

Unmetered other

Incentive on Connections Engagement
Looking Forward and Looking Back report



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1 Welcome

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

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

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

Last year, stakeholders told us that our engagement strategy 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.





1.1 Foreword

This year we have continued our dedicated approach to improving our services for the 'unmetered other' market segment. We understand that the needs of our stakeholders within this market are varied and differ from the needs of our other stakeholders and we continue to work hard to deliver for them. We also appreciate that our engagement approach must vary for this market and we will continue to look for new ways to engage with the stakeholders.

Our workplans drive continuous improvement within our business and ensure that we maintain focus on delivering excellent service for our 'Unmetered Other' stakeholders. 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



“Our workplans drive continuous improvement within our business and ensure we maintain focus on delivering excellent service for our 'Unmetered Other' stakeholders”

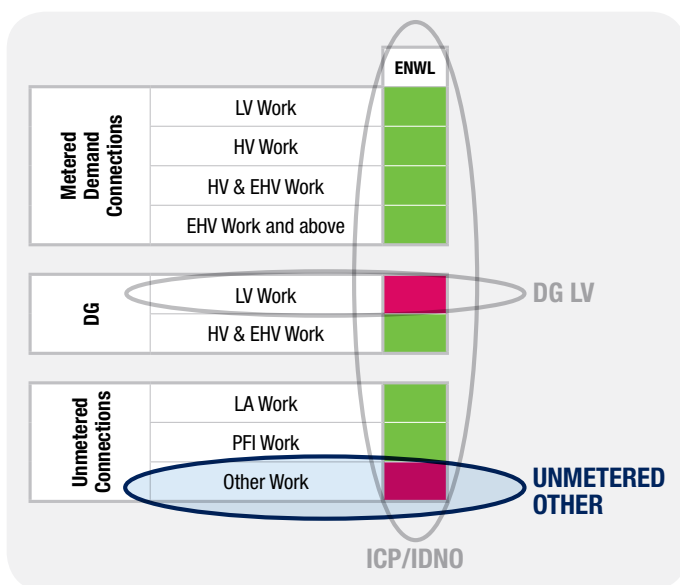


2 Engagement Strategy and Approach

2.1 Background

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

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



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

This report focuses on our engagement, commitments and performance for our Unmetered Other connections stakeholders only.

2.2 The Unmetered Other Market

The Unmetered Other market segment covers all unmetered work that is for customers that are not a Local Authority or carried out under a Private Finance Initiative (these have their own market segments). The Unmetered market segment is small and low in value in comparison to these other two relevant market segments.



Years	2015-2016	2016-2017	2017-2018
Number of customers	22	50	54
% order value under £2k	90%	54%	55%
% order value under £10k	4%	14%	16%

Despite the lower value of the market, it does not negate the need to assist this stakeholder group or focus on their needs. It is important that we support the Unmetered Other market and encourage competition to deliver the best service possible to customers and businesses in the North West.

