

# Distributed Generation (Low Voltage)

Incentive on Connections Engagement  
Looking Forward and Looking Back report



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# Welcome

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

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

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

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





# Foreword

The Distributed Generation (Low Voltage) market continues to change and as a business we must adapt to meet the evolving needs of our stakeholders. In order to keep pace with change and ensure we deliver, we have to keep our finger on the pulse and we do this via our stakeholder engagement. Last year we held workshops and engagement sessions for all our DG stakeholders, including HV and EHV however, for 2018-2019 we have decided to separate our engagement to ensure the DG LV market is given the necessary attention it requires.

To add our offering to this group of stakeholders, we have recently employed a Community Energy Manager who will act as single point of contact for communities looking to connect their DG projects. In addition to this, we have also realigned our business this year by adopting a new company purpose and a new set of principles to guarantee that in the ever changing environment, we continue to deliver the very best service for our stakeholders and communities. We have dedicated a section to our new Purpose and Principles later in the report.

**Lee Maxwell**  
Director of Energy Solutions

“Last year we held workshops and engagement sessions for all our DG stakeholders, including HV and EHV however, for 2018-2019 we have decided to separate our engagement to ensure the DG LV market is given the necessary attention it requires.”





# 1 Engagement Strategy and Approach

## 1.1 Background

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

Distribution Network Operators (DNOs) are required to provide ICE workplans for market segments that did not pass the competition tests. We are delighted to have passed all but two of our competition tests. This shows our commitment to promoting competition in the North West and increasing choice for our customers.

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

This report is focussed on the DG LV connections market segment, applicable under the Incentive on Connections Engagement.

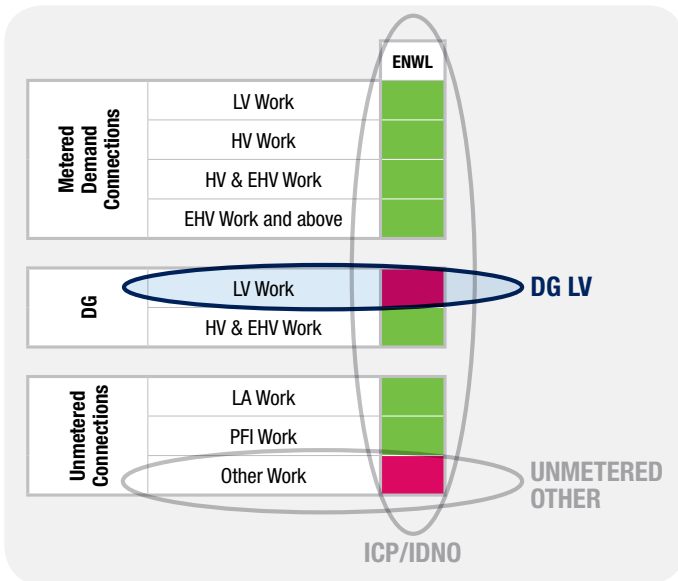
## 1.2 The DG LV market

Over the last few years we have seen a significant reduction in the number of generation applications and connections we make at LV. The infographic demonstrates the decline in quotes issued and accepted jobs.

Quotes Issued/Year	2015-2016	2016-2017	2017-2018
Nil cost	915	204	167
Up to £5k	145	26	18
Up to £50k	81	23	13
Over £50k	16	2	1
<b>Total:</b>	<b>1157</b>	<b>255</b>	<b>199</b>

Quotes Issued/Year	2015-2016	2016-2017	2017-2018
Acceptances	409	92	78

In previous years we combined our ICE report for the DG LV market segment with the voluntary commitments we made covering DG activities for HV and EHV. This year we have split these into two separate documents. We have done this for two reasons. Firstly we were concerned that the relative size of the DG LV market (less than 1% of the value of DG quotes we issue) meant that the needs of these stakeholders were at risk of being overlooked by the needs of the larger HV and EHV stakeholder groups; we have planned some specific DG LV events this year in our engagement plans. Secondly to make it clearer for the purposes of ICE. This will allow Ofgem to consult specifically on the aspects of our engagement plan and commitments and for stakeholders to comment on activities that fall into the DG LV market segment.

