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# Greater Manchester Stakeholder Advisory Workshop

Friday 19<sup>th</sup> July 2019

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# Welcome

Paul Bircham

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Mobile phones



Breaks



Fire alarms



Voting buttons, table discussion and Q&A

# What we'd like to cover today



Welcome  
intro and the  
regulatory  
process

What  
matters to  
you

Break

Electricity  
North West  
update

Making sure  
no-one gets  
left behind

Q&A

## Speak to us throughout the day

Community and  
Local Energy

Connections

Customer

Local managers

# Engagement is really important to us



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 accountable

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



# We **ACT** on your feedback



## Strategic Stakeholder Advisory Panel

- Introduced **NEW** and **UPDATED** Business Plan commitments
- Established annual **Regional Advisory Workshops** in Greater Manchester, Lancashire and Cumbria
- Created **Chief Executive Advisory Panel**

## Transition to Low Carbon

- In 2017 produced '**Powering the North West**' strategy
- Developed regional flexible services offering
- Developed **Community and Local Energy Strategy** and launched our **Powering our Communities Fund** to support local projects
- Responded to overwhelming support for low carbon by developing our '**Leading the North West to Zero Carbon**' plan

## Connections

- Developed **connections online applications** service
- Regular opportunities to **discuss connections options**
- Improved **time to quote and time to connect**
- Improved sharing of safety information with ICPs

## Vulnerable Customer Strategy

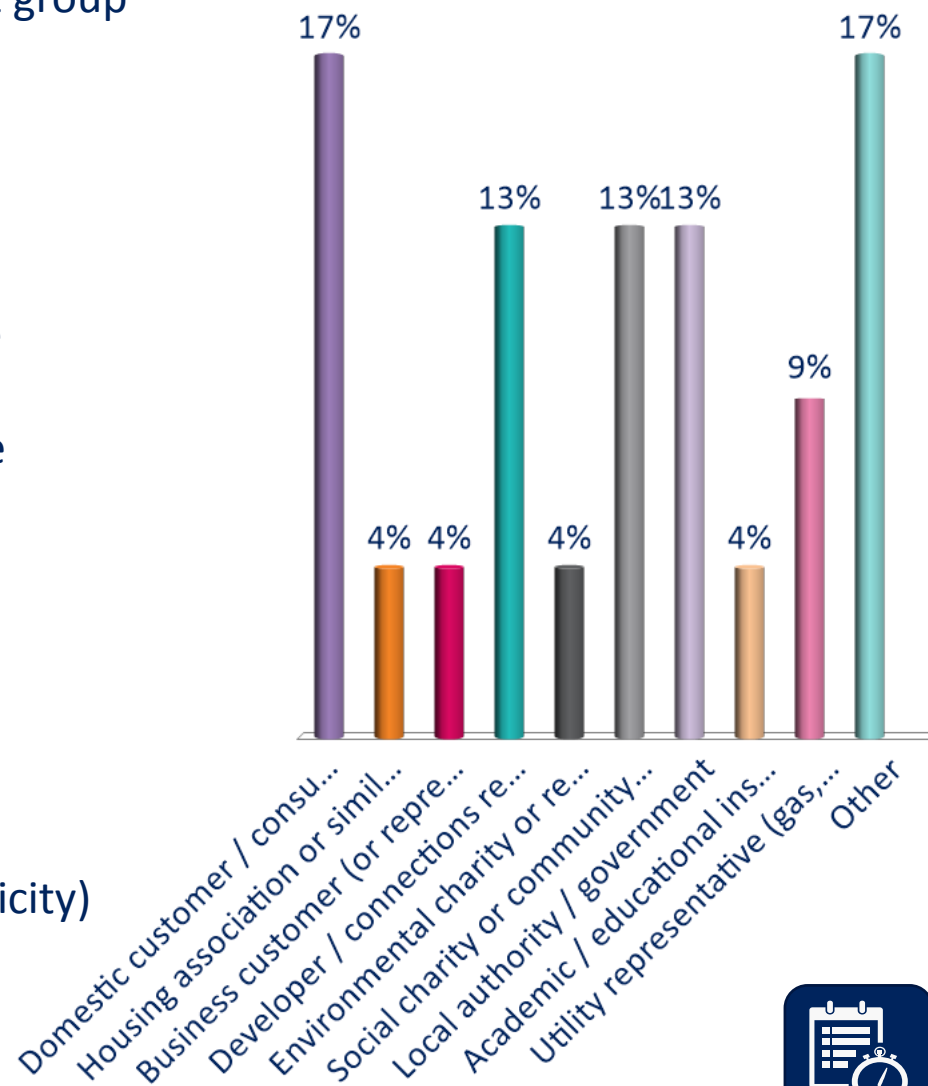
- Developed **Consumer Vulnerability Fund** to support to fuel poor customers and identified over £350k of benefits for customers
- Developed **mapping tool** to understand vulnerabilities across the region to ensure targeted support

# Let's test the voting buttons!

## What type of stakeholder are you?



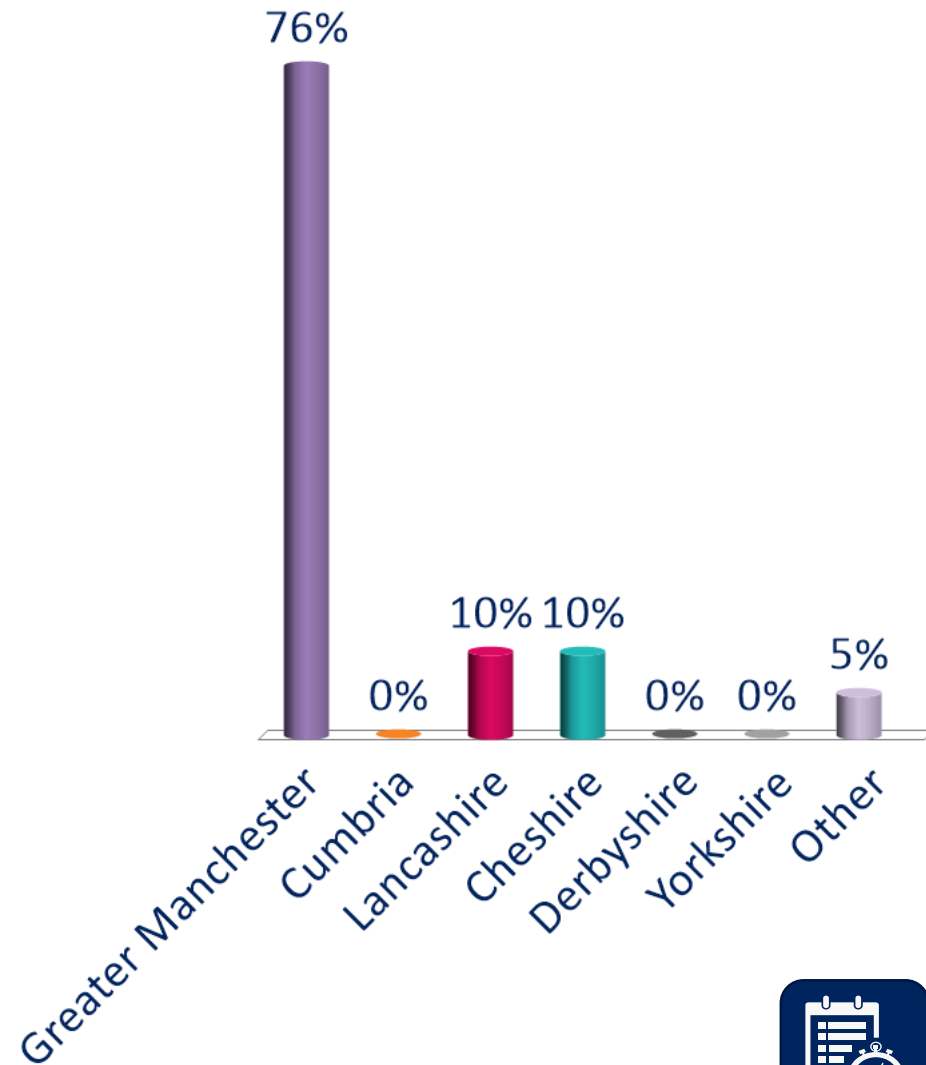
1. Domestic customer / consumer interest group
2. Housing association or similar
3. Business customer (or representative)
4. Developer / connections representative
5. Environmental charity or representative
6. Social charity or community group
7. Local authority / government
8. Academic / educational institute
9. Utility representative (gas, water, electricity)
10. Other