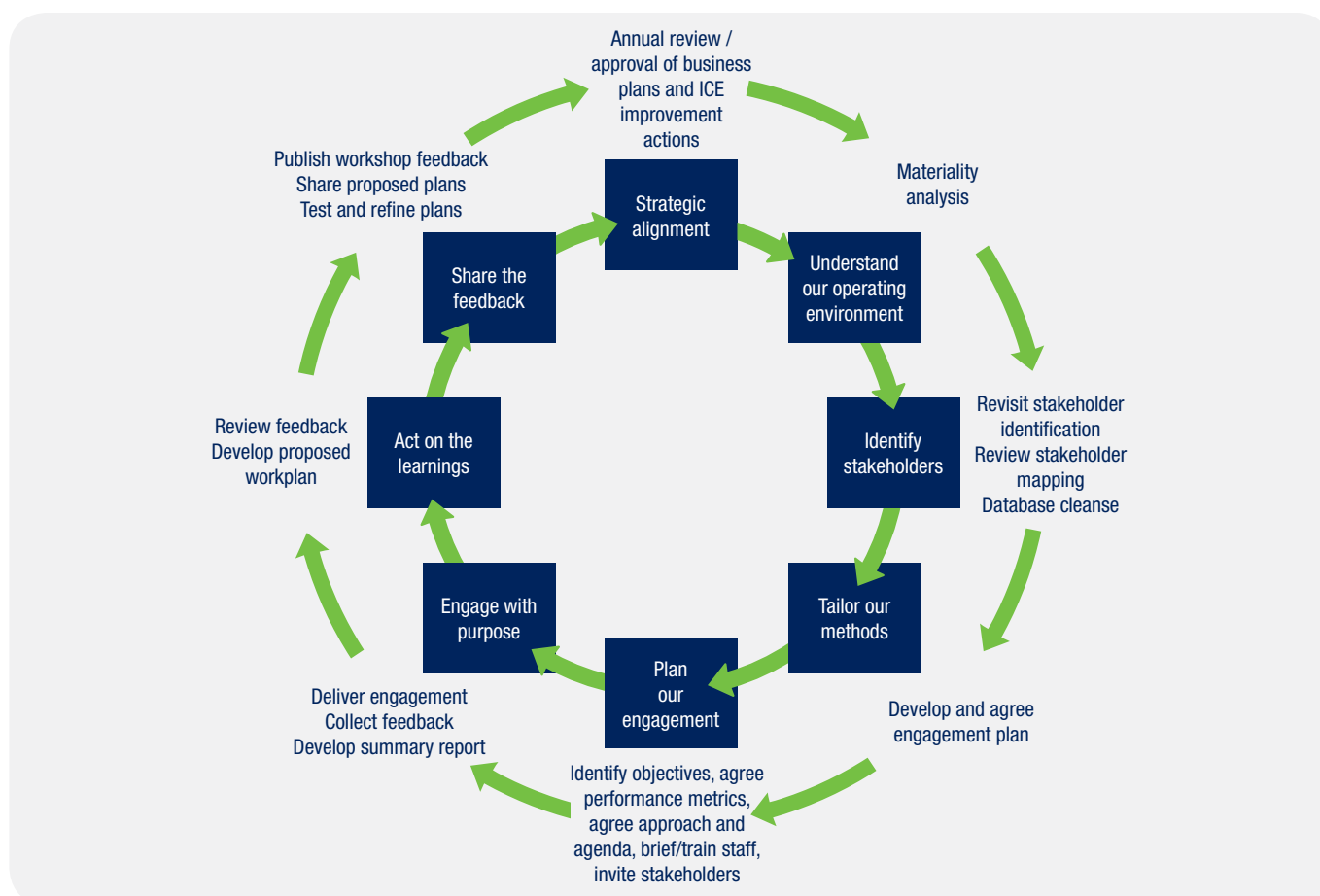
As part of our stakeholder identification activities and our conversations with customers, we found the mix of stakeholders to be diverse in nature of work, interest and priorities, but also transient; our list of engaged stakeholders in this area changes year on year.