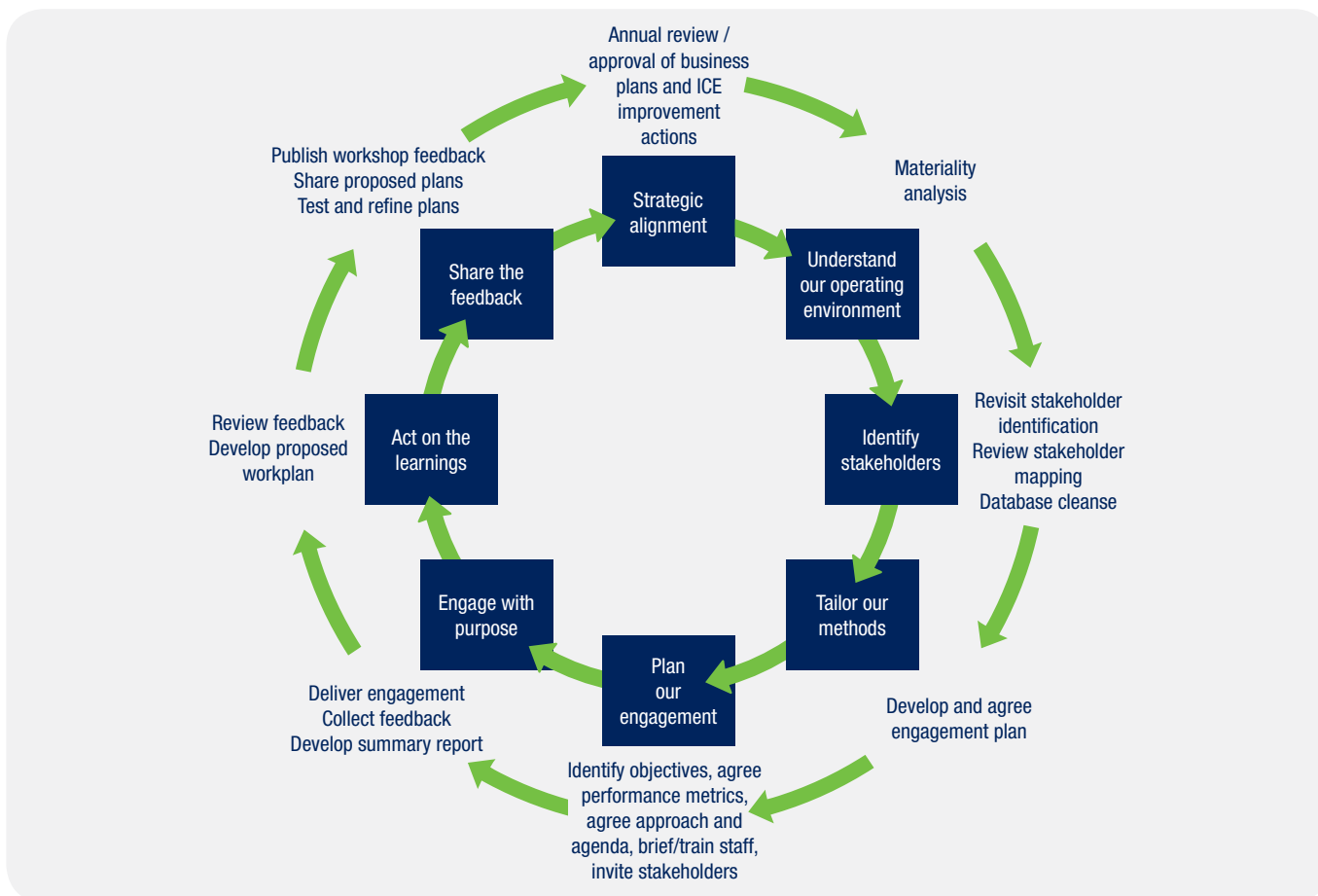




## 1.3 Engagement Strategy and Approach

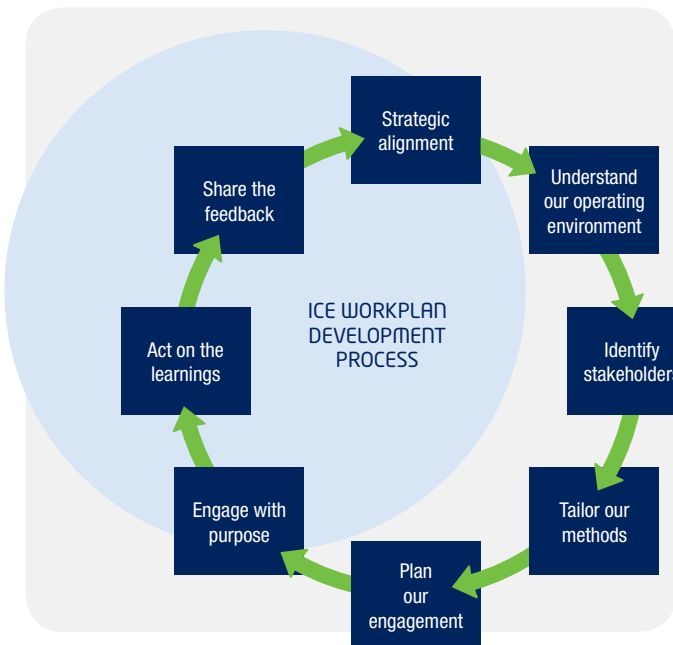
### 1.3.1 Putting stakeholders at the heart at the heart of what we do

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





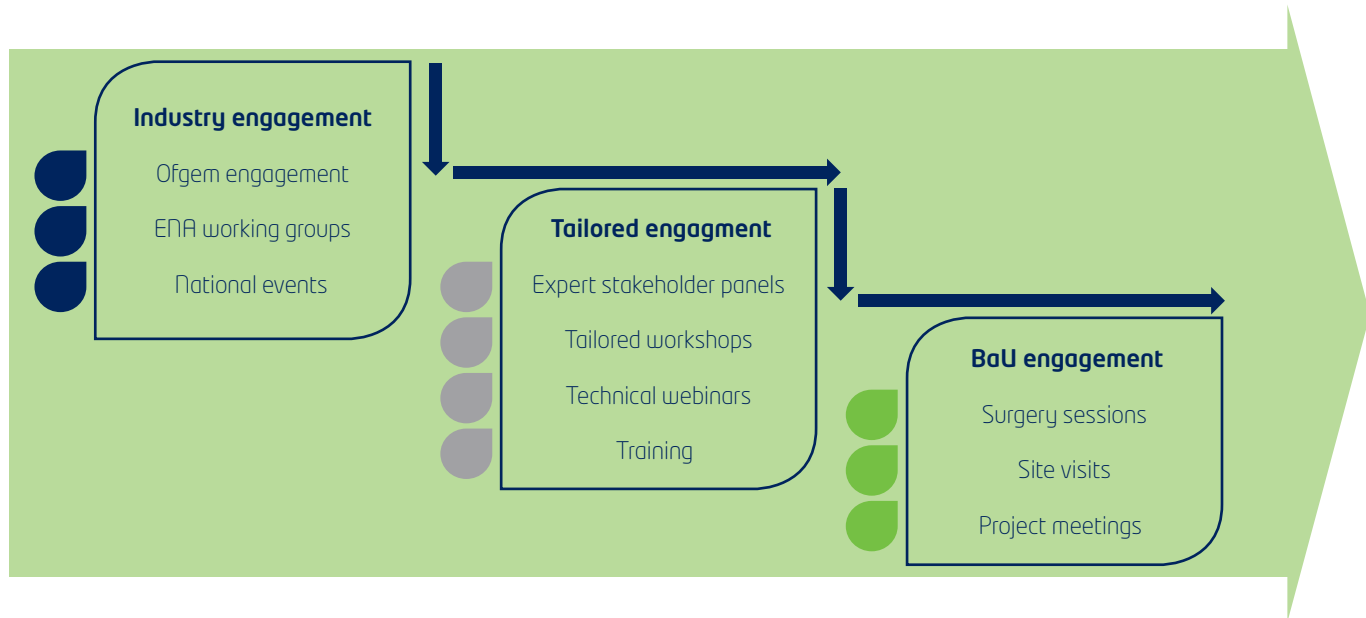
### 1.3.2 Implementing our Strategy in Connections