# Where did you come from today?



1. Greater Manchester
2. Cumbria
3. Lancashire
4. Cheshire
5. Derbyshire
6. Yorkshire
7. Other

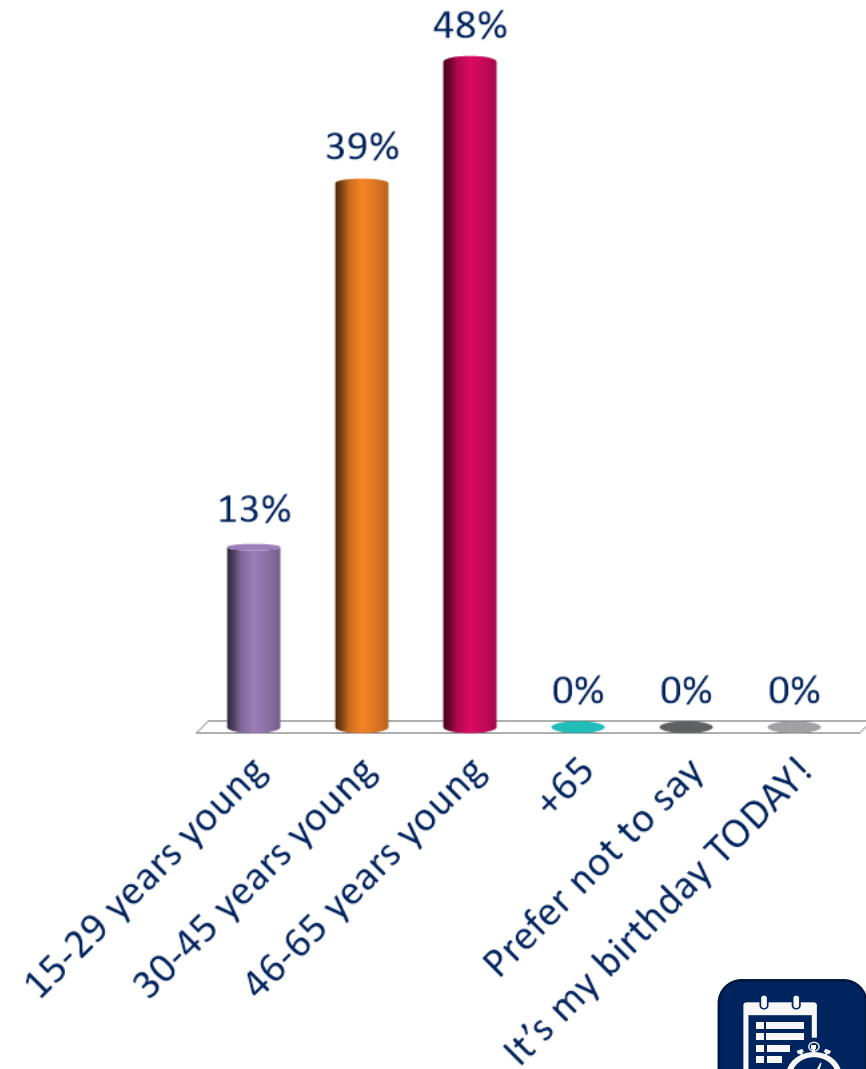




# How young are you?



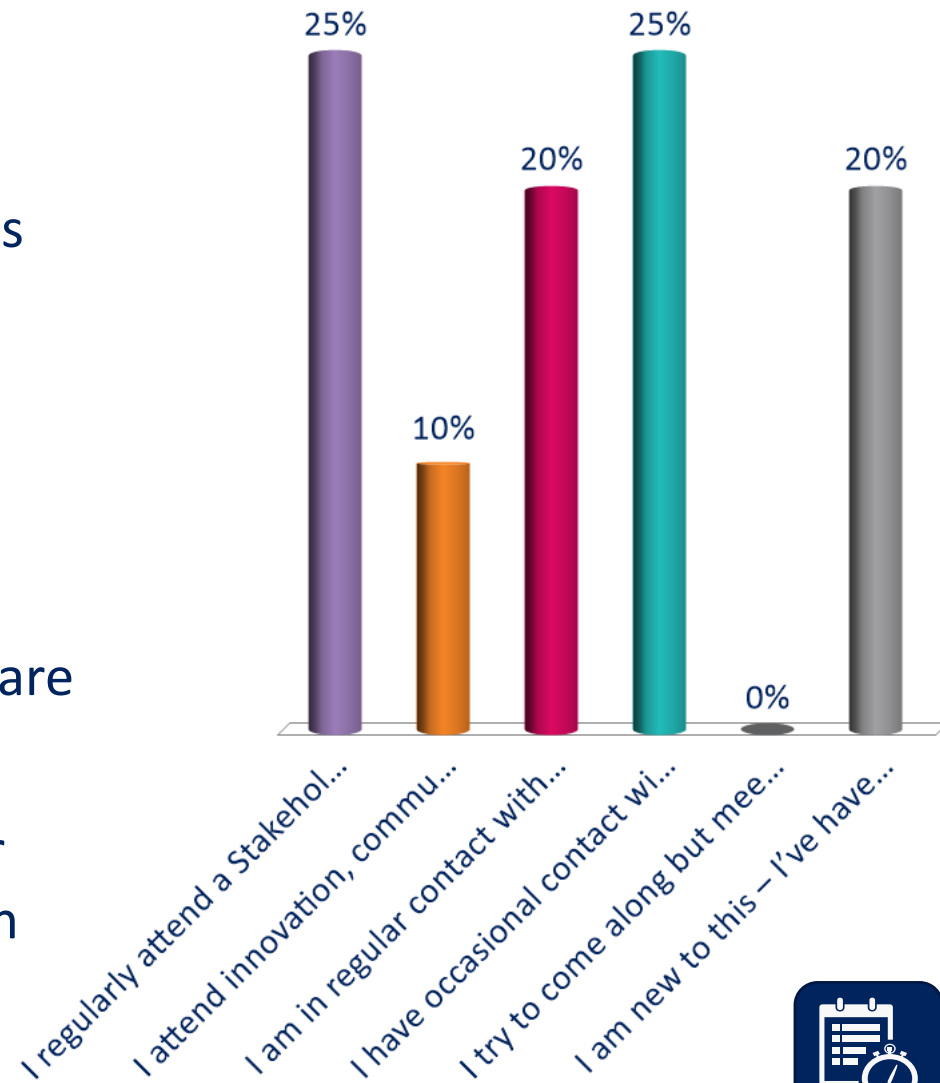
1. 15-29 years young
2. 30-45 years young
3. 46-65 years young
4. +65
5. Prefer not to say
6. It's my birthday TODAY!



# How often do we engage with you?



1. I regularly attend a Stakeholder Advisory Panel or expert panel
2. I attend innovation, community energy and connection workshops
3. I am in regular contact with Electricity North West
4. I have occasional contact with Electricity North West
5. I try to come along but meetings are inconvenient
6. I am new to this – I've have never met or contacted Electricity North West before



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## Shaping how we deliver in the future

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# We distribute electricity across the North West



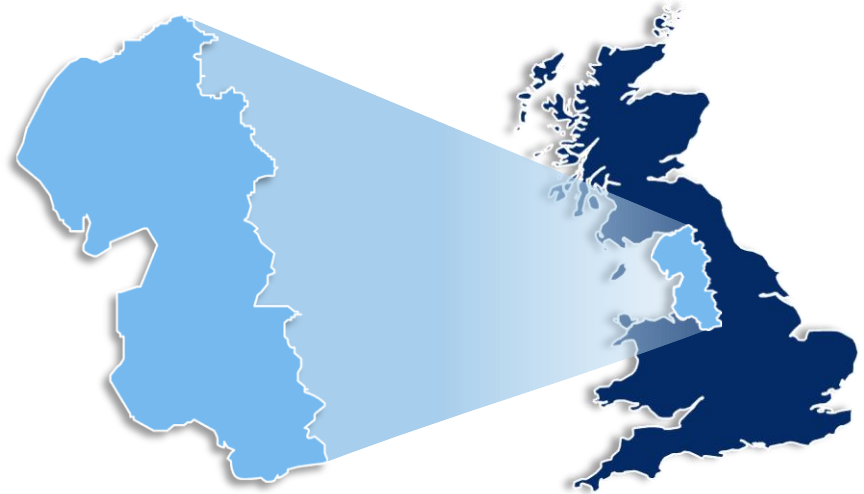
5 million



2.4 million



23 terawatt hours



£12.3 billion assets, including 56,000km of network

We invest £1m in the network every day

19 grid supply points; 96 bulk supply substations;  
363 primary substations; and 33,000 transformers

**We are a regulated monopoly**

Customers cannot choose their network company



## Current price control period RIIO ED1



For Electricity North West, our current investment and price control run until March 2023

## Next price control period RIIO-ED2



We are preparing to develop our business plan for the **FIVE** years from April 2023 to March 2028



It is vital to understand what's important for our stakeholders so it can be included in our plan

We envisage three cycles developed in collaboration with our stakeholders



**SHAPING ...**

...identifying overall structure & key themes

2018 / 19

**CREATING ...**

... the content and emerging priority areas (making choices and trade-offs between pricing, investment and cost)

2019 / 20

**CONSULTING ...**

... on the detail and presentation of the emerging plan

2020 / 21

Submit to Ofgem

*ofgem*

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# Creating our customer engagement strategy

Katie Dovestone

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- To design a strategy and plan for the customer engagement/consultation element of our price review and planning process.
- To deliver a plan that ensures engagement, understanding and buy-in to what we are doing.
- To avoid paying lip service to the process!





To do this, we need to shift our perspective



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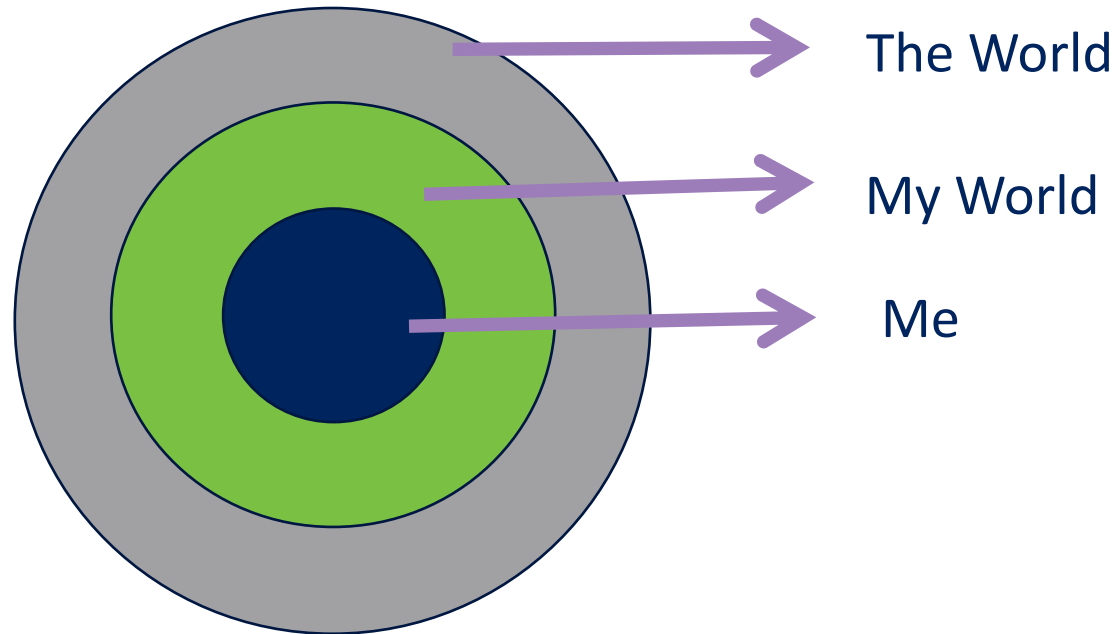
Moving from inside out...

... to outside in

# We must understand what *really* matters to stakeholders



- To create better connections, we need to understand our audience at different levels



# We will be talking to a variety of audiences



- Internal teams
- Domestic customers
- Commercial customers
- Hard to reach customers and customers in vulnerable circumstances
- A range of stakeholder groups (You!)