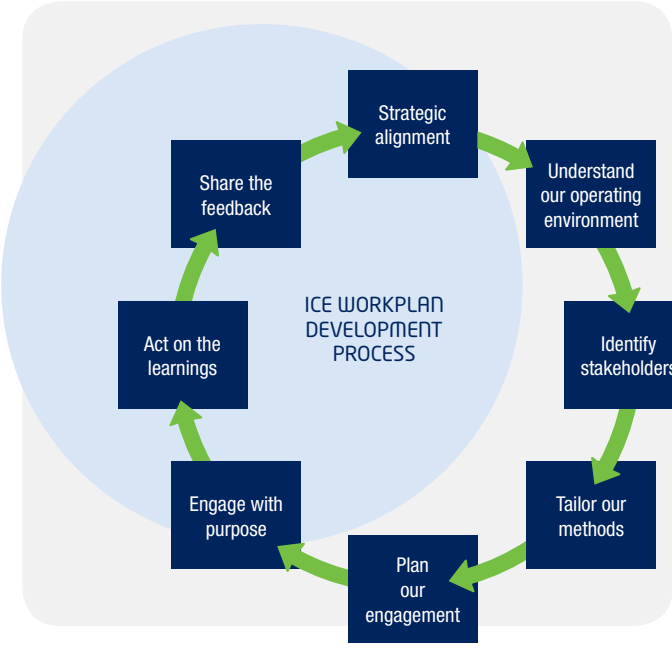
2.3 Engagement Strategy and Approach

2.3.1 Putting stakeholders at the heart of what we do

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



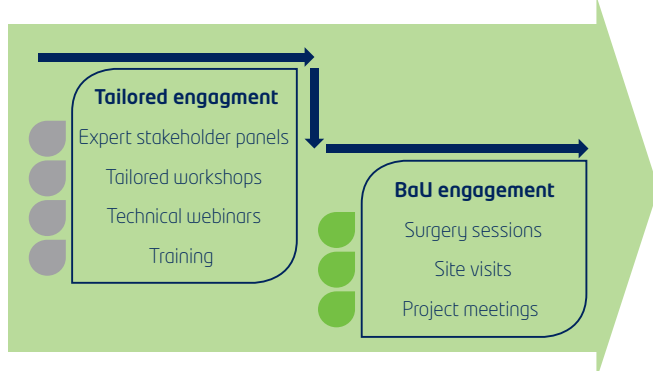
2.3.2 Implementing our Strategy in Connections



We believe that our engagement should be as easy and convenient for those that wish to participate as possible. However, for the majority of these stakeholders the relatively small value of the work means that engagement is not a priority. Recognising also the diverse nature of their work and interests, stakeholders have suggested that group engagement (e.g. through workshops) would not provide the same benefits as in other markets. Instead we undertook individual phone or face to face interviews in 2017-2018. This meant that we could better explore and understand their diverse priorities and challenges in more detail but at their convenience. Whilst this method proved successful initially, the uptake of the interviews decreased throughout the year. Next year we will issue a short survey in an attempt to gather the feedback essential to shaping our activities to serve this market segment.