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

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

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

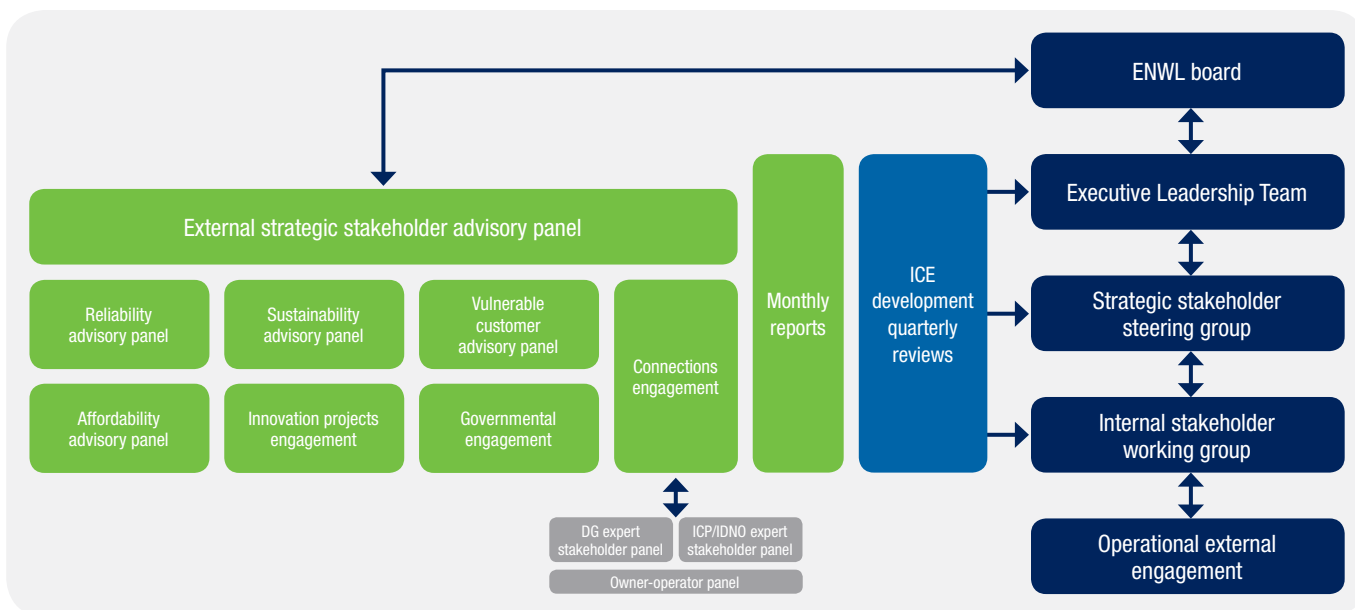




## 1.4 Engagement Governance

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

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



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





## 1.5 Independently Assured

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

**MATURITY LADDER**

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

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

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

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

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

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

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

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

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

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

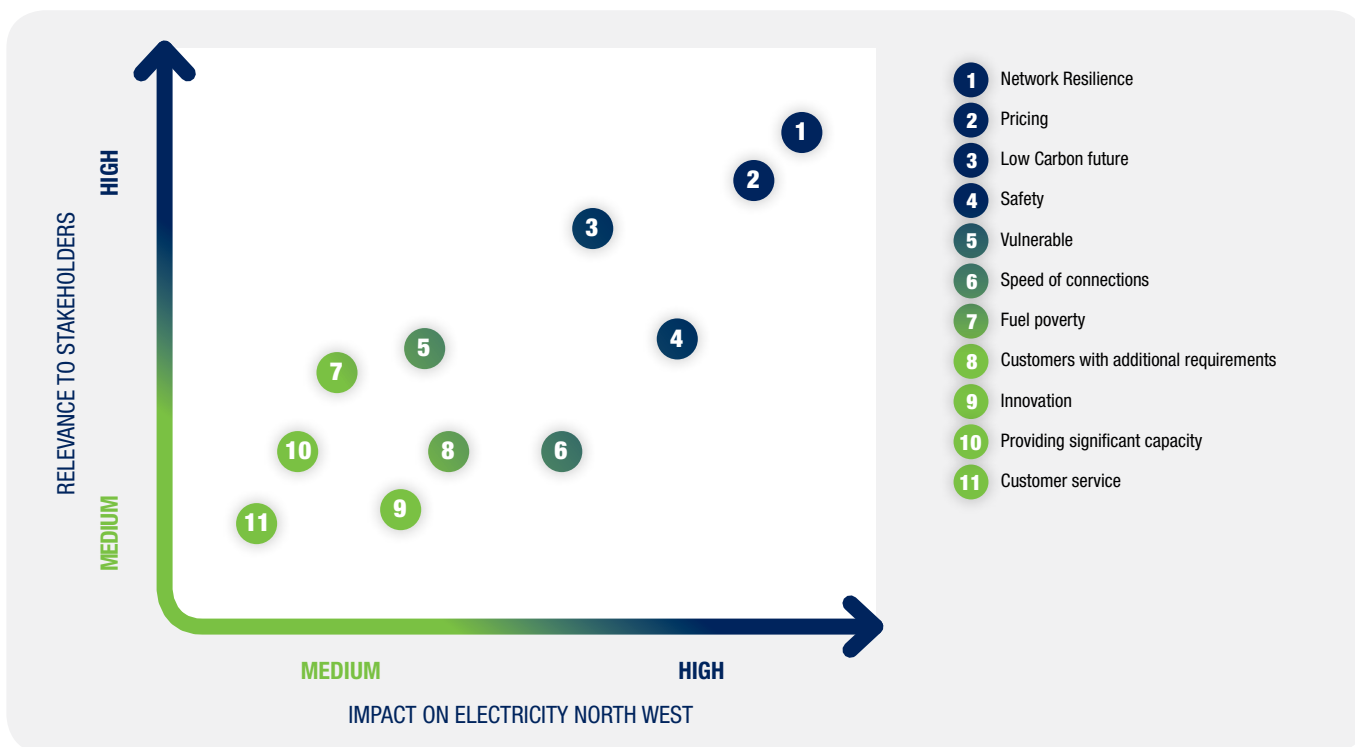
We also hold group meetings dedicated to ICE, attended and chaired by our Energy Solutions Director. These provided full visibility of all the feedback we received from stakeholders across both business-as-usual and planned engagement to senior leaders in our business