## 1. Set up for success



Immersion in the business, the category and the challenges of making effective connections

- Interviews
- Desk research
- Hypothesis development

## 2. Strategy Creation



Bringing different audiences together to understand what is going on in their worlds and to create the plan for engagement

- Customer workshops
- Vulnerable customer groups
- Stakeholder workshops
- Commercial customer

## 3. Strategy Development



Create an effective engagement strategy and a comprehensive plan for delivering a best in class customer engagement

- Research analysis
- Strategy development
- Plan design
- Insights reporting



July

August

September

## Phase 1

Stakeholder engagement events

Internal stakeholder interviews

Customer mapping

## Phase 2

Pre-consultation customer workshops

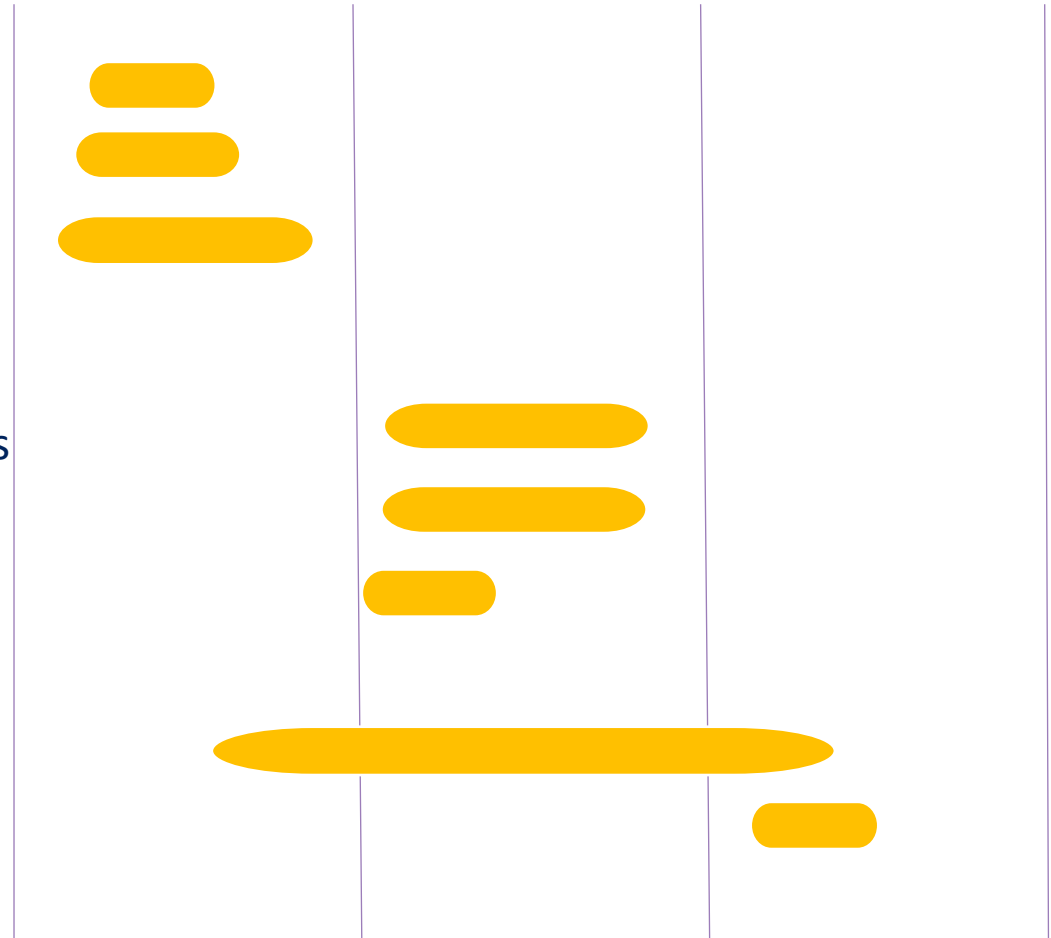
Vulnerable customer focus groups

Commercial customer interviews

## Phase 3

Research analysis

Final plan & strategy



# Session Overview



EXERCISE	DURATION
Relationship building & introduction	15 minutes
Personal & professional mapping	35 minutes
Energy North West making connections – exploring platforms for communications	30 minutes
Presenting back	15 minutes
Next steps	5 minutes



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## Break

Supporting  
community  
& local  
energy

Supporting  
vulnerable  
customers

Supporting  
connections

Local issues

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# Electricity North West business update

Clive Wilkinson

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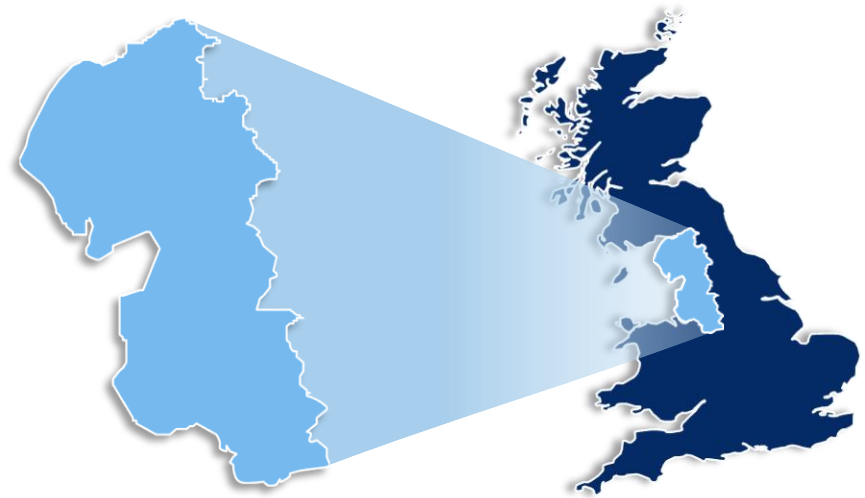
5 million



2.4 million



23 terawatt hours



£12.3 billion assets, including 56,000km of network

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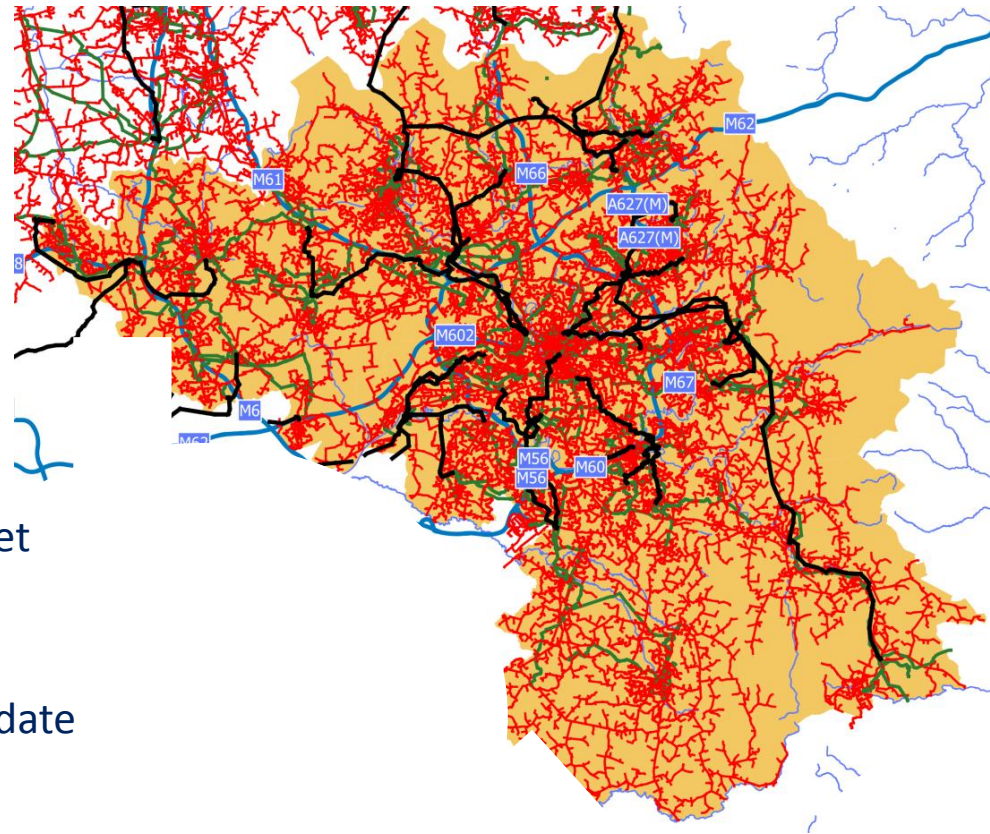
19 grid supply points; 96 bulk supply substations;  
363 primary substations; and 33,000 transformers



- **Major depot locations in Manchester, Salford, Stockport and Oldham**
- Directly **employ over 670 people** in Greater Manchester and many more as contractors
- Manage more than **56,000km of network cables** (underground and overground)
- Manage **over 18,500 substations**
- Investing over **£210m in Greater Manchester from 2015 – 2023** on asset replacement, network reinforcement and removing overhead lines
- **Make new connections** and accommodate changing load requirements
- **Prepare for and respond** to major events (e.g. storms)

## Legend

- Transmission (132kV) Cables
- High Voltage Cables
- 33kV/25kV Cables
- 11kV/6.6kV Cables



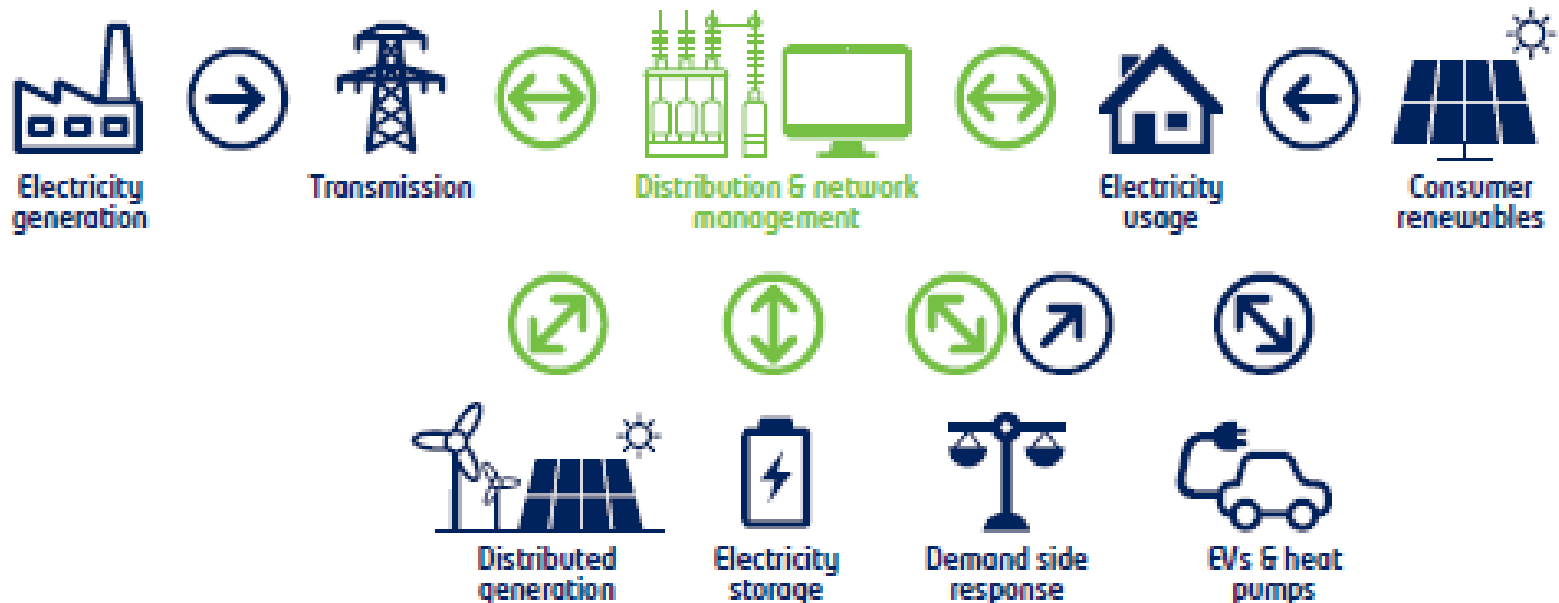
# Our role is changing



What used to be relatively simple...