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

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

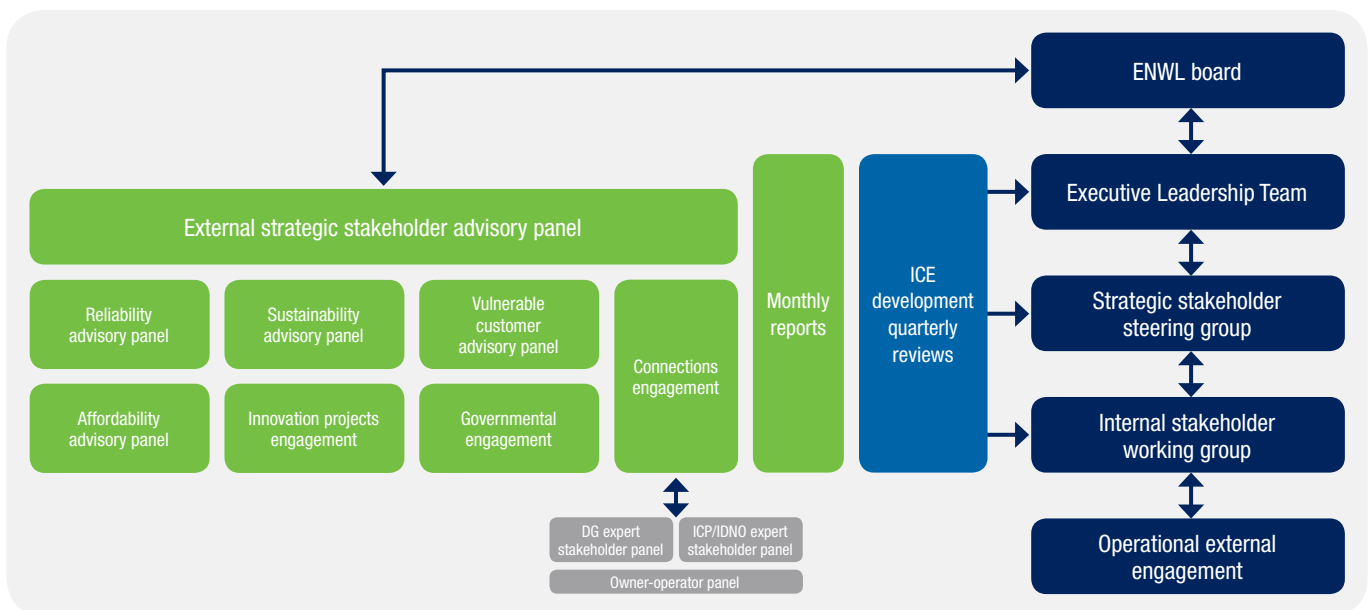




2.4 Engagement Governance

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.



2.5 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.

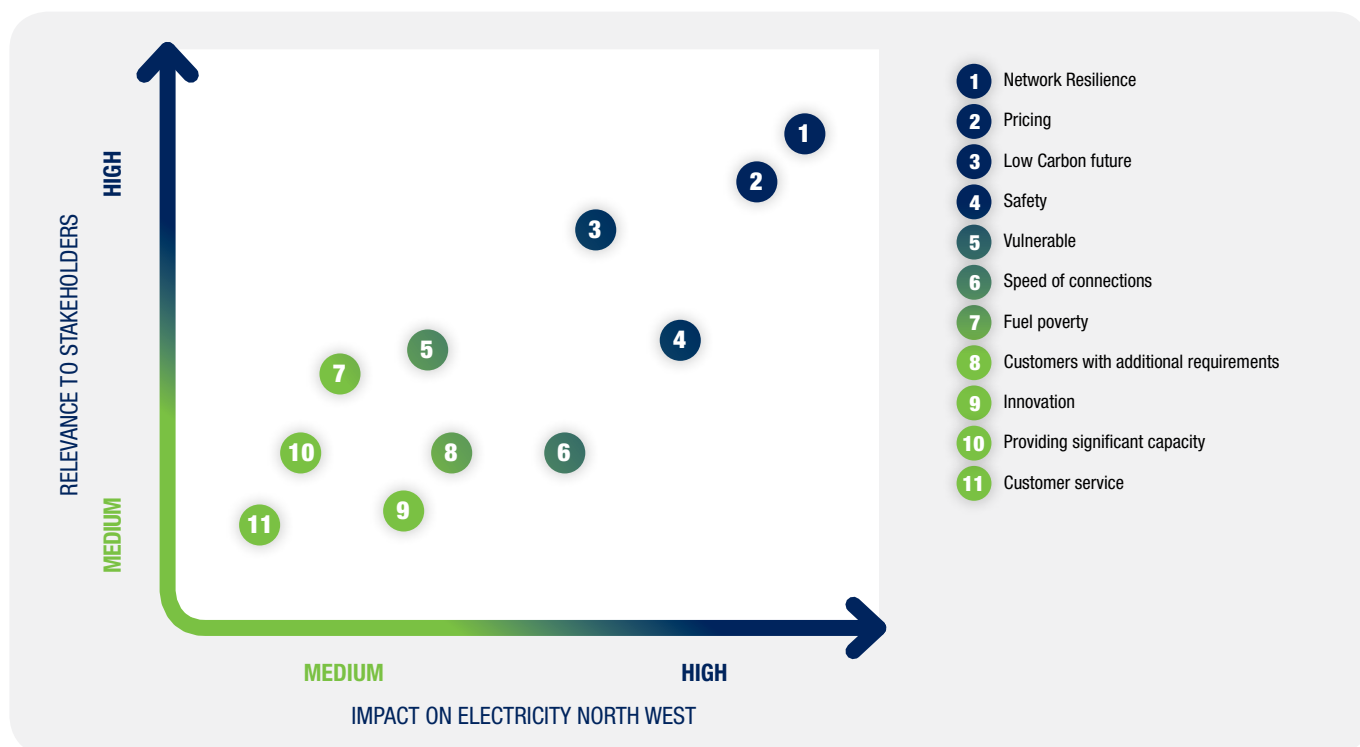
We also hold group meetings dedicated to ICE, attended and chaired by our Energy Solutions Director, Lee Maxwell. These provided full visibility of all the feedback we received from stakeholders across both business-as-usual and planned engagement to senior leaders in our business