## 1.6 Stakeholder Identification and Positioning

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

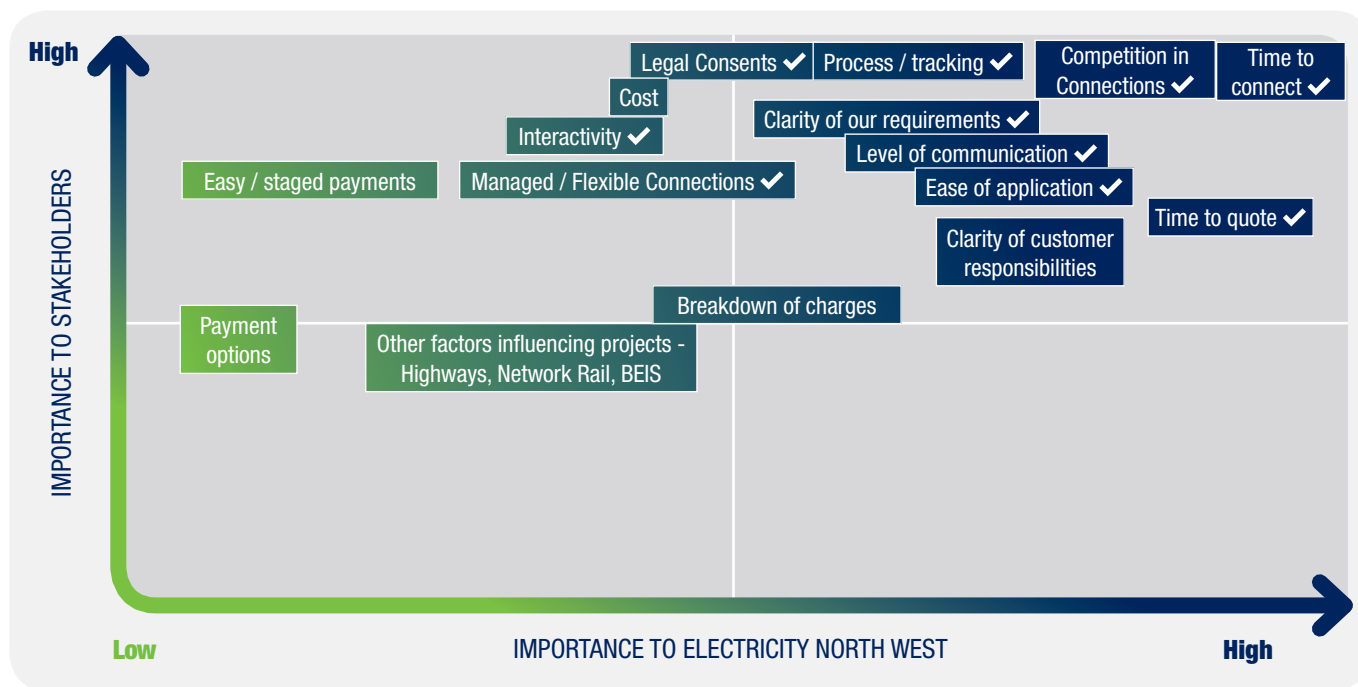
Each year we continually review and re-assess our stakeholder profiles and mapping to ensure that our stakeholder engagement continues to be planned appropriately for our target customer groups.



Above is an extract from ENWL's wider company engagement strategy showing the mapping methodology used. Overleaf is the stakeholder map for the DG LV market segment which is based on the same principle to ensure consistency with the wider business.



### Materiality – DGLV stakeholders



✓ = topics that were covered in our engagement

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

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





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

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

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

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

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

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

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

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

### OUR PURPOSE

Together we have the energy to transform our communities

### OUR PRINCIPLES

We are **SWITCHED ON**

**MIND SET**

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

We are **ADAPTABLE**

**SKILL SET**

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

We take **PRIDE**

**HEART SET**

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



## 2 Looking Back report

We work hard to engage with as many stakeholders across our area as possible, making sure that our improvement plans are not only grounded in stakeholder feedback, but are tested and shaped by them too. We made commitments to provide more formal engagement opportunities with stakeholders, recognising that historically, return customers tended to find it easier to contact us than new customers. We acted on stakeholder feedback and now provide multiple opportunities for stakeholders to contact us to discuss specific or general queries, in a format they feel comfortable with.

### 2.1 Reviewing our 2017-2018 Engagement Highlights

#### Workshops

“ Very good. Uplifting, exhilarating ”

**James Hayhurst**, EAL, Energy Alliance Lancashire (Community Energy representative)

#### Surgery sessions

“ Surgery session was very useful with Tracey and Allen - very helpful and informative, I personally look forward to working more with them going forward ”

**Balance Power** (DG LV developer)

“ Going to offices, speaking to someone and seeing the maps to understand why some areas and locations might not work is really important ”

**MORE Renewables** (Community Energy representative)

#### Surveys

“ Murad was very helpful and helped me get the date that my client requested on a G59 so we were very happy with his help. ”

**Perfect sense energy** (DG LV developer)

“ From the outset I experienced a first class service from design through to execution. special mention to Chris, Joe and Sean for a first class job. ”

(DG LV developer)

“ Joe Davis - top man! ”

(DG LV developer)