...is becoming far more complex and multi-directional





Our current  
business  
performance  
including our  
business plan  
commitments

Our planned  
investment this  
financial year

New activity for  
period to 2023  
(remainder of  
RIIO-ED1)

# Ofgem's Annual Comparative Performance Report



## How we performed in 2018/19

Reliability & availability	Connections	Social	Customer satisfaction	Environment	Safety
					
Number of interruptions	Time to quote	Stakeholder engagement	Broad measure of customer satisfaction	Business carbon footprint	HSE obligations
Length of interruptions	Time to connect		Complaints	SF <sub>6</sub> emissions	
	Guaranteed standards of performance			Fluid filled cables	

Key	
<span style="color: green;">■</span>	Performance on or exceeding target
<span style="color: orange;">■</span>	Performance uncertain to meet target
<span style="color: red;">■</span>	Performance is behind target



## Areas of good performance

### Low Carbon Future

16% reduction in carbon footprint from 2015 emissions level

Three new commitments agreed in 2018 / carbon plan launched



### Network reliability

Reliability has improved by 29% from 2012 (target of 20% by 2019)

Enhanced target to deliver 35% improvement by 2023



### Pricing

Reduction in standard domestic tariff of 19% from average of previous price control (2010-2015)



## Significant areas of improvement this year

Customer Satisfaction

Guaranteed Standards of Performance (GSoP)



## Areas of challenge

Oil loss from cables

Pinch point remediation

Single domestic connection time



# Stakeholders informing our Business Plan Commitments



- We made **40 promises to our customers** when we agreed our Business Plan for RIIO-ED1 (2015-2023)
- **Our Business Plan Commitments are based on 6 areas that stakeholders told us were important**
- **There are now 42 commitments to report on in 2019** – new outputs agreed with stakeholders offset by the required investment and associated output for others having been delivered
- **New outputs were agreed with stakeholders in 2018 and 2017**
  - Including three new commitments in 2018 to support the transition to the low carbon economy

**Leading transition to  
DSO**

**Enabling electric  
vehicles**

**Community & local  
energy**

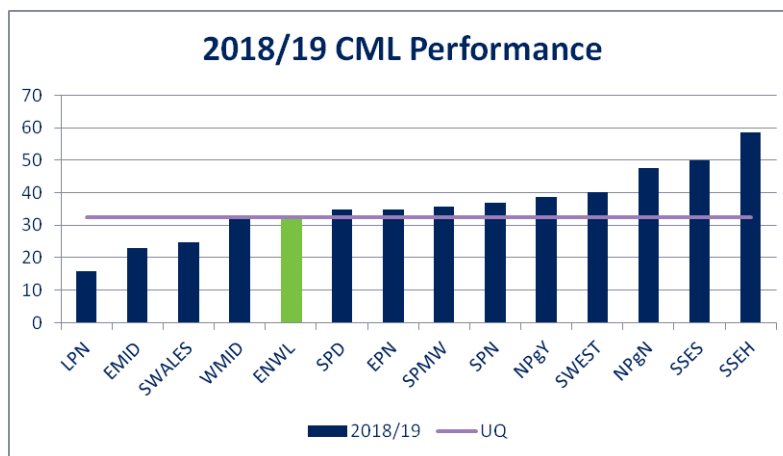
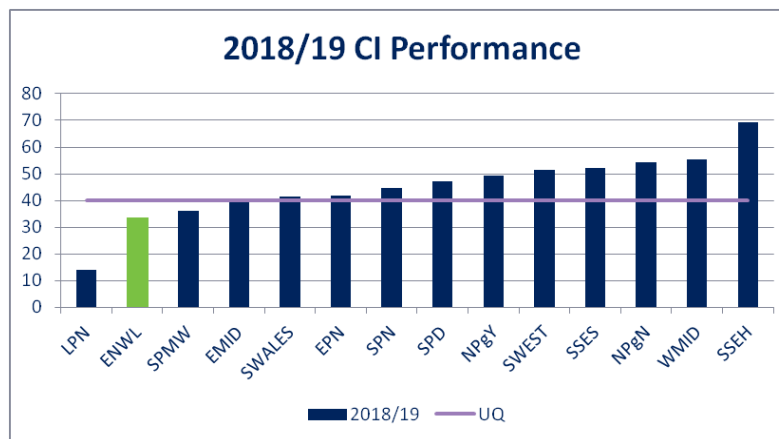
# Network reliability - regional



Reliability & availability



## Reliability



- Our network is one of the most reliable networks in the country
- Customer Interruptions (CIs) track the frequency with which our customers are interrupted. We are in the upper quartile in this area, delivered through quality asset management and significant investment in automation.
- Customer Minutes Lost (CMLs) tracks how long customers are off supply when they do lose power. Our performance in this area is in the second quartile

### Looking ahead:

We are continuing to invest to improve performance

£29m Investment in ED1

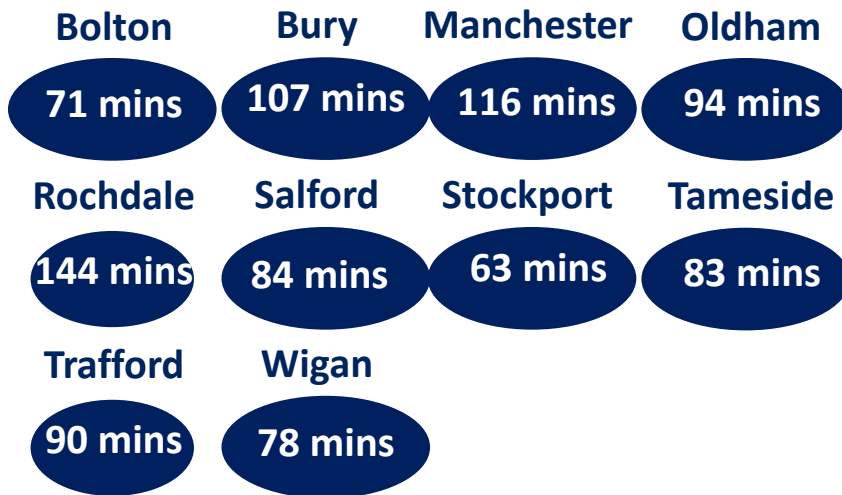



# Local Network Performance – Reliability



## Supply interruption duration

- The average supply interruption duration (ASID) is **93 minutes – (1hr 33 mins)**




 Average duration you can expect to be off during power cut

## Average time between faults

- The average time you can expect to go between experiencing a power cut is **4 years 4 months**

