it would be helpful for us to provide more information in advance of events so stakeholders can assess more effectively the value of other and to increase the intermetic intermetic intermetic. 	 We'll address a range of shorter, more specific topics at our events. We'll always consider how to make our events more interactive. We'll make sure we clearly outline and communicate topic subject matter prior to and during the events to ensure maximum value for attendees.
What we discussed in the afternoon session	of attending and to increase the interactivity of the sessions.	

Four focussed panels met in the afternoon and discussed Affordability, Reliability, Customer and Sustainability matters. A summary of each advisory panel and actions are detailed at the end of this pack.

Our Business Plan Commitments















What we discussed

We asked delegates a number of questions about themselves. We were interested to learn where they had come from, what organisation they represented and how often they worked with us. 59 people attended the event

How you voted







What we will do

- We had high levels of attendance from the Greater Manchester area. This is welcome and does reflect the distribution of customers in our region.
- We recognise that it would be helpful to have higher representation for other areas we serve.
- In 2018/19, we'll organise similar events in Cumbria and Lancashire to capture this wider, representative group of stakeholders. This will also be informed by the stakeholder feedback we received about taking a more local approach (page 12 and 13).
- We're pleased that a third of delegates engage with us frequently and also that we are continuing to attract new stakeholders to our events.
- We'd like to strengthen our relationships with stakeholders and will discuss how to do this at our Autumn advisory panels.
- We'll increase the consistency of the engagement from our stakeholders so will act upon their feedback from this event. We'll agree our approach at our Autumn Advisory Panels .
- A quarter of our delegates represented domestic consumers and a quarter environmental groups.
- We'll act on feedback that suggested engaging additional stakeholders and we'll reach out to more groups.
- We'll review our stakeholder mapping in the Autumn and use this to enhance the group of stakeholders we invite to our events from next year.

How you told us

■ Electronic voting

Business plan commitments Keeping our commitments relevant



How you voted What we discussed What we will do Changing business plan commitments We updated stakeholders on our progress against our Business • We'll continue to work with our Advisory panels and Plan Commitments. These commitments were agreed by stakeholders to agree any required changes to our business Distribution Network Operators (DNOs) at the start of RIIO-ED1 plan commitments to ensure that they remain relevant to (2015). We asked stakeholders if it was appropriate for We should only add add it ional our stakeholders . commitments companies to change commitments and if so, what should be the · We'll publish information about potential changes to governance around this process. business plan commitments in advance of future events to Change control through this and other encourage greater understanding. stakeholder panels • We discussed our Business Plan Commitments in more detail at our Advisory Panels. Commitments should not be changed from those committed to in 2013 0% 20% 40% 60% 80% 100% We asked stakeholders if there are any particular areas they would Priority areas for new business plan commitments • We've added a new category of Low Carbon to our business like us to focus on this year when we review and develop our plan commitment report. This includes the proposed new business plan commitments. Other commitments discussed later in this document. • Our Sustainability Advisory Panel will have an opportunity to Carbon footprint discuss and input into this new commitment category. Customer satisfaction • We'll report on this new category in our 2018/19 Business Network reliability and resilience Plan Commitment Report and at future Advisory Panels. Low carbon enablers Customer bills General overview of progress 0% 10% 20% 30% 40% 50% 60%

How you told us

Electronic voting



What we discussed

At our Strategic Stakeholder Advisory Panel we discussed our complaint resolution timescales commitment in detail. Stakeholders told us to retain current levels and to bring them back to the Panel next year along with an update on company performance against the timescales.

We asked stakeholders whether we should retain the current targets.

What you voted



As a result of regulatory changes, we are proposing to change our approach to maintaining risk indices. This change will ensure that investment is targeted at assets where there is a higher risk and consequence of failure. This investment contributes to lower customer bills and will help consolidate improvements in interruptions performance. We checked stakeholder understanding of the need for change rather than asking for endorsement as the change is required to bring this area into line with Ofgem's new reporting requirements.