“ A polite, professional and very helpful team, a credit to themselves, from the kind lady whom helped direct my enquiry to the right office, right through to the design team well done and thank you ”

(DG LV developer)





DG Stakeholder engagement 2017-18...what we set out to deliver				
What	When	Who	How	How many
<b>Workshops</b>	21 June 2017	DG developers	Face to face workshop	Invited: 583 Attended: 16
	31 October 2017	DG developers	Face to face workshop	Invited: 583 Attended: 16
	23 November 2017	Community Energy Stakeholders	Face to face workshop	Invited: 28 Attended: 18
	25 November 2017	Community Energy Stakeholders	Face to face workshop	Invited: 28 Attended: 7
	27 February 2018	DG developers	Face to face Workshop	Invited: 583 Attended: 6 (adverse weather impacted attendance)
<b>Surgery sessions</b>	20 November 2017	DG developers	One to one Face to face	Invited: 583 Attended: 0
	21 November 2017	DG developers	One to one Face to face	Invited: 583 Attended: 2
	22 November 2017	DG developers	One to one Face to face	Invited: 583 Attended: 0
	12 December 2017	DG developers	One to one Face to face	CANCELLED
	24 January 2018	DG developers	One to one Face to face	Invited: 583 Attended: 2
	27 February 2018	DG developers	One to one Face to face	Invited: 583 Attended 1 (adverse weather impacted attendance)
	21 March 2018	DG developers	One to one Face to face	Invited:582 Attended:1
<b>Webinar</b>	5 December 2017	DG developers	Webinar	Invited:583 Attended: 1
	25 January 2018	DG developers	Webinar	Invited:583 Attended: 0 (topic was picked up separately with the registered stakeholder)



## 2.2 Community Energy

We recognise that many communities looking to install local renewable schemes often do not have the engineering skills and expertise to navigate the connections application and construction process. We understand that many rely on volunteers to progress their applications and that time can be a particular barrier. That is why we have ensured that our community events are outside of working hours (evenings and Saturdays) to include a broader set of community energy stakeholders as part of our engagement.

We are committed to enabling more communities to connect generation to our network and therefore created a new role this year, specifically to support communities in our area. We work hard to engage with communities early in the application process to identify the best sites and any potential issues before investment is secured. Our new Community Energy Manager, Helen Seagrave, facilitates this early engagement and acts as a single point of contact for communities looking to connect.



**Helen Seagrave**  
Community Energy Manager

## 2.3 Improving our website

In October 2017 we launched our new website, bringing significant changes to make it easier for DG customers to locate our network information and quicker to access our generation connection information. Our new website also features online application forms, offering even more choice to our customers who can apply to us using the Energy Networks Association (ENA) pdf form, our ENWL pdf form or our online form. We're proud of the progress we have made however we will continue to seek feedback and further improve our digital offerings to our customers.

We have strengthened our partnerships in the region with local community energy organisations, allowing us to develop our community and local energy strategy using input from a range of community energy groups, not-for-profit organisations and other interested stakeholders. We are the first DNO to publish a strategy specifically tailored towards community energy, demonstrating our commitment and recognition of the value we believe community energy will play in our transition towards a Distribution System Operator (DSO).

“We want to work closely with community and local energy groups to support the development of their project, we understand that their projects can be more complex and we would like to engage early to support them with the process of connecting to the network and developing other ways of working together.”

**Helen Seagrave**, Community Energy Manager

“my assessment of ENWL is one of a refreshingly helpful, responsive, accommodating entity. ENWL's proverbial left hand seems to know what its right hand is doing, they connect you to the right person immediately and they get the job done. That's what business is about. If we did not have good service from ENWL, our projects would have failed - plain and simple. In contrast, they have made them possible, connecting quickly so we could access the FiTs timetable, and then involving us to develop good practice in wider areas of their work.”

**Phil Davies**, Cumbria Action for Sustainability



## 2.4 Summary Performance of DG LV actions

Action	Commitment	Target/Output/KPI	Target	Q1	Q2	Q3	Q4	Status
<b>Improve visibility of our flexible connections</b>	We will make it more explicit within our quotation letters where a flexible connection has been offered (for projects above 200kW)	All generation quotations will highlight where a flexible connection has been offered	Q4				(Feb) •	✓
<b>Facilitate regular engagement sessions</b>	We will host a combination of 10 surgeries, workshops and focus groups on preferred topics	Hold 10 events overall and target 80% of attendees review our events as 'useful' or 'very useful'	Q4	1		8	(Mar) • 5	✓
<b>Implement online application</b>	We will implement first phase of LV/HV online application via our website	Launch of online application and measure impact via number of applications submitted through the new process. Target 10% of applications to be made online	Q2			(Oct) • (late)		✓
<b>Develop a local energy strategy</b>	We will work with stakeholders to develop a local energy strategy, supporting local community groups through identifying relevant services and opportunities	Stakeholder workshops held and draft local energy strategy circulated for ratification	Q3			(Dec) •		✓
<b>Champion Virtual Private Networks in industry to support more flexible and efficient connections</b>	Work with relevant stakeholders in our area to develop proposals for Virtual Private Networks as an innovative solution to support quicker, more efficient and flexible connections	Develop proposals for Virtual Private Networks	Q4				(Mar) •	✓
<b>Host community energy event</b>	We will host a community energy event in our area to explain network charging and upgrades to our network	Host event and target 80% of attendees reviewing the event as 'useful' or 'very useful'	Q4			(Dec) •		✓
<b>Continue to improve LV time to quote</b>	We will continue to tighten our average LV time to quote target	Target average of 28 Working Days	Q4				(Mar)	✓
<b>Provide quarterly updates on progress of actions</b>	We will publish and share quarterly updates of progress against our plans	Progress updates published online and distributed via mailing lists. Engage with stakeholders in workshops to monitor effectiveness of these updates, target 80% attendees reviewing our newsletters as 'useful' or 'very useful'	Q4	1	1	1	(Mar) • 1	✓
<b>Develop Community Energy distribution list and share relevant updates</b>	We will develop a dedicated distribution list for Community Energy stakeholders and provide newsletter updates	We will target a minimum of 50 stakeholders by March 2018 and share newsletter updates on a quarterly basis	Q4				(Mar) •	✓
<b>Target improvements in customer satisfaction</b>	We will continue to conduct regular customer satisfaction research with our DG customers	Target an average of 82% satisfaction with delivery and 85% satisfaction overall	Delivery				(Mar)	✓
			Overall				(Mar)	✓