2.6 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.

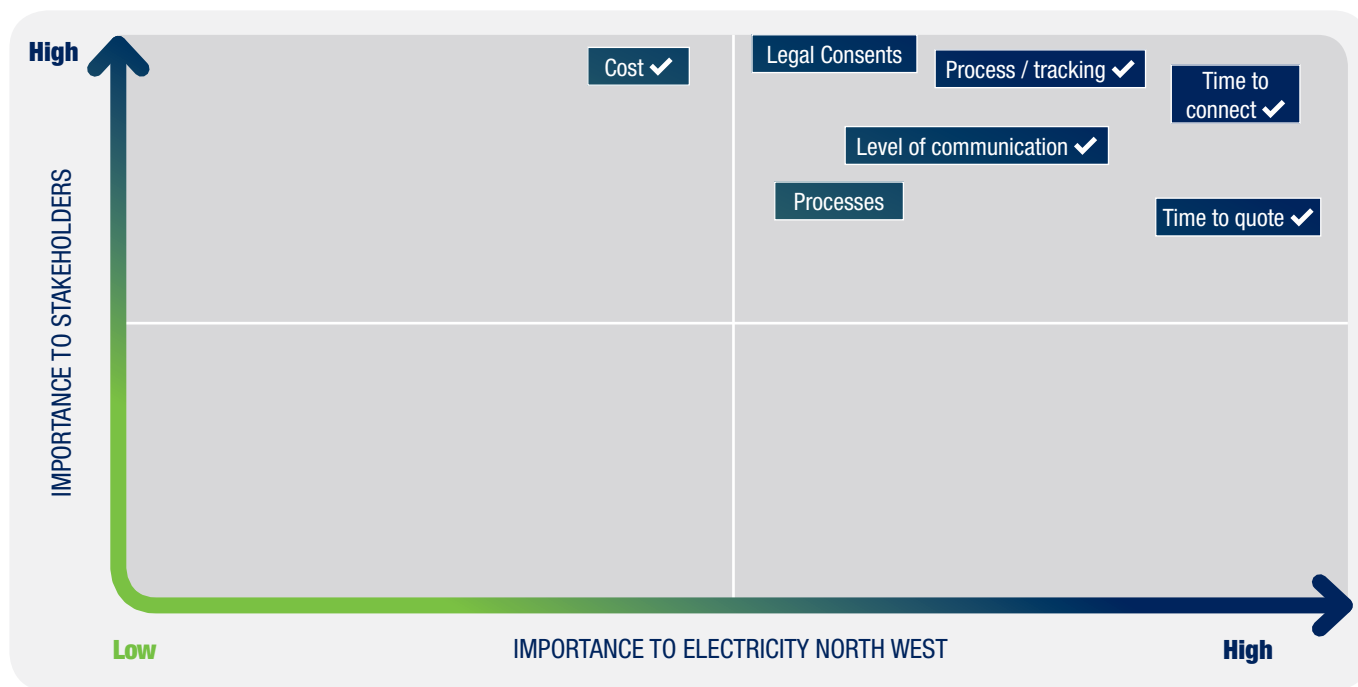
Each year we continually review and re-assess our stakeholder profiles and mapping to ensure that our stakeholder engagement continues to be planned appropriately for our target customer groups.