How you told us



Electronic voting



What we will do

- We discussed this issue in more detail at our Vulnerable Customer Advisory Panel.
- We'll continue to deliver an enhanced level of complaints resolution performance. This means we'll commit to resolve 80% of complaints within one day and that we close complaints on average within four days. We'll report on this performance in our 2018/19 Business Plan Commitments report.
- We note that some stakeholders requested more information and we have addressed this by including detailed information in our 2017/18 business plan commitments report.
- We'll adopt the new target a reduction of 11.5m risk points. We'll report on this performance in our 2018/19 Business Plan Commitments Report.
- We note that some stakeholders requested more information and we have addressed this by including detailed information in our 2017/18 Business Plan Commitments Report.

Adding to our business plan commitments Network reliability, low carbon and safety



What we discussed

We've formalised commitments made to Ofgem for additional company investment by creating business plan commitments. These are commitments that our stakeholders can hold us to account to for delivery against them.

We presented proposals for new business plan commitments under the following headers:-

- We will improve network reliability by 10% from 2017/18
 levels
- We'll deliver changes that enable a low carbon economy
- We'll fit innovative vacuum circuit breakers to allow monitoring of higher risk high-rise premises

We checked stakeholder understanding of the need for change rather than asking for endorsement as these commitments have been made as part of the regulatory process.

What you voted



What we will do

- We discussed these commitments in more detail at our Sustainability Advisory Panel.
- We'll adopt the new business plan commitments and begin reporting on them in our 2018/19 Business Plan Commitment Report.
- We note that some stakeholders requested more information and we have addressed this by including detailed information in our 2017/18 Business Plan Commitments Report.

How you told us



Shaping how we deliver in the future





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What we discussed	What we heard	What we will do
We asked you, individually and as a group, to order the key priorities that you believe we should be delivering from the list below. We also asked you to identify any other issues that we should add to this list.	 When we looked at the feedback you provided, we found that there was a high degree of consensus between the top priorities of groups and individuals. This agreement was less clear in the lower ranked priorities. The graph below shows the results of our stakeholders 	 One of the key differences between the group and individual feedback we received was the difference in emphasis placed on safety. This is something we view as a top priority We'll explore this further with stakeholders through our
Options included	combined most selected top six priorities from the day.	Advisory Panels in the autumn. • We have also committed that in 2018/19, we'll organise
We keep your life running		similar events in Cumbria and Lancashire to capture this
Support for vulnerable customers		wider, representative group of stakeholders. We'll repeat
Enhancing customer service		this exercise at those events to ensure that we have
Deliver value for money on new or upgraded connections		captured the priorities of a wide group of stakeholders
Help you keep bills to a minimum		• Once we've completed the consultation exercise, this
Minimise disruption		priority list will inform current and future business
Invest in the North West		decisions.
Reduce our environmental impact		
Develop flexible services markets	100.00% Percentage of respondents picks in top 6 pi	riorities-Tables & Individuals
Support transitioning to a low carbon economy	90.00%	
Improve network resilience	80.00%	
Improve public safety	70.00%	
Deliver energy efficiency	60.00%	
Address fuel poverty	40.00%	
Drive innovation	30.00%	
How you told us	20.00% 10.00% 0.00%	
Group & Individual Discussion	Support transformed by the next point of the second of the	norme de conserver en parte parte de la comparte de



What we'd previously discussed

In 2016, we also asked our stakeholders about their main priorities and the feedback they gave informed our materiality matrix (below). The matrix maps stakeholder priorities to company priorities and informs business decision making. For example since 2016, we have invested to improve both network reliability through our QoS II programme and improved network resilience through our flood defence investment programme.



What we heard

There have been some noticeable changes in priorities in the intervening time, namely...

- The transition to a low-carbon economy is a much higher priority than two years ago.
- Network reliability and resilience remain key priorities.
- Key topics such as safety and pricing (keeping bills to a minimum) have fallen out of the top six priorities.
- Some other topics you individually suggested to include as priorities were:

1) Support development of community energy

- 2) Educate on energy use reduction and communicate energy system issues to general public
- 3) Incentivise use of domestic green energy solutions (solar/wind)4) Encourage micro generation
- 5) Take a joined up approach to investment and development to deliver economic growth
- 6) Embrace new technologies

• **NOTE:** Since 2016 terminology has changed slightly. "Network resilience" is now split into "we keep your life running" and "improve network resilience" in the new 2018 priority list, representing the distinction between reducing the effect of day-today and extreme events respectively.