## 2.5 Detailed Performance

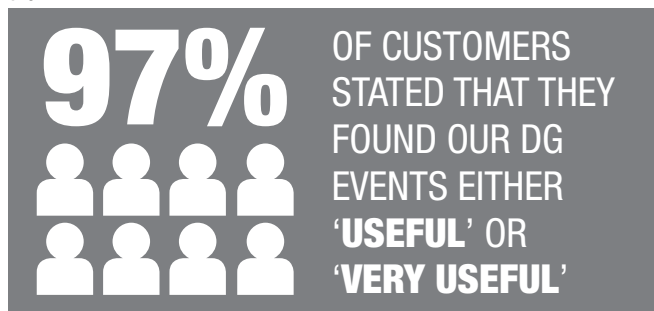
In this section we set out the detail of how we delivered on the commitments we made for 2017-2018 and where stakeholders can find the outputs from our actions.

### Improve visibility of our flexible connections

Last year stakeholders told us that they were not always sure where we had offered a 'flexible' connection. Therefore we made a commitment to make it more explicit in our quotation letters where a flexible connection has been offered (for projects above 200kW). From February 2018, we now issue quotations with a clear signal and additional information highlighting that the offer is being made on a 'flexible' basis and how they can find out more information. All customers connecting at 200kW or above are now receiving this information.

### Facilitate regular engagement sessions

This year we made a commitment to hold 10 engagement events with DG stakeholders. Over the course of this year we planned and delivered 12 events in total thereby outperforming our original commitment. These events included four tailored workshops for DG customers including community energy customers, six one-to-one surgery sessions with design engineers from across our region and installation size, and two webinars. All of our events have been carefully planned to ensure we discuss topics our customers tell us are important to them, and each is an opportunity to check our events continue to be useful and relevant to them



Our activities this year have improved customers choice in how they can engage with us and provide their feedback on our services.

### We will implement first phase of LV/HV online application via our website

In October 2017 we launched our new corporate website with improved functionality and navigation for our DG LV connection customers. Our new website provides customers with more choice on how they can apply for a new DG connection. Our new DG online application system caters for LV, HV and EHV generation applications however customers can, if they should wish to, apply using our usual downloadable pdf application form, or the ENA application pdf form.

To date, 15% of our applications have been made through our new online system.

Throughout the website development phase we worked closely with our stakeholders to ensure our website was designed with their needs in mind. For full transparency, feedback from stakeholders relating to our website captured at our workshops is available to download on our website.

### We will work with stakeholders to develop a local energy strategy, supporting local community groups through identifying relevant services and opportunities

We held two workshops tailored to community energy groups in November 2017 in Kendal, Cumbria and in central Manchester. The sessions were planned around key questions to be discussed to help us develop our strategy with full endorsement of a broad and inclusive range of community stakeholders. Regen, as community energy and engagement specialists supported the event and provided their own expertise in relation to our consultation questions.

Discussions at these events fed directly into our Community and Local Energy Strategy, which was published and promoted on 15 December 2017, via our [website](#), through social media and our connections newsletter for wider ratification.

### Champion Virtual Private Networks in industry to support more flexible and efficient connections

We are continuing to work very closely with stakeholders to develop the Virtual Private Network Solution. Our primary focus has been on supporting Manchester City Council on their Civic Quarter Heat Network as this is approaching a stage whereby a final decision will be made. We have worked with them and their appointed suppliers to develop a Virtual Private Network Solution as opposed to a costlier and riskier private network solution. We are also in the earlier stages of analysis for deploying this solution on a number of other exciting projects.

“ It was a really helpful session, and I've now got a much better understanding of the grid connection process and how to complete the application form ”

Ali Abbas (GMCR)



### Host community energy event

In September 2017 we co-hosted and sponsored a Community Energy conference; Transforming Energy in Cumbria Conference, in Kendal in conjunction with Cumbria Action for Sustainability's 12th annual Green Build Festival. We presented to over 100 attendees alongside battery storage and community energy specialists in the North West.

In November we hosted two more community energy workshops in Kendal and in Manchester, where we introduced our new Community Energy Manager and engaged with 26 attendees to support the development of our community and local energy strategy.

100% of attendees rated our Community Energy event as 'useful' or 'very useful'.

### Continue to improve LV time to quote

We committed to achieving a target of 28 days on average to provide our customers with quotes against the guaranteed standard of 45 days. We are delighted to have achieved a score of 26 days. This score is the result of hard work and dedication from our teams. We have improved our management information systems allowing our team managers to monitor the workloads of their designers therefore managing the incoming applications more closely. This, together with the implementation of weekly team meetings during which outstanding applications are discussed and measured against our targets has seen an improvement in the time taken to produce quotes for our customers.

Time to Quote	Target	Achieved
DG LV	28	26



### Provide quarterly updates on progress of actions

This year we have sent out four quarterly updates both on our actions and progress but also on wider changes we are proposing to make as well as upcoming events. Our newsletters are issued directly to our distribution list (where stakeholders have registered) and then uploaded to the Incentive on Connections Engagement webpage, to allow those who have not registered a chance to access our updates.

97% of recipients rated our newsletters as 'useful' or 'very useful'.

### Develop Community Energy distribution list and share relevant updates

As part of our work to develop a Community and Local Energy Strategy we have developed a community energy distribution list with 175 contacts (against a target of 50) registered to receive updates and invites to our community energy events. Throughout the year we have issued four quarterly updates to this group of stakeholders, inviting them to review and consult on our strategy, ICE workplans and to attend our events.