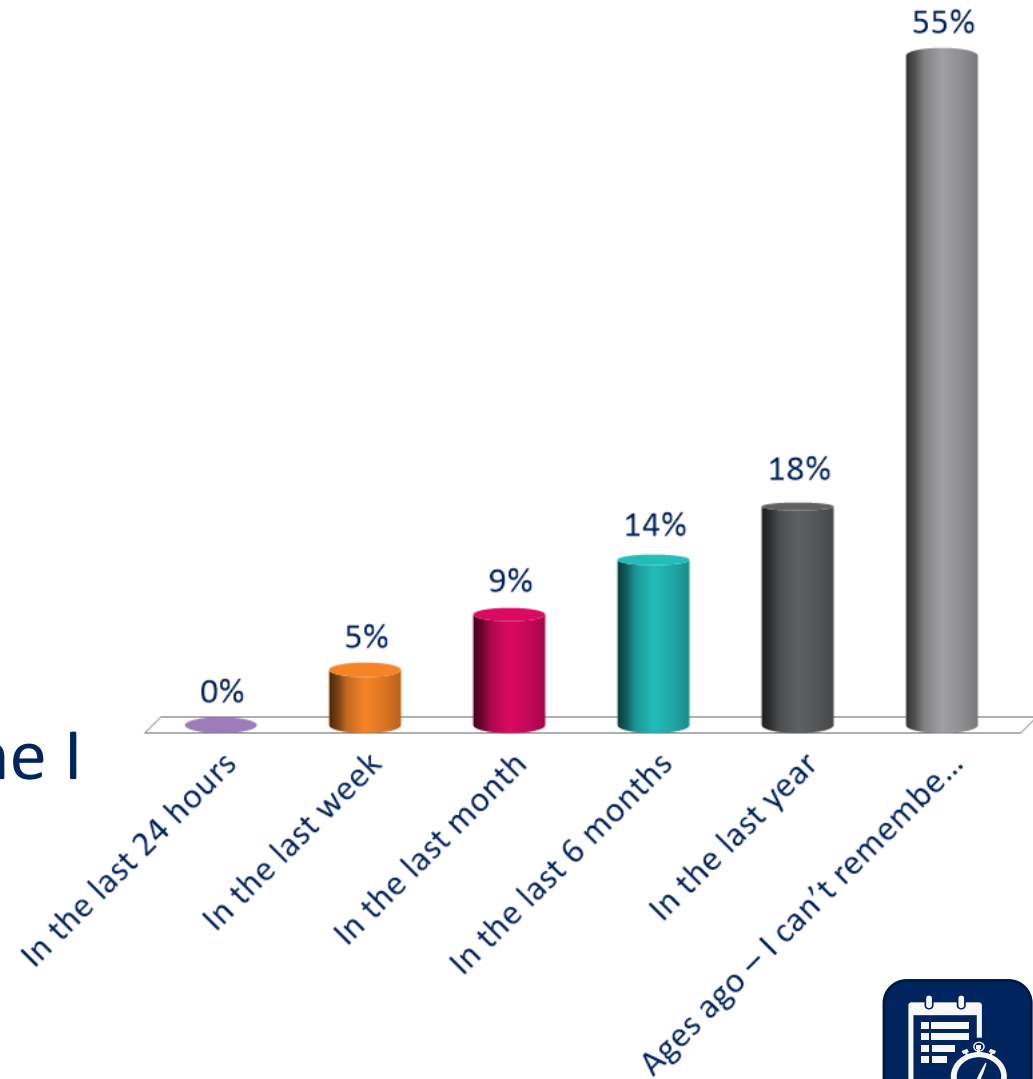


 Average time between power cuts

# Have you experienced a power cut?



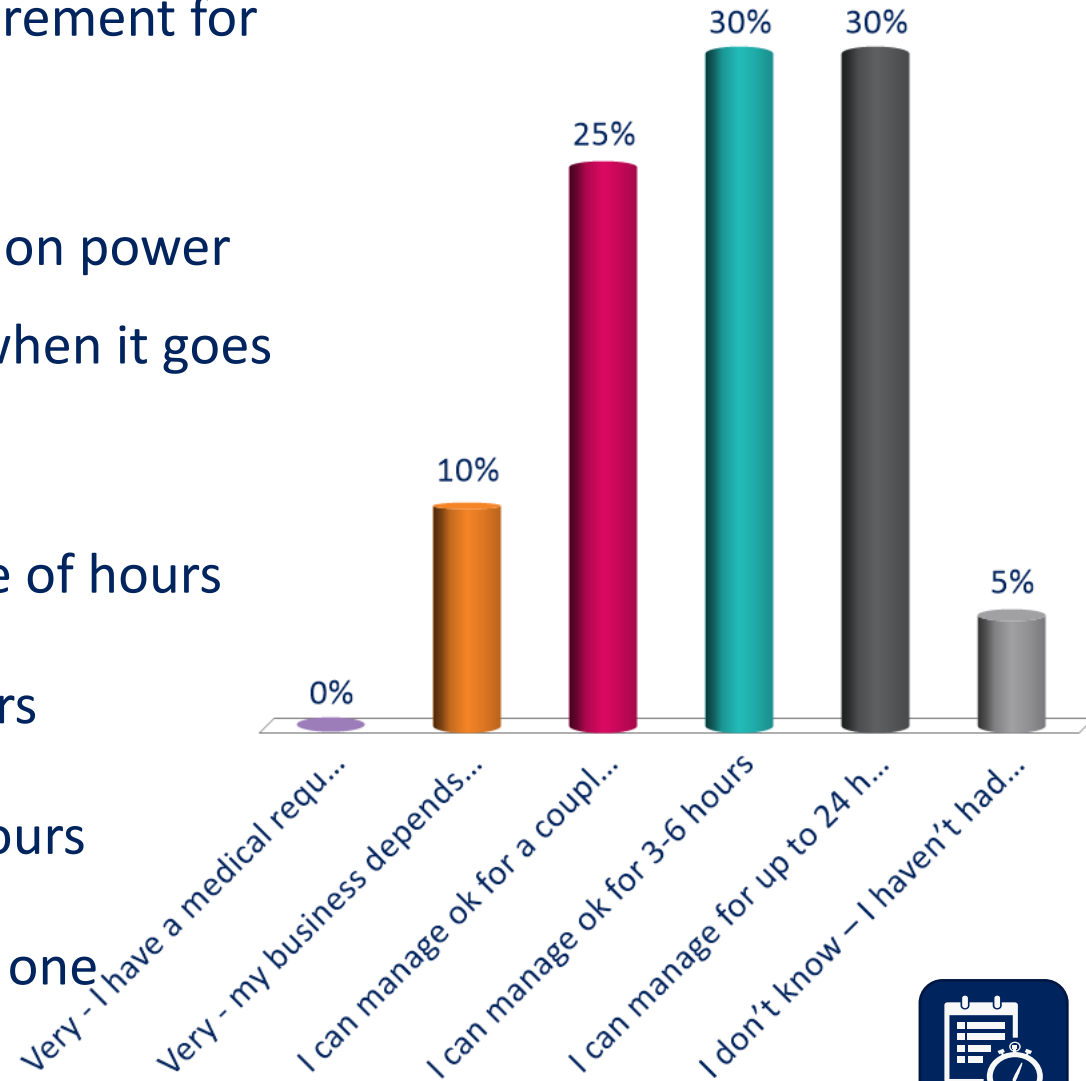
1. In the last 24 hours
2. In the last week
3. In the last month
4. In the last 6 months
5. In the last year
6. Ages ago – I can't remember the last time I had a power cut



# How impacted are you / would you be when you have a power cut?



1. Very - I have a medical requirement for electricity
2. Very - my business depends on power and serious things happen when it goes off
3. I can manage ok for a couple of hours
4. I can manage ok for 3-6 hours
5. I can manage for up to 24 hours
6. I don't know – I haven't had one



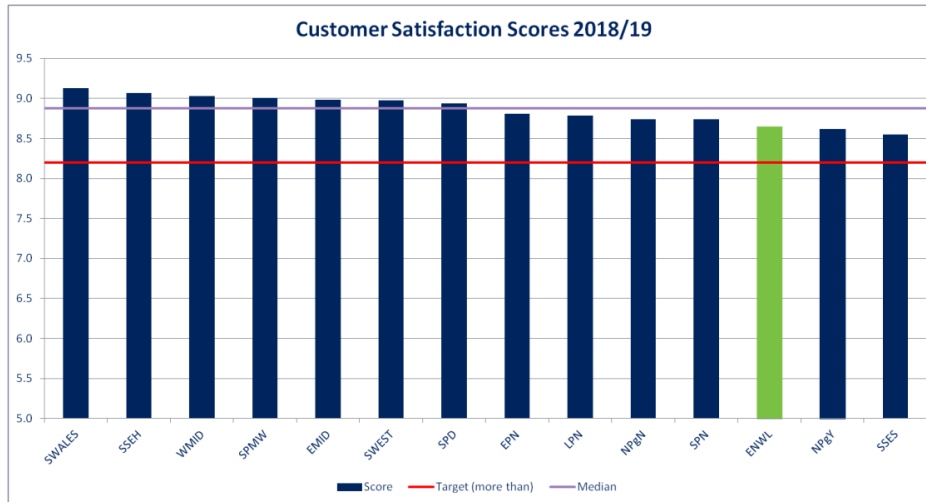
# Customer satisfaction - regional



## Customer satisfaction

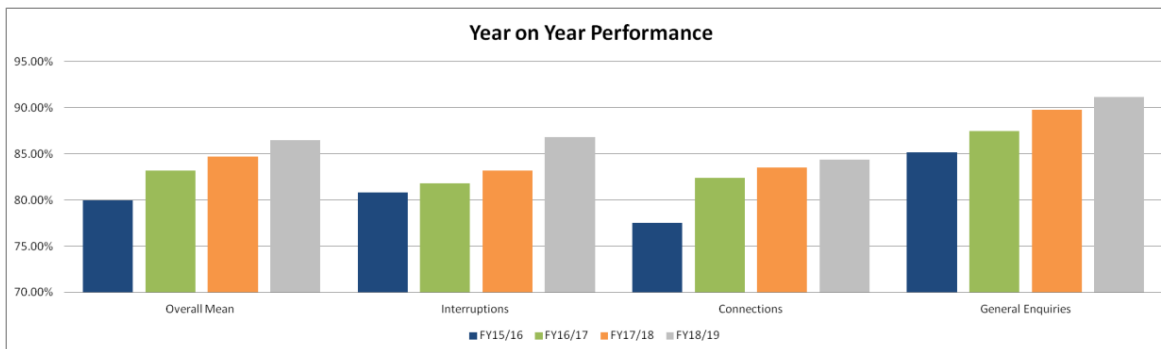


## Customer Satisfaction



- Satisfaction overall now at 86.5% and our plans target further improvement
- The spread of scores across companies is narrow and we have made significant progress in closing the gap to mean scores
- We have focussed significant effort in improving our satisfaction levels in recent years. This continued effort has seen an improvement in all areas of the measure, calculated by Ofgem.

## Year on Year Performance



## Looking ahead:

Our business plan targets further improvements in Customer satisfaction

**2019/20 target: 88.3%**



- Our contact centre is in **Warrington** and deals with all Electricity North West related queries.
- **87.1%** Customer Satisfaction (CSAT) in Greater Manchester for 2018/19
- We manage a Priority Services Register (PSR) for vulnerable customers.
- Vulnerabilities are classified as high, medium and low with different service levels dependent on the customer's needs
- We have **520,000** customers in Greater Manchester on our Priority Services Register
- We have created a Register for SME's

**520,000** customers  
in Greater  
Manchester are on  
Priority Service  
Register



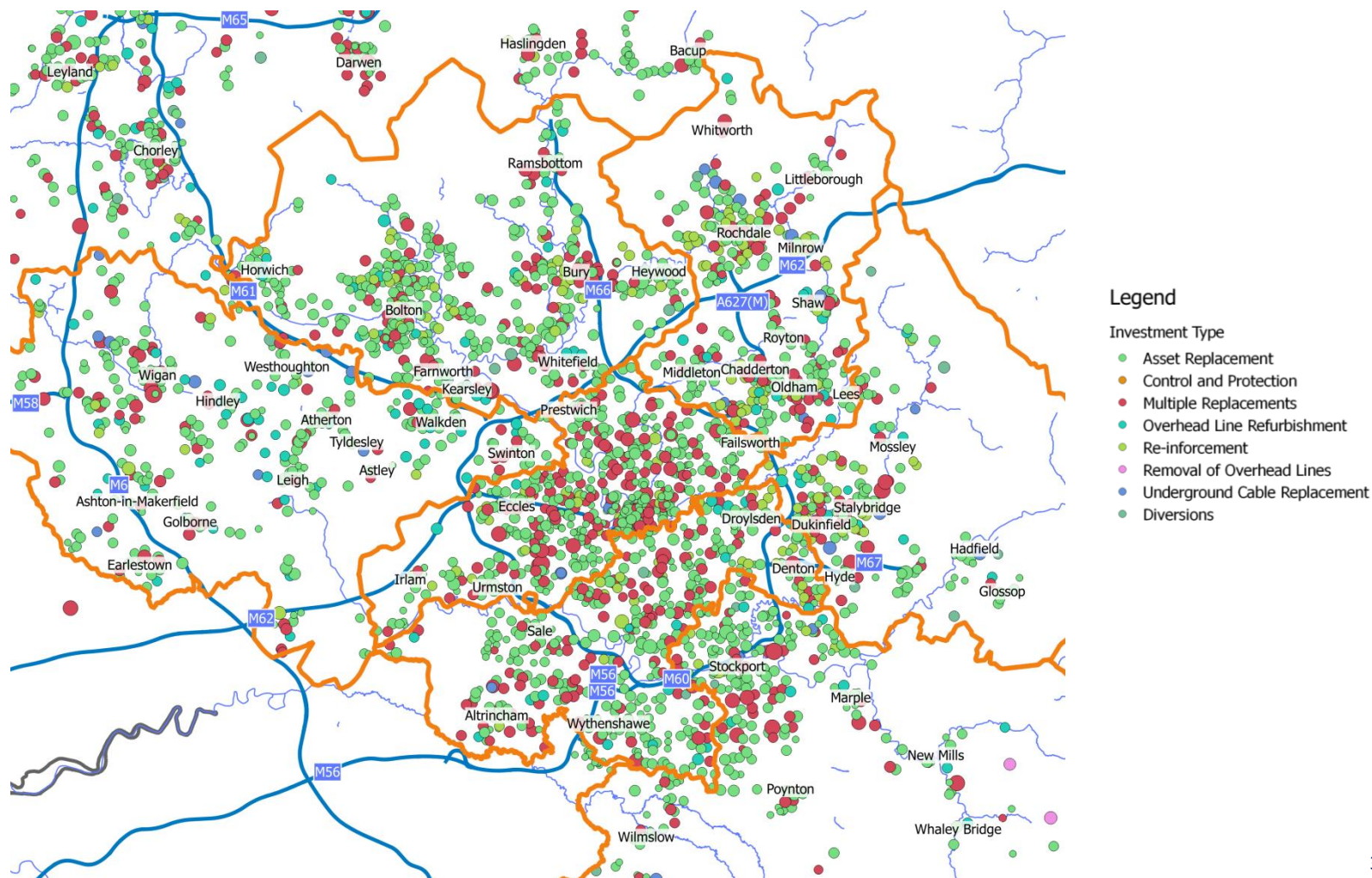
Greater Manchester  
Customer Satisfaction  
Score:

**87.1%**

# Investing £329m across the North West in 2019/20



- Investment broadly correlates with experienced or expected increases in population density, existing assets requiring replacement and specific projects to cope with the additional strain on the network.



# Notable Projects in Greater Manchester



Total spend

Customers affected

Finish date

**Rochdale central flood resilience**

**£3.3m**

**22k**

**March  
2023**

**Longsight - grid transformer replacements**

**£2.5m**

**30k**

**December  
2019**

**New Mills 33kV switchgear replacement**

**£810k**

**15k**

**September  
2019**



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## Transition to low carbon

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# Decarbonisation - we've listened to and acted on stakeholder feedback



DSO conference  
December 2017

- 70 participants helped us to shape the **Powering the North West's** future document describing our vision for decarbonising the North West.