Above is an extract from ENWL's wider company engagement strategy showing the mapping methodology used. Overleaf is the stakeholder map for this market segment which is based on the same principle. Based on our materiality analysis, we have included these topics in our interviews and will carry forward in to our surveys.



Materiality – Unmetered Other



✓ = 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.





Our Purpose - Moving our business forward for our customers

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

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

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

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

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

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

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

OUR PURPOSE

Together we have the energy to transform our communities

OUR PRINCIPLES

We are **SWITCHED ON**

MIND SET

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

We are **ADAPTABLE**

SKILL SET

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

We take **PRIDE**

HEART SET

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



3 Looking Back report

We work hard to engage with as many unmetered other 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 their feedback and now provide multiple opportunities for stakeholders to contact us to discuss specific or general queries, in a format they feel comfortable with.

3.1 Reviewing our 2017-2018 Engagement Highlights

Our unmetered other stakeholders are diverse in the nature of work they carry out, interests and priorities. The market continues to change and adapt which also means that their needs and requirements from us are also continually changing.

Interviews	Feedback
September – November 2017	“Everything was as we expected, and timescales, the price was in line with what we were expecting, and very comparable to other DNOs.” (Aone, Interview October 2017)
January – March 2018	“I always get attention from ENWL, I never feel fobbed off” (TFGM – face to face interview)

Monthly Project meetings

For the larger, more involved schemes, we have hosted and attended monthly project meetings for unmetered other customers. The meetings ensure that we continue to understand and appreciate the changing needs our customers and the market. During the meetings, topics such as programme management, health and safety and resourcing are discussed meaning all parties can work closely together to deliver projects in time and on budget.

“I can only say on a personal basis that it is an absolute pleasure working with you”
 TFGM, project meeting

“We get weekly updates on work so we’re happy with how you share this information. With getting updates often any difficulties are sorted out pretty quickly”
 EON Sustainable, Interview 2017

3.2 (Unmetered Other) Summary Performance

Action	Commitment	Target/Output/KPI	Target	Q1	Q2	Q3	Q4	Status
Develop bespoke jointers mate course for unmetered activities	Following stakeholder feedback we will develop and offer a bespoke jointers mate course for unmetered activities	Output: Course held by target date and success measured through no. registering for the training compared with those completing the training	Q1	(June) •				✓
Continue to improve communication of planned start dates	Improve process of communication for on-site start dates	KPI: 80% stakeholders saying that they are ‘satisfied’ or ‘very satisfied’ with our communication of start dates	Q4				(Mar) •	✓
Outperform time to connect	Improve target time to connect from pre-requisite information for energisation in adopted highways	KPI: Target average of 22 working days time to connect	Q4				(Mar) •	✓



3.3 Detailed Performance

Develop bespoke jointers mate course for unmetered activities

In June 2017 we created a new Jointers Mate course, specifically tailored towards those working on unmetered assets, which includes duties of a safety mate, Liquid Petroleum Gas, (LPG) and resin training and assessment and demonstrations of how to prepare a cut out, shells and connectors for the jointer.

To date 21 places have been booked on the course and 19 people completed it. All 19 passed.

Continue to improve communication of planned start dates

This year we have continued to work hard to improve our services to unmetered other customers, including a particular focus on communicating planned start dates. Last year we implemented new monitoring processes with our contractors to ensure energisation dates were provided in a timely manner. This year we have gone further to extend our management processes to ensure that planned dates are also communicated in a consistently timely manner.

As described earlier in the report, the stakeholders within this market segment are less inclined to engage with us given the nature of the work. This is reflected in the uptake of our interviews.