### Target improvements in customer satisfaction

This year we have continued to regularly survey our DG LV customers to monitor customer satisfaction levels with our service, specifically with regards to our delivery but also our customers' overall satisfaction.

The results for the year are as follows:

	Target	Achieved	
Delivery	82%	84%	✓
Overall	85%	84%	✗

We are incredibly proud to have exceeded our ambitious target for Delivery Satisfaction. We have worked very hard to improve our services to our DG customers and the dedication of our teams has paid off here.

We are disappointed to have just missed out on achieving our ambitious target of 85% for the overall satisfaction of DG customer's. We have worked hard all year to push improvements in our service offerings to DG schemes and the infographic below shows our progress. The customer satisfaction scores have been steadily improving all year and we will continue to drive this forward.

Quarter	1	2	3	4
Satisfaction Score	80%	18%	86%	91%
	✗	✗	✓	✓



# 3 Looking Forward Report 2018 - 2019

## 3.1 Introduction

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

Our commitments are based on feedback from a broad yet targeted range of connections stakeholders, directly affected and interested in our business connections services. Our engagement continues on a rolling basis; we encourage stakeholders to engage with us throughout the year to help us continually update and adapt our workplans and direction as needed. We will continue to offer organised engagement sessions however we also encourage an 'open door policy' whereby we make sure our customers know that they are welcome to meet and engage with us outside of the more formal events.

### 3.1.1 Distribution System Operator (DSO)

Next year we will share our vision for one of the biggest developments in the industry, the transition from Distribution Network Operator to Distribution System Operator. The traditional 'top down' model of distributing electricity from large power plants, through the national transmission system, to our distribution network and on to homes and businesses is changing. The model is becoming more decentralised whereby energy is generated locally from renewable sources and supplied directly to communities. Last year, for the first time, more than half of all electricity consumed in the UK was generated from zero carbon sources, much of it produced locally. This evolution from a traditional Distribution Network Operator to a revolutionary Distribution System Operator will see us develop entirely new relationships with our customers, stakeholders and our partners in the energy supply chain.

We are playing a leading role in the Open Networks Project led by the Energy Networks Association. The Open Networks Project includes nine UK electricity grid operators, academics, NGOs, Government departments and the energy regulator, Ofgem and focuses on the transition from DNO to DSO.

As part of our ongoing stakeholder engagement on our transition to DSO, we hosted an event 'Shaping the future of your energy network event' last year that was attended by over 70 stakeholders in our region. Following this event we issued our strategy paper in March 2018, now available on our [website](#) to view.

We will continue to collaborate with stakeholders throughout the year to ensure that our DSO decision-making is fully supported and endorsed by our connections stakeholders.

### 3.1.2 Improving Self-service

During 2017-18 we rebuilt our corporate website. As part of this project we have made significant improvements to the navigation of our site but we know that there's still much more we can do. We will continue to drive improvements of the website by continually listening to feedback and adapting to our customers' needs.

## 3.2 Our Engagement Strategy 2018-2019

This year we will continue to examine our engagement strategy and approach as outlined in the Looking Back section of this report to ensure it continues to be fit for purpose for our connections stakeholders.

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

AccountAbility Assurance Report 2017

We will now look to split our DG events, hosting separate LV and HV/EHV events to ensure that our engagement continues to be relevant as the market shifts and the interests of our stakeholders change. Hosting a specific DG LV event will guarantee that the stakeholders and customers of this market segment receive the necessary focus.

## 3.3 Developing our plans (high level)

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

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

### 3.3.1 Tracing the roots of our actions





### 3.4 Looking forward workplan

Commitment	Action	KPI/Target	Delivery date
<b>Improve connection charging approach to make charging fair for our customers</b>	Conduct an impact assessment and plan implementation of assessment and design fees.	Engage with stakeholders regarding our proposals	Q4
<b>We will share our vision for the transition of Distribution Network Operators (DNO) to Distribution System Operators (DSO).</b>	Engage with stakeholders on our transition to DSO strategy	Hold an engagement session with our stakeholders	Q4
<b>Target improved customer satisfaction.</b>	Our aim is to target high levels of overall satisfaction	Customers surveyed rate their overall satisfaction at 85% (subject to statistically significant sample sizes)	Q4
<b>Target improved Time To Quote for DG LV quotations</b>	We aim to outperform the regulatory standard by providing quotes on average in 28 working days (compared to the guaranteed standard of 45 working days)	We will continue to work towards a 28 day average Time To Quote	Q4
<b>We will engage with community energy stakeholders on our network information</b>	We will engage with community energy stakeholders on our network information	<ul style="list-style-type: none"> <li>• Hold an engagement session with community energy stakeholder.</li> <li>• 80% of stakeholders surveyed rate the session as “useful” or “very useful”</li> </ul>	Q4
<b>We will continue to offer opportunities for stakeholders to engage with us</b>	We will facilitate a workshop specifically for our DG LV stakeholders	<ul style="list-style-type: none"> <li>• Hold a workshop centred around DG LV topics.</li> <li>• 80% of attendees surveyed rate the event as “useful” or “very useful”</li> </ul>	Q4
<b>We will continue to offer pre-application surgery sessions and webinars</b>	Host connection surgeries for DG LV customers	<ul style="list-style-type: none"> <li>• Offer a minimum of 3 x surgery sessions/webinars</li> <li>• 80% of attendees surveyed rate event as “useful” or “very useful”</li> </ul>	
<b>Continue to provide quarterly updates on progress of actions</b>	We will publish quarterly updates on our actions and outputs	Quarterly newsletters distributed to registered stakeholders and published online	Q4



### 3.5 You said, we will do

It is important that we can show how our thinking has developed and where our actions have come from. We review engagement feedback from the previous year to identify key issues and topics and plan our engagement appropriately. Therefore development of our actions begins well ahead of our engagement. Each of our actions can be traced back to stakeholder feedback and each has been checked and endorsed in subsequent events.