Engagement for  
Community and  
Local Energy  
Strategy

- **Development of our strategy** was informed by stakeholder engagement including:
  - 8 interviews with community and local energy groups
  - 2 independently facilitated engagement events (Kendal and Manchester Nov 2017);
  - call for evidence and online questionnaire.

Strategic and  
Regional  
workshops  
2018/19

- 112 stakeholders attended strategic and regional events
- Strategic Event confirmed support for 3 new **Business Plan Commitments relation to carbon reduction in 2018**
- **Transition to Low carbon and energy efficiency a top stakeholder priority**

Support and  
challenge from the  
Sustainability  
Advisory Panel

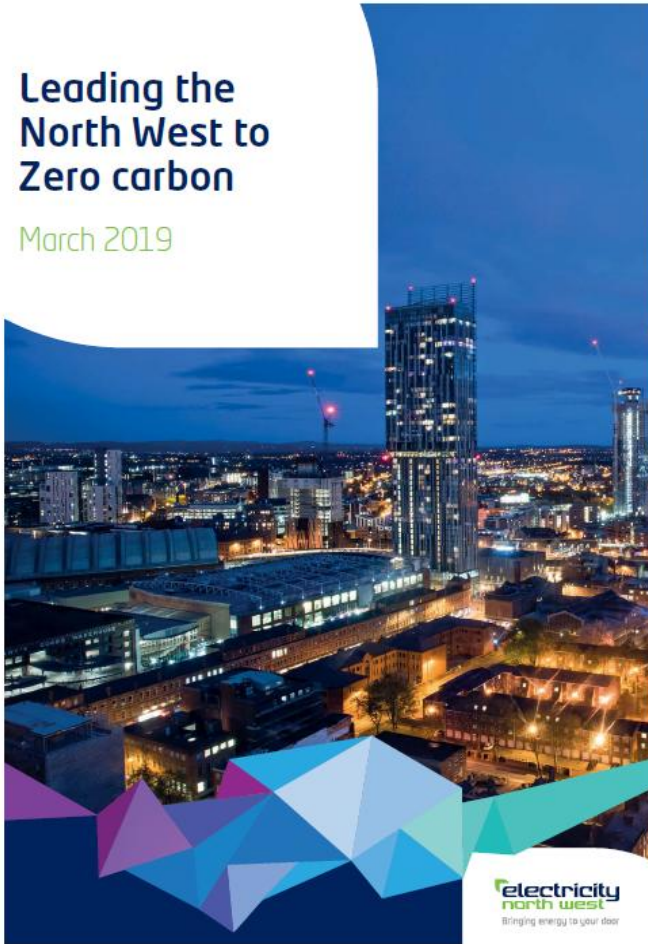
- **Advisory Panel** reviewed and helped to shape the Community and Local Energy Strategy and our plan **Leading the North West to Zero carbon**
- They will hold us to account.

# Our Plan – ‘Leading the North West to Zero Carbon’



Leading the  
North West to  
Zero carbon

March 2019



- ✓ We will play a crucial part in leading and enabling decarbonisation across the North West
- ✓ Investing an additional **£63.5m** in the next four years:
- ✓ Supports Greater Manchester’s ambition to be carbon neutral by 2038 and is in line with other councils responses to climate emergencies.

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[zerocarbon@enwl.co.uk](mailto:zerocarbon@enwl.co.uk)



## We have committed to a carbon budget to meet zero carbon by 2038 for our own carbon emissions - 10% year on year decrease in emissions

- Have become the first carbon literate distribution network operator in Great Britain
- Developing a new strategy to reduce emissions from network losses as far as practicably possible by 2038
- Developing carbon neutral depot and substation trial
- Reducing carbon emissions and fuel poverty with Smart Street (network voltage management) roll out
- Developing new initiatives to support carbon reduction activity in our communities
- Enabling our customers to connect low carbon technologies to our network and facilitating the transition to a low carbon economy

Carbon Literacy Project



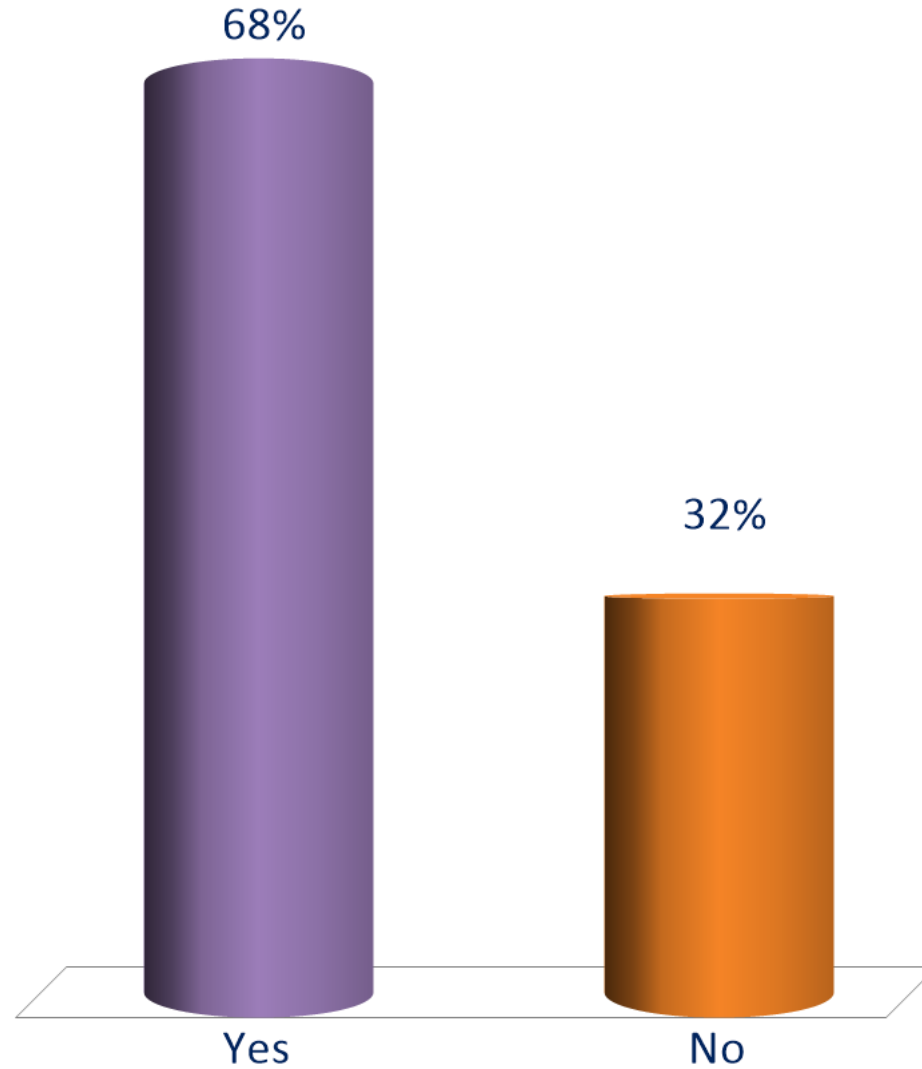
SMART STREET



# Before today had you heard about our Low Carbon commitment?



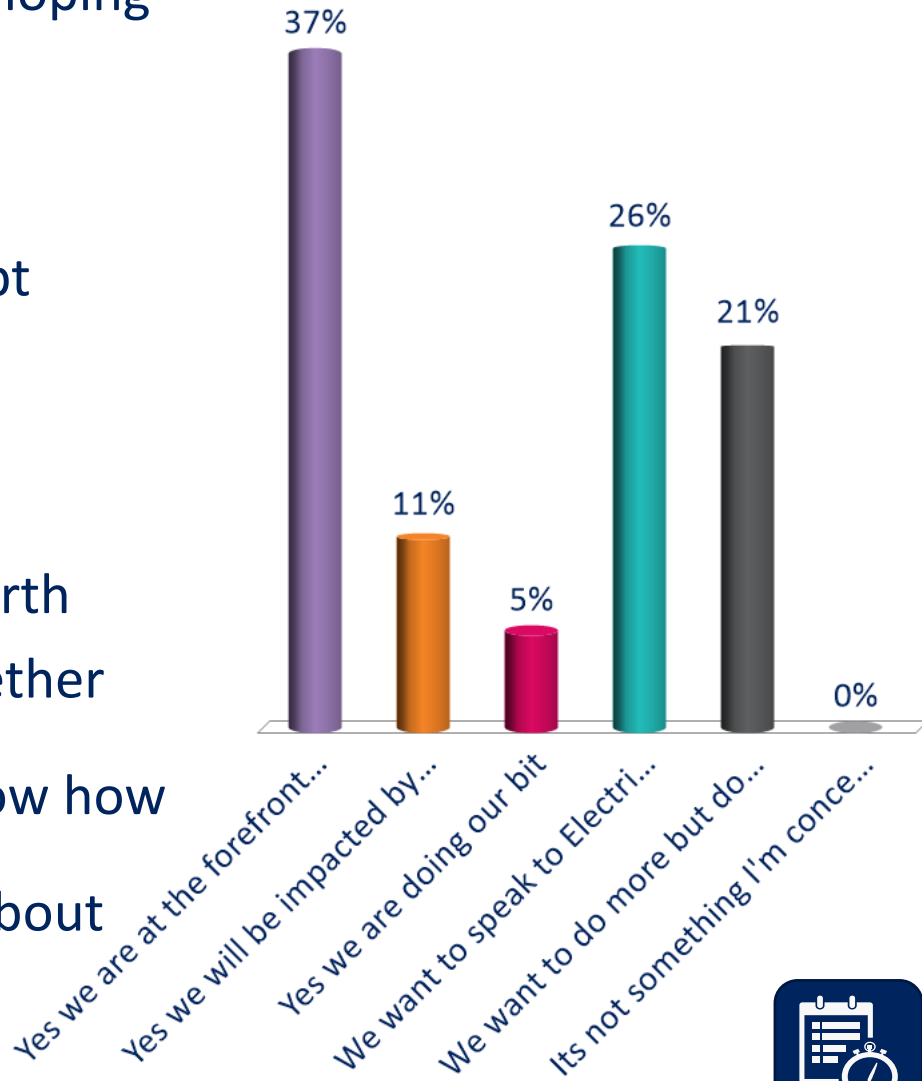
1. Yes
2. No



# Will your organisation be impacted by the low carbon transition?



1. Yes we are at the forefront of developing / installing new technologies
2. Yes we will be impacted by other organisations actions and will adapt accordingly
3. Yes we are doing our bit
4. We want to speak to Electricity North West about how we can work together
5. We want to do more but don't know how
6. Its not something I'm concerned about right now



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Making sure no-one gets left  
behind – social data mapping  
of vulnerability