What we will do

- We'll explore this further with stakeholders, through our Advisory Panels in the autumn.
- We have also committed that in 2018/19, we'll organise similar events in Cumbria and Lancashire to capture this wider, representative group of stakeholders. We'll repeat this exercise at those events to ensure that we have captured the priorities of a wide group of stakeholders.
- Once we've completed this consultation exercise, we use this priority list to inform current and future business decisions.

Shaping how we deliver in the future Regional, sub-regional and local approach





Are you the voice of the region? (Various opinions of stakeholders)

How you told us



Table discussion & group written feedback

- You told us that community groups should be alerted to stakeholder events to aid better participation and provide a stronger voice for the region.
- You would also like to see us provide stakeholder groups with education, support and guidance to understand and engage fully in the process.
- We'll be enhancing our communications methods to keep our stakeholders and community groups even more informed of events taking place. This will build on the work done through our Community and Local Energy engagement.
- We're pleased that a third of delegates engage with us frequently and also that we are continuing to attract new stakeholders to our events.
- We'd like to strengthen our relationships with stakeholders and will discuss how to do this at our Autumn advisory panels.
- This will provide us with the opportunity to develop education, support and guidance processes.

Shaping how we deliver in the future Regional, sub-regional and local engagement

written feedback



What we discussed	What we heard	What we will do
Who do you work with at a local level?	Universities - SMEs - Industrial companies – Schools – Councils - Mosques/Temples - Social Housing - Electricity Suppliers - Chamber of Commerce and Public Health England (vulnerable customers) – Non-profit organisations - Charities	 We'll seek to collaborate with you to reach these groups and will proactively reach out to these organisations to make our stakeholder engagement process even more inclusive. We'll commence this process at our autumn Advisory Panel events.
How should we include social diversity?	You told us we should seek to engage with younger people and faith groups by utilising our stakeholders as facilitators to engage with different demographics. You recommended that we raise ENWL's profile throughout the region & country to draw the attention of hard-to-reach groups.	 We'll create other stakeholder events within the region to engage with different groups than those which were in attendance. This will be completed by March 2019. We'll evaluate opportunities to use different engagement methods to target specific activities for stakeholders less attracted to a large workshop event. We've already begun to use webinars and will continue to develop our approach .
Which voices are missing?	You suggested the following groups were missing: Small to Medium Enterprises (SME) - Health services - City councils in smaller areas - Agricultural sector - More ethnic diversity - Industry – Transport - Innovation providers - Stakeholders from the supply chain - Fuel poverty specialists - Local faith groups - Fire Service - Local energy groups - New housing groups	 We'll review our stakeholder mapping in the autumn and use this to enhance the group of stakeholders we invite to our events in the new year. We'll reach out to the suggested groups in order to ensure they are fully aware of future stakeholder events and will work with them to assist them engaging with us or to identify other routes that work for them. Our next planned engagements are our Stakeholder Advisory
How you told us		Panel sessions.
Table discussion & group		

written feedback



What we discussed	What we heard	What we will do
How can we help you to communicate your wants and needs to us?	 You told us that we should be hosting events at schools and religious centres to reach communities at the local level and future events should also be held in different parts of the region, on a rotational basis. A preference was voiced for a mix of small and large panels (held on the same day) to allow for more detailed, diverse opinions and more interactive sessions, rather than presentations. 	 In 2018/19, we'll organise similar events in Cumbria and Lancashire to capture this wider, representative group of stakeholders. We'll also hold local events, based around our depot operating areas to discuss local and rural issues. This will be completed by March 2019. We'll focus on hosting these events at the types of locations suggested. We'll always consider how to make our events more interactive.
Does your preference for how you engage depend upon the topic?	 You told us that you have a preference for a wider range of shorter, specific topics (e.g. EVs, DSO, community energy etc.) to engage diverse stakeholders on each issue of concern. Information (perhaps in video form) at the start of the session on what stakeholders are to expect/what ENWL are hoping to gain from the sessions would be useful to you as well as subject matter information prior to the event to inform attendees. 	 We'll try to address a range of shorter, more specific topics at our events. We'll always consider how to make our events more interactive. We'll make sure we clearly outline and communicate topic subject matter prior to and during the events to ensure maximum value for attendees.
Is it preferable to have longer sessions covering a range of themes or shorter sessions narrower in focus?	 You voiced a very clear preference for shorter or smaller presentations. You would also like more time to provide feedback at the end. For longer events to be held more geographically central of the region to allow all stakeholders an equal opportunity to attend. 	 We'll try to address a range of shorter, more specific topics at our events. In 2018/19, we will organise similar events in Cumbria and Lancashire to capture this wider, representative group of stakeholders.
How you told us		
Table discussion & group		



What we discussed

Are we missing anything important you want to share on HOW we engage with you?