Only the customer contacts directly involved in the delivery of projects could confirm their level of satisfaction with our communication of start dates. All agreed that they were either 'satisfied' or 'very satisfied' equalling a 100% pass rate. Whilst we are pleased with this result, we are aware of the small sample size (3 customers were able to provide us with a satisfaction score) and we will use alternative methods to capture feedback in 2018-2019.

“ Everything was as we expected, timescales, price was in line with what we were expecting, very comparable to other DNOs. ”

Unmetered Other customer, Interview 2017

“ You're open to conversation. ”

Unmetered Other customer, Interview 2017

“ I speak to my ENWL contact 2, 3 times a day, the service is excellent. ”

Unmetered Other customer, Interview 2017

Outperform Time to Connect

To continually drive our performance in delivering customer projects, we committed to achieving an average Time To Connect target of 22 days against the guaranteed standard of 35 days.

We are proud to say that we have achieved an average Time To Connect of 21 days during 2017- 2018.

We have achieved this by closely coordinating our schemes and developing closer working relationships with our contractors. We have improved our communication channels and management information systems to ensure we can monitor progress throughout the year. We are delighted to have achieved this target. We will continue the hard work in to 2018-2019.





4 Looking Forward report

4.1 Introduction

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

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

4.2 Our engagement strategy 2018-2019

This year we will continue to examine our engagement strategy and approach to ensure it continues to be fit for purpose for our connections stakeholders. We will continue to ensure consistency with the wider business with regards to how we engage with our stakeholders as described in the Looking Back section of this report.

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

AccountAbility Assurance Report 2017

4.3 Developing our plans (high level)

We know it's crucial to involve our stakeholders in everything we do, not just in developing our plans, but throughout the year. Our workplan development is a gradual and continual process aligned with our engagement. Prior to each wave of one-to-one interviews we identify material issues and topics to engage on to ensure that both our discussions, and our workplans are addressing the main issues that our stakeholders care about.

Our ICE workplan development process this year followed the approach of previous years. We collected feedback, verified it in later engagement sessions and then developed ideas, before going back to stakeholders again to review and refine before submitting.



4.4 Looking forward workplan

Commitment	Action	KPI/Target	Delivery date
We will implement efficiencies in communicating site work with customers	Check contact details for site work to ensure site related communication goes to customer site resource	80% of stakeholders surveyed agree that this has streamlined the process	Q4
We will facilitate free-form detail fields on our application forms to allow customers to add more information where necessary	Adding more flexibility in how customers provide information in their application (specifically regarding load details and usage)	Updated application form available via pdf download and online	Q4
Improve Time to Connect	We aim to outperform the regulatory standard by completing connections on average in 22 working days (compared to the guaranteed standard of 35 working days)	We will continue to work towards a 22 day average Time to Connect	Q4
Improve Time to Quote	We aim to outperform the regulatory standard by providing quotes on average in 23 working days (compared to the guaranteed standard of 25 working days)	We will continue to work towards a 23 day average Time to Quote	Q4

4.5 You said, we will do





4.6 Other feedback

In our engagement with stakeholders we received feedback on other areas where customers thought we could improve though these have not led to ICE actions. Below we list the other feedback we received and why we decided not to develop an ICE action to address each one.

- “ 1. Some of the information was out of date - some of the [GIS] records were a bit out of date, so we were asked to update the drawings but that didn't really cause us that much trouble. ”

Although we have not taken this feedback and created an action, we have put internal actions in place to assist with the updating of our GIS system. We cannot update our records until we receive the aslaid drawings for alterations and new connections made to our network. We receive aslaid from our own internal engineers but also from contractors and Independent Connection Providers and to improve this process we have put new systems in place to assist with the timely receipt and upload of aslaid information to provide the most up to date snapshot of our network. We are also working very hard on a data cleanse in preparation for our new Network Management System. In order to operate an efficient Network Management System, we need to ensure that the data we input is up to date and of a high quality. This process will ultimately aid the provision of up to date network information.