Stephanie Trubshaw

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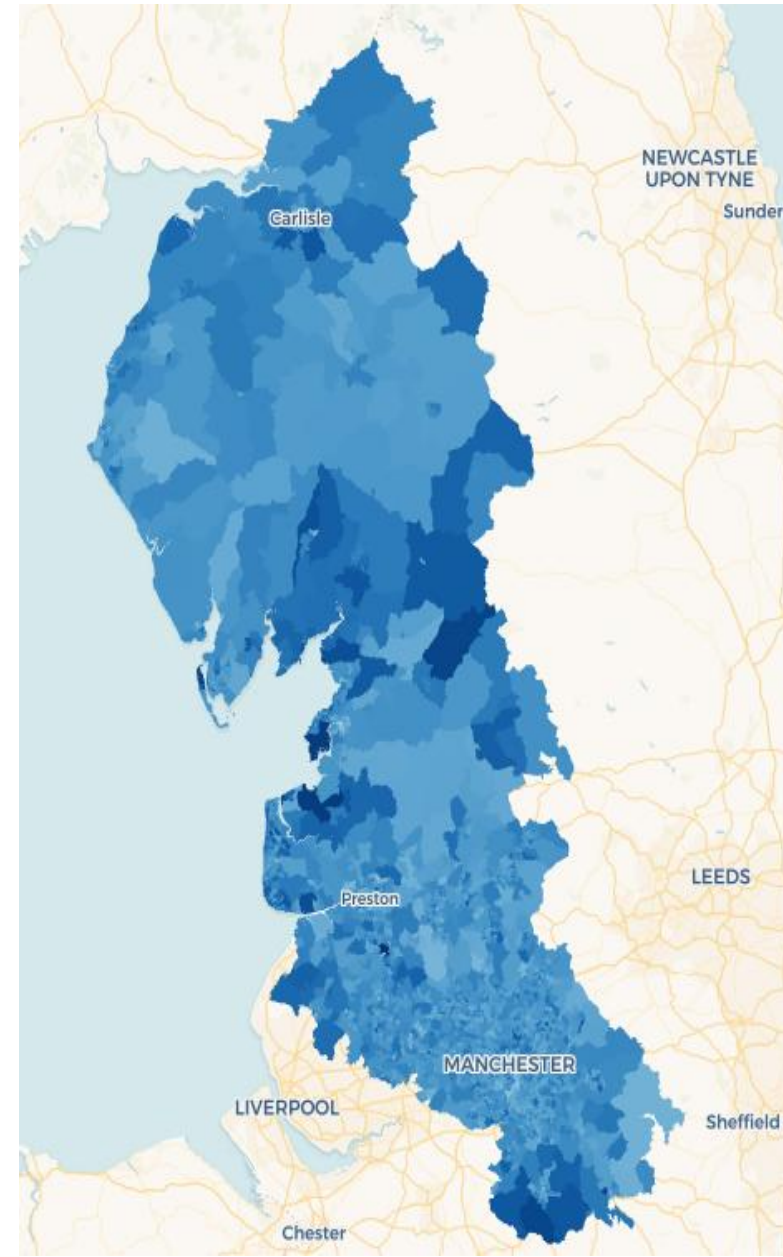
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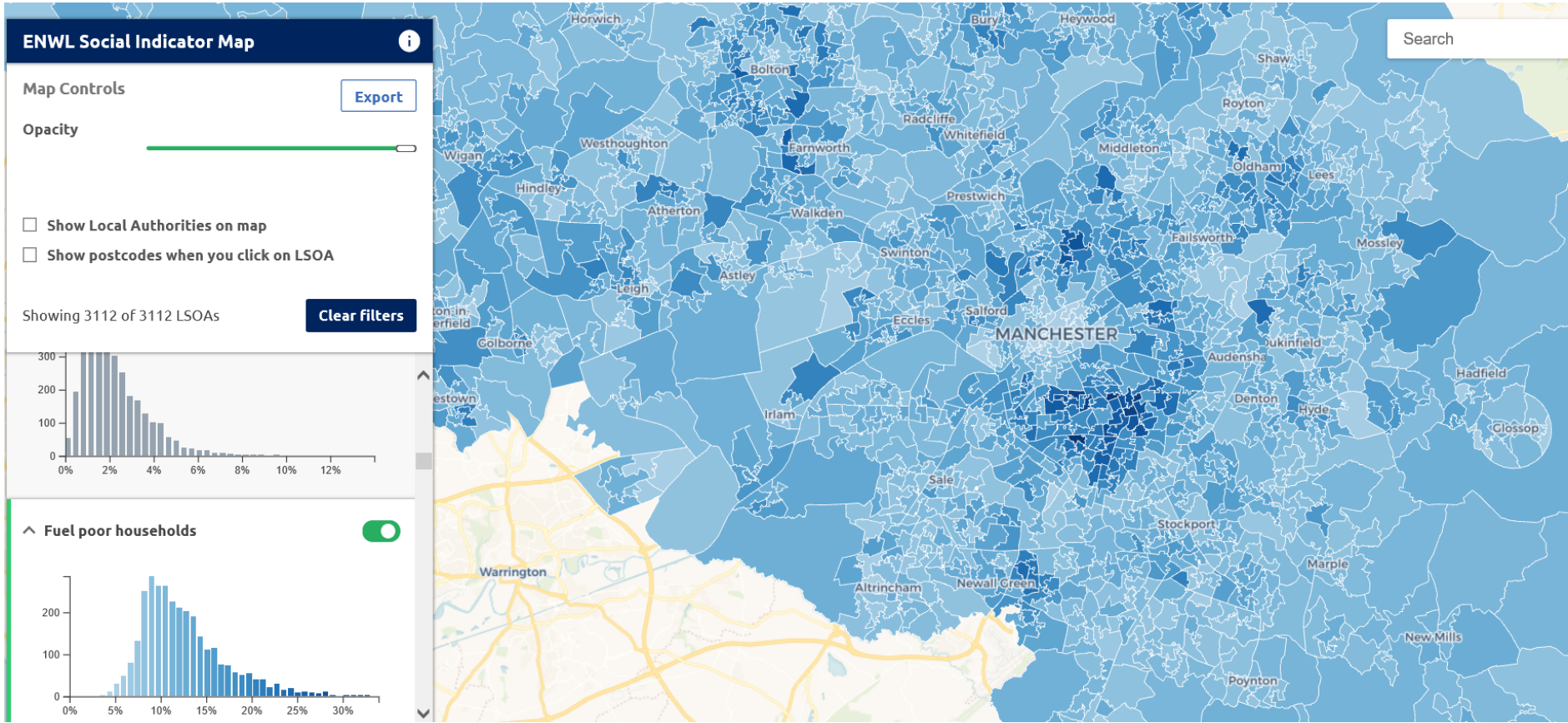
# Social Data Mapping Tool



- The tool that we have implemented is a heat map of the North West Indices of deprivation within a Lower Super Output Area (LSOA)
- The LSOA are designed to be similar in size by 1,500 residents or 650 households
- The multiple indices focus on Factors affecting:
  - Income
  - Employment
  - Education / Skills
  - Health and disability
  - Barriers to Housing and Services
  - Living Environment
  - Crime