What we heard

• You voiced a desire for us to engage with you by increasingly modern communication methods e.g. email alerts of new events, articles & publications, WebEx and Livestreaming events etc.

• You would also like to see a greater number of more diverse speakers from outside the company at these events.

What we will do

- We'll respond to your preference for more varied, specific and shorter topics and so will try to incorporate this into our events so as to engage each stakeholder on areas of concern to each stakeholder.
- We'll also seek to include speakers from outside of ENWL to provide more diversity of opinions on the day.
- We'll evaluate opportunities to use different engagement methods to target specific activities for stakeholders less attracted to a large workshop event. We've already begun to use webinars and will continue to develop our approach.
- We recognise that more work needs to be done to ensure that a we are including wider demographics and representing a greater array of interests.
- We'll act on your feedback that suggested engaging additional stakeholders.
- We'll review our stakeholder mapping in the autumn and ensure that we're getting the right mix of representation for events from the New Year onwards.
- We'll utilise the connections of our existing stakeholders to ensure we are effectively engaging with these underrepresented groups.



Table discussion & group written feedback

Advisory panel discussions













Affordability Advisory Panel



	We discussed;	
main components of the domestic customer bill from the morning agenda	 The need for transparency on financial matters, the company's CSAT performance and investment to improve quality of supply. The role of PSR and how performance compared to other DNOs. How the data on the register is used and the challenges around the number of categories and volume of customers registered. Innovation funding. 	
Update on Smart Street and Value of Lost Load (VoLL) projects	 The pilot of the Smart Street project suggests that application of the technology could result in energy savings of between 5.5% and 8.5%. We discussed how those average savings captured the impact on high energy usage homes. The VoLL project highlighted the different financial values that customers placed on loss of supply depending on circumstances. There was discussion around the 'so what' for customers and unintended consequences of decisions based on this methodology. The panel queried why the value was solely equated to money and not other social factors. 	 Detailed information of <u>Smart Street</u> and <u>VOLL</u> is available on the ENWL website and will be shared with the Panel. Panel members to meet ENWL for more detailed discussions on application of the model. ENWL to develop a social value model.
	 How affordability can be balanced against the requirements to transition to a low carbon future. Funding energy efficiency interventions (or batteries) to deliver lower costs for end customers. Explore other ways of quantifying benefit rather than cost. Investigate 'social goods' that customers value . Explore ways of thinking about consequences of choices not just costs i.e. social consequences. 	• A plan is to be developed to address these issues at the panel meetings throughout the year. To be brought for consideration at the next panel meeting in October.

Next meeting Thursday 4th October 2018

Customer Advisory Panel



What we discussed	What we heard	What we will do
Recap on Business Plan activities and review of last year's activities and outcomes from the morning agenda	 We discussed The outcome of the Ofgem Stakeholder Engagement and Consumer Vulnerability submission and progress against targets within the vulnerable customer strategy. How organisations can work together. ENWL focus to support vulnerability this year including – referral networks, data / social mapping, cross sector round table events, PSR promotion and data cleansing and vulnerability training. 	
Stakeholder Engagement – what works?	 We discussed How our approach works; how the panel wants to engage with us; the right stakeholders and the best way to engage with you. Our work with Rural England to engage parish councils. Update on our work with Lancaster Citizens Advice and benefits and outcomes of the partnership. 	 ENWL to review new stakeholders and methods of engagement and report back at the next panel meeting. Rural England to provide an update at the next panel meeting in October.
Business commitments being relevant to today's customer expectations	 We discussed our Priority Service Register (PSR) contact strategy and our commitments around customer contact. A number of ideas came from the panel around routes to customers but all agreed that resources should be focused to contact highly vulnerable customers and use other solutions to ensure accurate and up-to-date data. 	Panel discussion will be reviewed and proposals brought to the panel with suggestions for a new way forward.
Social issues and vulnerabilities Table discussion Next meeting Thursday 9 ^h October 2018	 We discussed the top three vulnerabilities and social issues around life events; financial issues and mental health and what (if anything) ENWL should be doing about them and how to support affected customers with the PSR. The panel identified numerous examples including isolation, transport, SMEs, working in partnership, targeting areas of need rather than individuals. We discussed our use of vulnerable customer surveys to gain insight. 	 Panel discussion will be reviewed and prioritise the issues identified and develop appropriate actions plans for the panel to consider at a future meeting. The panel views on surveys were mixed and there was no agreement to change our existing approach.