<p><b>Your feedback</b></p> <p>It's good to be providing a regular route for customer feedback</p>	<p><b>Sponsors</b></p> <p>Where? Expert Stakeholder Panel</p> <p>Who? DG stakeholders</p>	<p><b>Our commitment 2018/19</b></p> <p>Target improved customer satisfaction subject to statistically significant base sizes.</p>
<p><b>Your feedback</b></p> <p>You told us that you needed more support and dialogue when it comes to viewing our network information</p>	<p><b>Sponsors</b></p> <p>Where? Community Energy workshop</p> <p>Who? Community Energy stakeholder</p>	<p><b>Our commitment 2018/19</b></p> <p>We will engage with community energy stakeholders on our network information</p>
<p><b>Your feedback</b></p> <p>You told us that our workshops are useful to you and provide a good opportunity to meet our staff</p>	<p><b>Sponsors</b></p> <p>Where? Community Energy workshop, DG Workshop</p> <p>Who? Community Energy and DG stakeholders</p>	<p><b>Our commitment 2018/19</b></p> <p>We will continue to offer opportunities for stakeholders to engage with us</p>
<p><b>Your feedback</b></p> <p>Going to offices and speaking to someone and seeing the maps to understand why some areas and locations might not work is really important</p>	<p><b>Sponsors</b></p> <p>Where? Community Energy workshop</p> <p>Who? Community Energy stakeholder</p>	<p><b>Our commitment 2018/19</b></p> <p>We will continue to offer pre-application surgery sessions</p>



## 3.6 Are we on the right track?

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

85% of attendees rated our workplan as “Good” or “Very Good”

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

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

## 3.7 Other feedback

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

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

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

### 1. ‘Provide flexibility on connection offer validity periods’

This comment was made following a workshop. We decided not to create an action from this feedback as our validity period is the longest of all DNOs at 180 days. In the past we have offered extensions to our offers however, we no longer allow this as it is important to us to promote fairness for our customers and allowing developers to hold capacity beyond the 180 days prevents new developments from progressing.

### 2. ‘Provide more details on the post acceptance process’

This comment was made following a workshop. We decided not to create and action from this feedback as we believe we have clear information on the connections process post acceptance on our [website](#). We will direct customers to our website for this information.

### 3. ‘Provide information regarding Battery Storage’

We received this comment following our workshops. We will reintroduce this topic to our event agenda’s in 2018-2019 and provide our stakeholders with information and guidance. We will endeavour to understand the specific needs of our customers with regards to battery storage beyond their requests for information and build on this during 2018-2019.



# Appendix



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

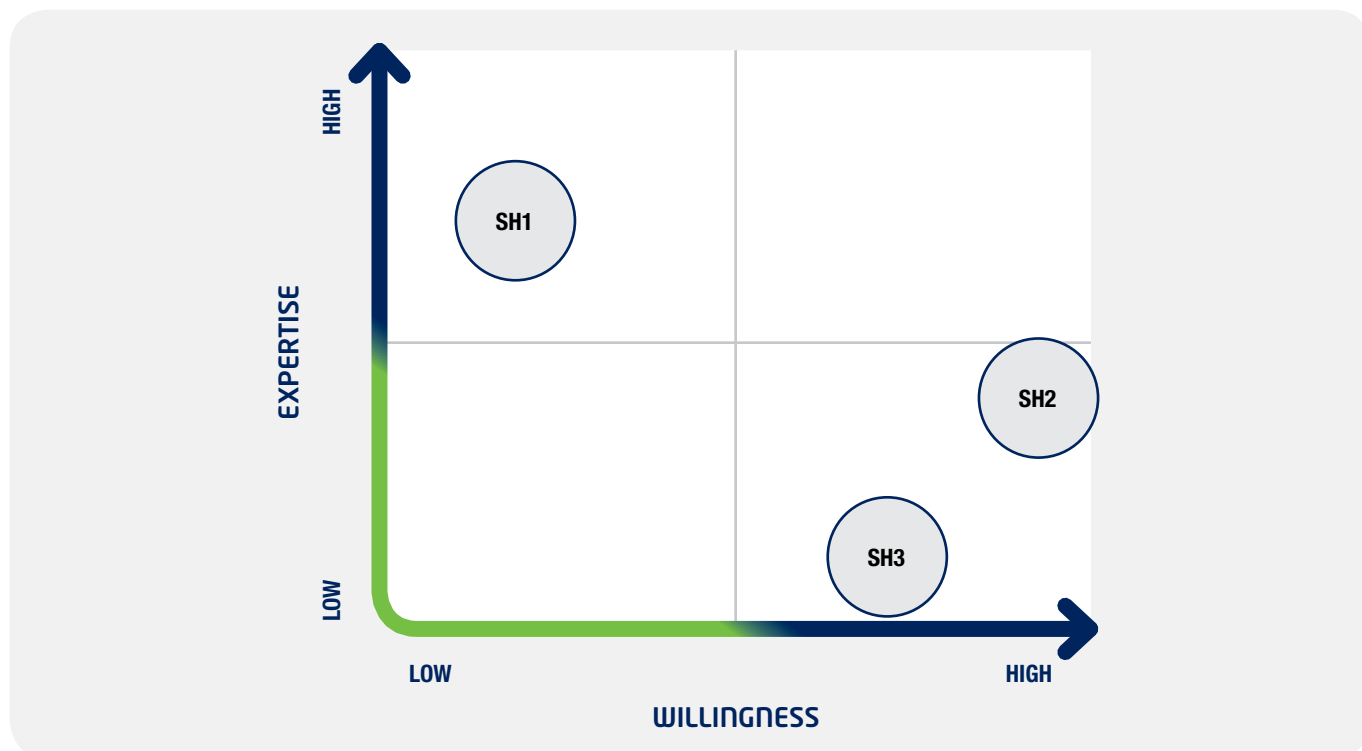
Stakeholder group	Stakeholder requirement
A	Our customers include anyone who pays for our services, including domestic, business and connections and distributed generation customers. We need to listen to our customers' views to improve our business and the services we provide for them.
B	From local government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



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

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

Finally, we undertake stakeholder mapping:





**electricity  
north west**

Bringing energy to your door

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