# Fuel Poverty

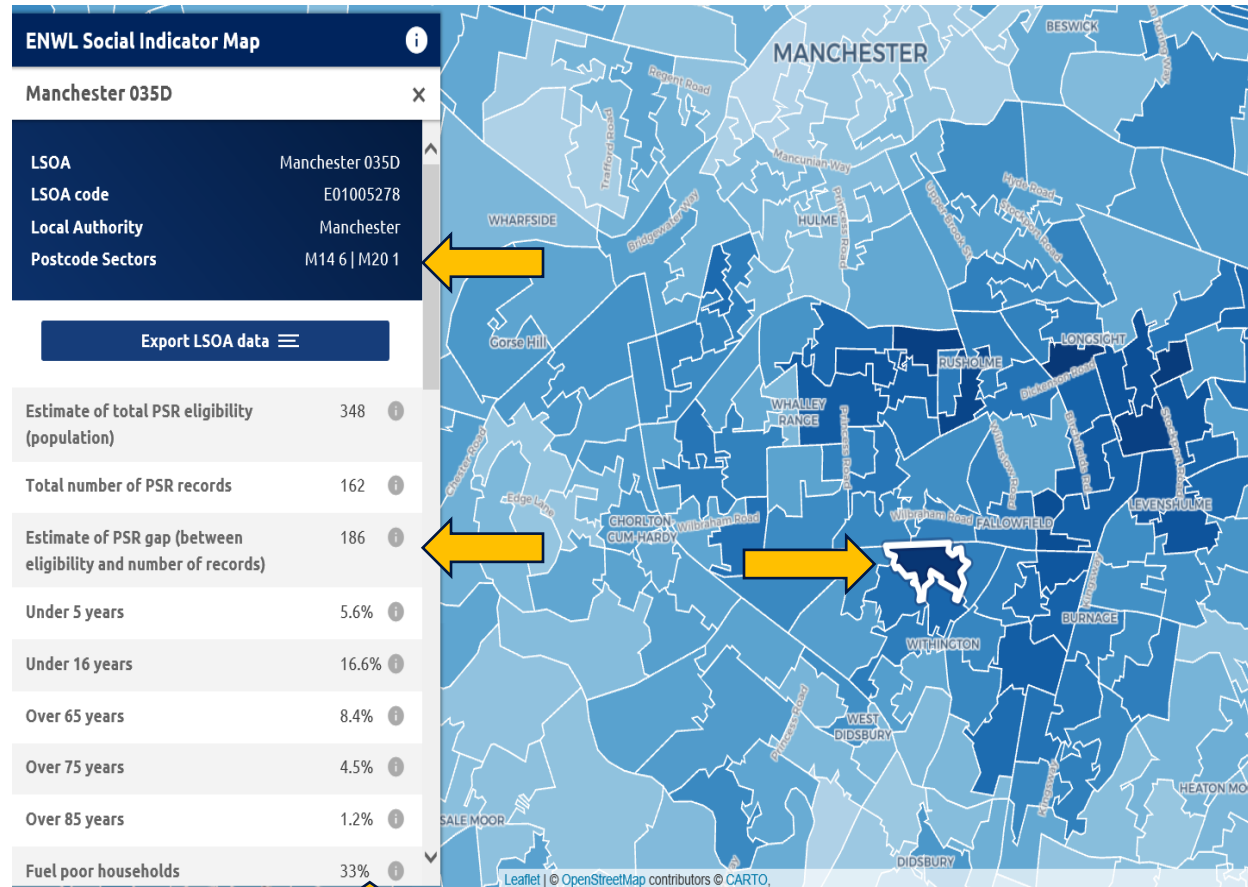




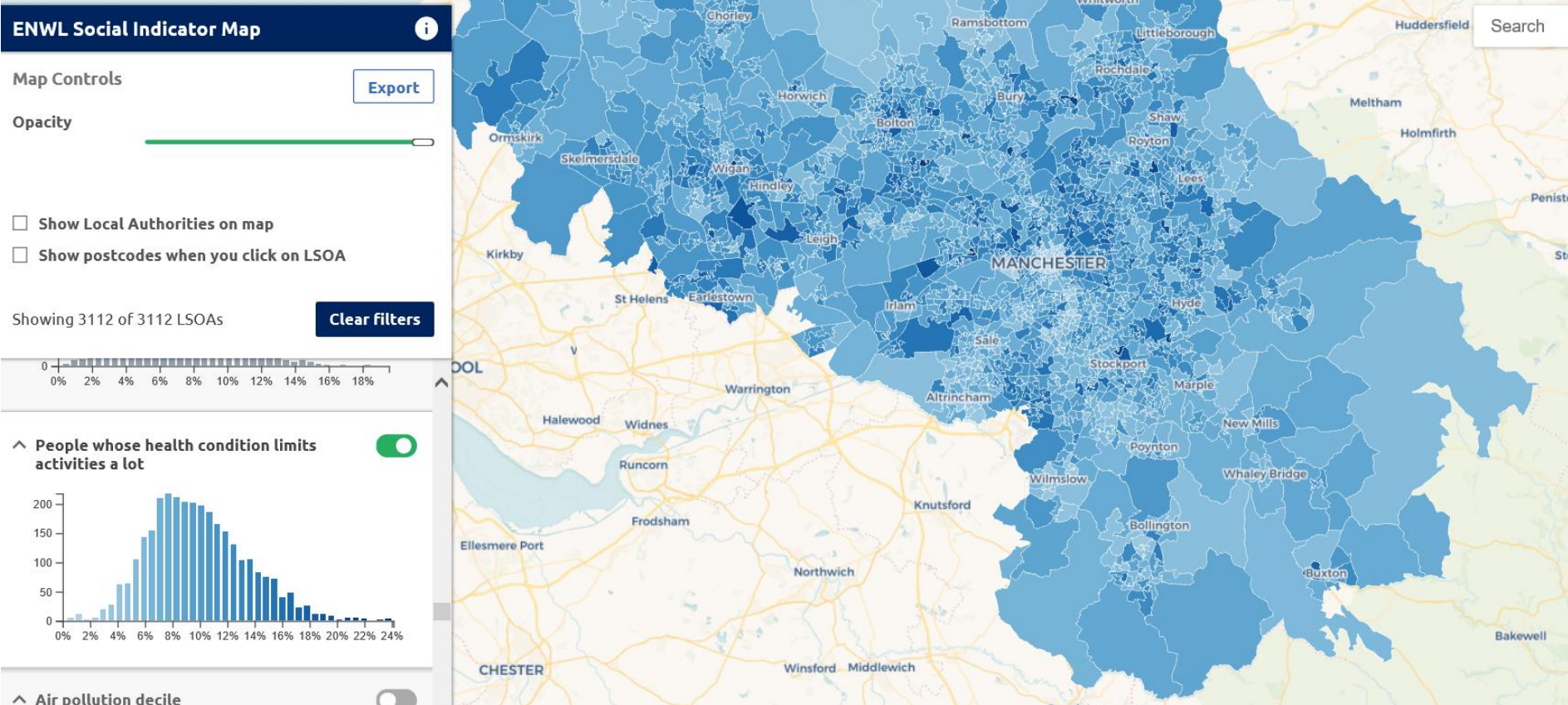
# Detail of the Area



- Drilling into an area you can see here the postcodes affected
- The dark blue indicates a high factor of the selected topic
- In this case fuel poverty at 33%
- This also shows you the total eligible and the gap



# Air Pollution





- Electricity North West have combined the Priority Services Register data so that we can by area focus on the strategy to increase awareness and uptake
- The data currently shows that over 1.6 million people in the North West could be registered on the Priorities Services Register
- Currently there are 844,000 members of the Priority Services Register
- Next steps are to cross reference this data with our electricity network data to design network improvements focusing on communities that may be unduly impacted through an immediate loss of supply

# Did you know about our Priority Services Register before today



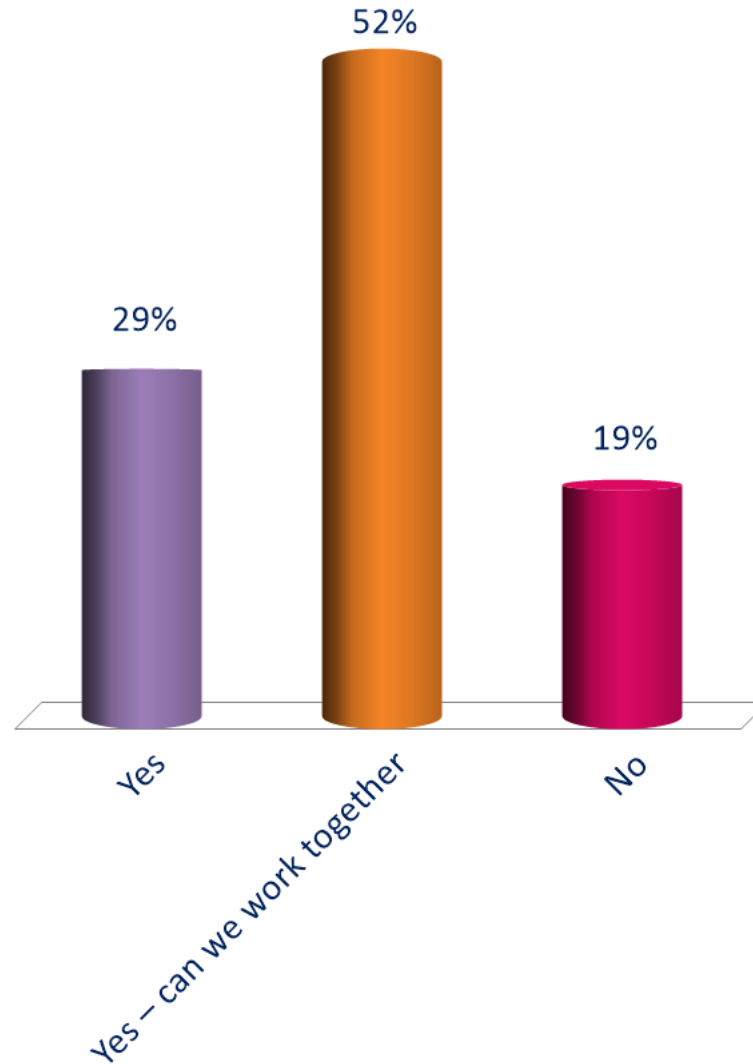
1. Yes – but its not a service I need now
2. Yes – myself or a friend or family member are registered already
3. Yes – I actively promote it to vulnerable customers
4. Yes – but I haven't got round to registering yet
5. No – its not something I need right now
6. No – didn't know you had one – I'll register NOW
7. No



# Could this data be useful to your organisation?



1. Yes
2. Yes – can we work together
3. No





How you  
could use  
this data?

How should  
Electricity  
North West  
use this  
data?

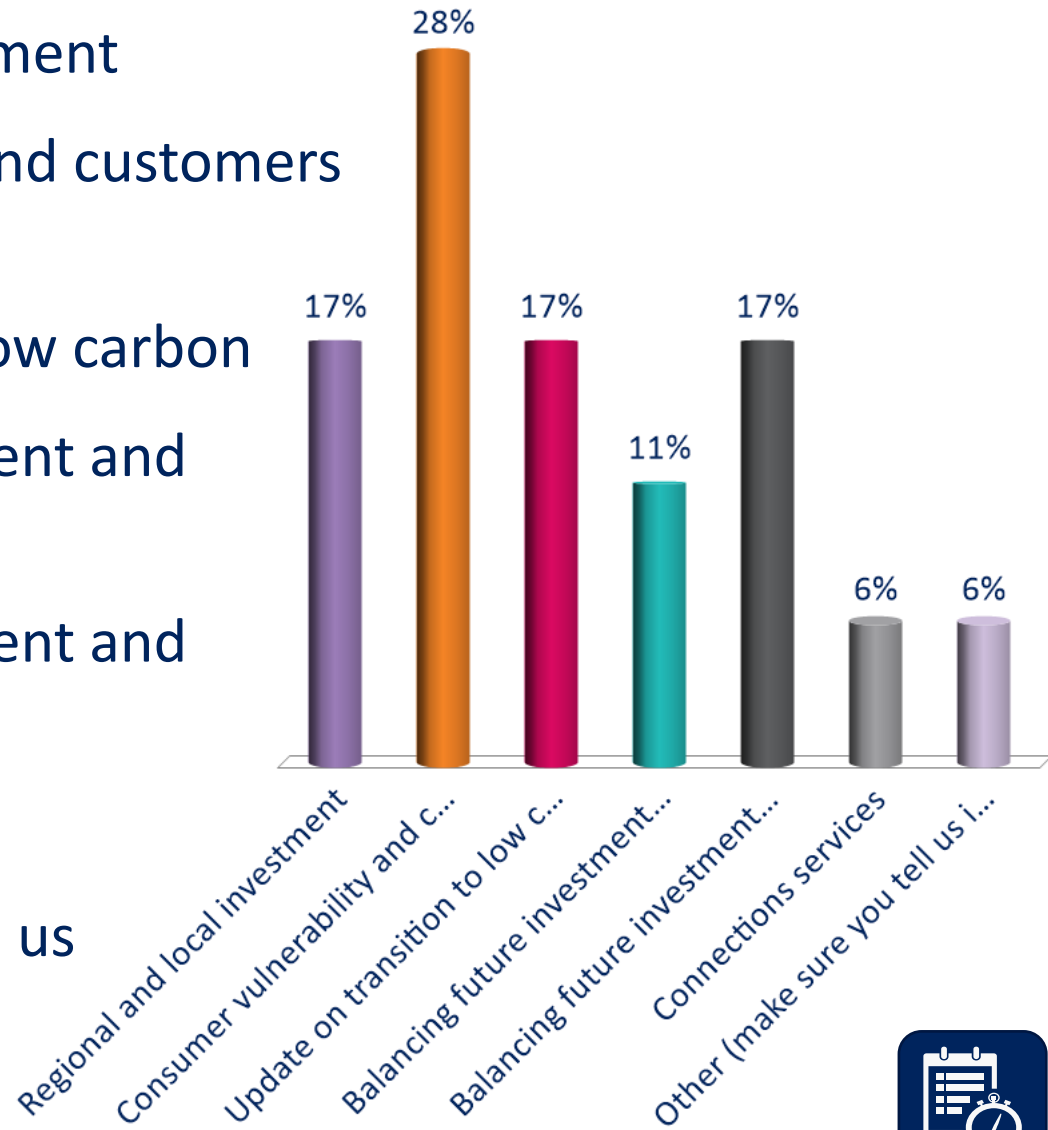
Could you  
help us to  
identify and  
work with  
vulnerable  
customers in  
our  
community?

# FINAL QUESTION

What would you like to discuss next time?



1. Regional and local investment
2. Consumer vulnerability and customers services
3. Update on transition to low carbon
4. Balancing future investment and customer bills
5. Balancing future investment and regional development
6. Connections services
7. Other (make sure you tell us in the feedback form)







## We've discussed..



Who we are, our performance and how stakeholder engagement informs our decisions and decarbonisation



How to use the customer mapping information to support vulnerability



What's important to you and how we continue to engage into the next price review period

## What happens next



We will collate feedback and produce a feedback document by the 6<sup>th</sup> September on our website



You are welcome to pick up the phone or contact us at any point on the topics we've talked about today



Please talk to one of our colleagues



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Thank you

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