Reliability Advisory Panel



What we discussed	What we heard	What we will do
Recap on Business Plan activities and review of last year's activities and outcomes from the morning agenda	 We discussed The current performance on reliability measures and the proposal to set more challenging targets. Pinch points programme to mitigate vulnerability on the network. 	
Aligning investment to fuel poverty and social issues	• The Chamber of Commerce highlighted research indicating the value placed on keeping the lights on rather than decrease in bills as those in fuel poverty have less personal resilience to a loss of power. This supported the need for better networks and processes.	• Definitions of vulnerability are very domestic customer-related, businesses have different vulnerabilities. Work taking place in the customer team to be shared with the panel.
Economic development and capacity planning for ED2	 We discussed How best to work with Local Authorities and LEPs. The concept of investment ahead of need and lobbying for flexible provisions within the next price review. The role of ENWL as advisor in industrial regeneration to ensure network capacity when new businesses move to an area. 	• ENWL to develop an approach for engagement with the LEPs and review engagement interface with Major Energy Users Council.
Network reliability , resilience and worst served customers	 We discussed Meshing networks and we explained that we are increasing interconnectivity to improve reliability and resilience. That future 'willingness-to-pay' surveys should look at different sectors beyond domestic/commercial/industrial . The link / balance between customer guaranteed standards and company incentive schemes Current exceptional event exceptions acting as a disincentive to improve resilience and alternative approaches that should be considered. Alternative ways of supporting and compensating 'worst served 	 A plan is to be developed to address these issues at the panel meetings throughout the year. To be brought for consideration at the next panel meeting ENWL to consider the debate and alternative approaches to exceptional events. Feedback from this panel session will be used to evolve our Strategic Direction Statement and incorporate the suggestion that questions should be reviewed to pose statements that can be ranked in importance.
	customers'.	
Next meeting October tbc		

Sustainability Advisory Panel



What we discussed	What we heard	What we will do
Recap on Business Plan activities and review of last year's activities and outcomes from the morning agenda	 We discussed One-off climate events in our planning decisions and how we respond to and invest for flooding and storm events. How ENWL can support the decarbonisation plans for Greater Manchester based on electric vehicle and low carbon technology (LCT) growth ambitions and the role of household generation. The role of flexible services in capacity management. Balancing generation capacity and demand across the network. 	 Update panel on our activity to address capacity constraints and enable low carbon technology take up at the next meeting. Provide more information at the next meeting of where capacity is going to be released. Review Arizona State University approach to low carbon energy use.
Innovation update on VOLL and Smart Street	 We discussed deploying Smart Street technology across our network. The panel wanted more information on how savings were spent and whether fuel poor areas could be targeted (along with energy advice / scrappage scheme) to influence behaviour change. The panel generally supported the VoLL research being used in business decisions and we should be reminded of individual customer perceptions of value. 	 Detailed information on <u>Smart Street</u> and <u>VOLL</u> is available on the ENWL website and will be shared with the Panel. ENWL to create a sub panel to develop a deployment strategy to target fuel poor areas., open to ALL panel members.
Overview of the proposals for the three new low carbon commitments	 We discussed Household support for installing LCTs. Carbon offsetting, such as tree planting. The panel did not support this approach instead suggesting that resources should be focused on reducing emissions from the energy system and network. Donations to community energy projects and Virtual Private Wire (VPW) concept. What is ENWL doing about other sustainability issues such as plastic? 	 ENWL to incorporate panel discussion on offsetting into developing a CSR –Environment Plan. VPW and what it means to community and local energy schemes to be brought back to future panel meeting. We will report back to the panel on our activities to reduce environmental impact at the next meeting in September.



Table discussion

Next meeting Friday 21st September 2018