- “ 2. I deal with various people depending on the project, but sometimes it's smoother when I deal with the same person. ”

Whilst we have not assigned Account Managers to individual customers, we are encouraging customers to work closely with us and to build stronger relationships. We invite new customers in to meet the team and direct them through our new website to the information they need to operate in our area. For our customers with large schemes we offer portfolio management. This type of work is often regional therefore it is managed by our staff familiar with the geographical area. Customers can often operate across the borders of our geographical areas and therefore will come in to contact with different members of staff assigned to those areas.





Appendix



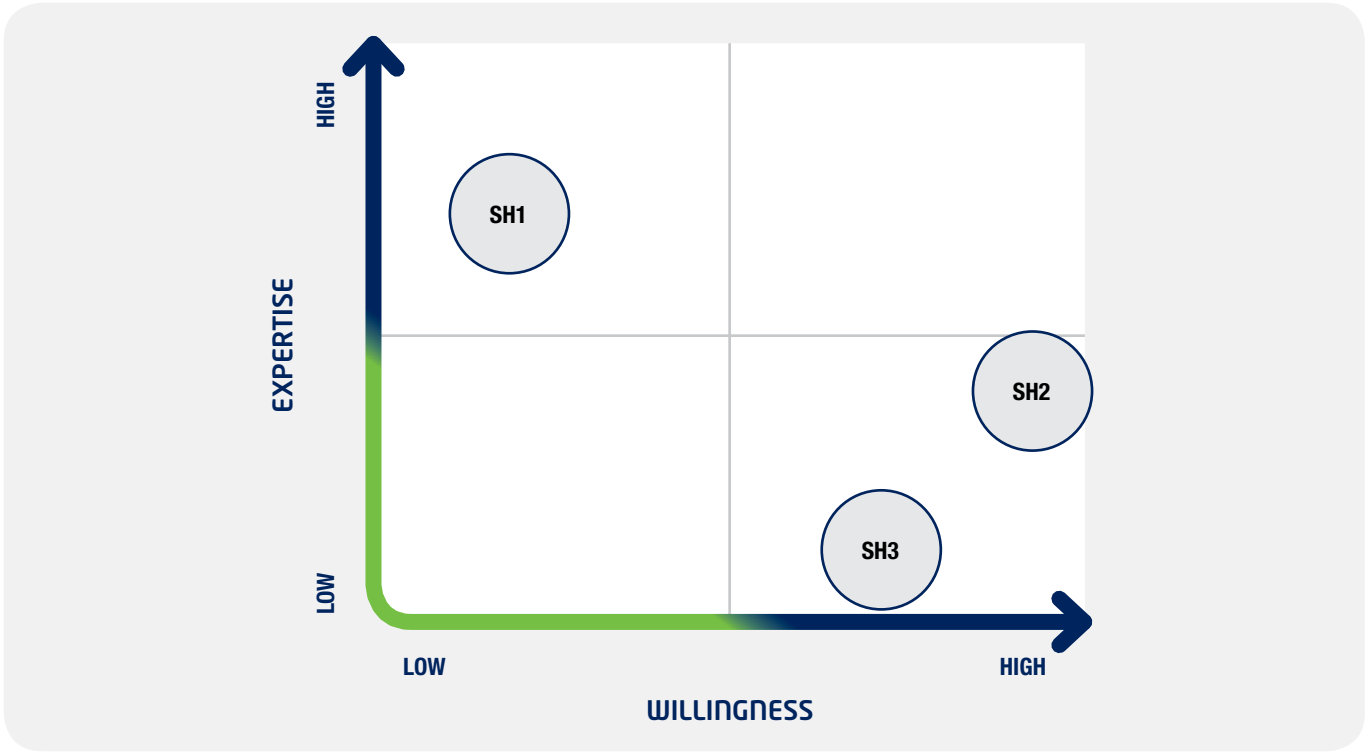
The table below provides you with definitions of each different category and examples of groups and individual representatives which fall into the category.

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:



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