

Unmetered Other (UMO)



Incentive on Connections Engagement Looking Forward and Looking Back Report

May 2022

Welcome

Welcome to our Incentive on Connections Engagement (ICE) Report for Unmetered Other (UMO).

I am delighted to share with you our Unmetered Other (UMO) Incentive on Connections Engagement report for 2021-22.

As the Director responsible for all new connections in Electricity North West, the service we provide for our customers and stakeholders is always at the forefront of my leadership culture.

Stakeholder engagement is embedded in our continuous improvements, informing how we run our connections business and is vital in ensuring we can provide an excellent service. This is an exciting time for our industry and I am delighted to play a part in moving our connections business forward as we approach our next regulatory period (ED2) from 2023 to 2028.

Last year continued to be challenging for the whole nation whilst we all adapted to the latest government guidelines that were issued. This change in the way we operate provided an opportunity for us to refresh our ways of engaging and working. I am proud of what we have achieved and the commitment and resilience we have shown in what has been a challenging time for our industry and customers.

This report provides you with an update on the delivery of the commitments we set out in our UMO workplan in April 2021. We have included a summary report which provides an overview of what we have delivered against for each of our commitments, with links to more detail later in the document. A summary of our commitments for the year ahead finishes off the report.

We will continue to build on experiences from the year and look to further enhance our digital engagement events. I hope you enjoy reading this report, as always if you have any comments or feedback I'd love to hear them. Please contact me via the ICE team at ICE@enwl.co.uk.

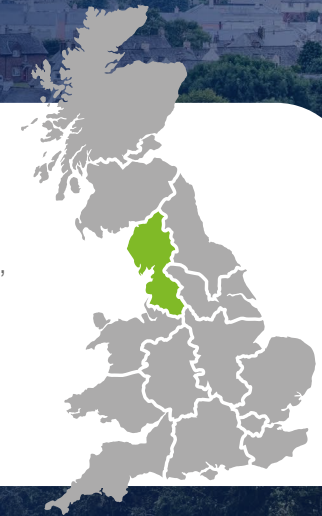
Stephanie Trubshaw

Stephanie Trubshaw,
Customer Director

Our region

Electricity North West provides an essential service to all our customers. As one of 14 Distribution Network Operators in Great Britain, we cover the north west region of England.

We cover a diverse range of communities and landscape, from dense urban populations in cities such as Manchester to remote rural locations across Cumbria.



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Report summary

This section summarises the key points contained in each section of the report, whilst providing links to more detail if required.

To provide a more in-depth description of our activities, the report also contains three further sections:

- **Engagement strategy** - describes how we engage with our stakeholders in a considered and appropriate way.
- **Looking Back** - provides a detailed report on our activities in 2021-22.
- **Looking Forward** - sets out our commitments for 2022-23.

1.1 Engagement strategy summary

This year we have continued to adapt our engagement methods to ensure our stakeholders have a variety of options available to engage with us. To allow our events to be accessible and fit with our stakeholders' they have remained online.





We have continued promoting our surgery sessions and bilateral conversations to encourage two-way dialogue. These have been well received by all attendees, creating stronger and more effective working relationships with our customers.

We will continue to evolve our engagement methods and will be guided by our stakeholders' feedback to ensure we create the best environment for each type of engagement.

Overview of engagement strategy:

- We put stakeholders at the heart of what we do, with a well-established stakeholder strategy across Electricity North West.
- We have continued our engagement online which has been preferred by our stakeholders.
- We actively encourage our Unmetered Other stakeholders to engage with us.
- We work hard to understand the challenges faced by Unmetered Other connection providers in our area, both through stakeholder identification and mapping, as well as actively listening to feedback to inform our actions.
- We tailor our engagement to our stakeholder, offering Forums specifically for our Unmetered Other stakeholders.
- We have a well-established robust governance process for our stakeholder engagement to ensure transparent.

1.2 Looking Back summary

Commitment	Output / Key Performance Indicator	Target	Achieved	Status	Outcome
We will provide clear guidance documentation on our website 	We will publish criteria for an unmetered supply.	Mar	Mar	✓	<ul style="list-style-type: none"> Developed with our stakeholders at UMO forum Improved guidance on unmetered criteria published here
We will continue to communicate with our stakeholders 	We will issue regular updates on ICE Commitments to registered stakeholders.	Mar	Mar	✓	<ul style="list-style-type: none"> Quarterly newsletters issued to registered stakeholders and published on our website Issued to 170 stakeholders
We will target the Time to Quote timescales for UMO quotations 	We aim to outperform the regulatory standard by providing quotes on average in 19 working days (compared to the guaranteed standard of 25 working days)	19 days	12 days	✓	<ul style="list-style-type: none"> Outperformed target
We will target the Time to Connect timescales 	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)	22 days	17 days	✓	<ul style="list-style-type: none"> Outperformed target

1.3 Looking Forward summary

Each year we review our workplans and work with our stakeholders to develop a clear set of commitments for the coming year. These commitments are driven by the feedback we receive from our stakeholders and are endorsed by them in an iterative process. This section provides a summary of our commitments for 2022-23. You can find more details on how our workplan was developed and our stakeholder engagement strategy for 2022-23 using the link on the right.

Commitment	Output / Key Performance Indicator	Delivery Date
We will review our unmetered application process .	We will review our unmetered application process to ensure that it continues to meet our customers needs, making improvements where required. We will then look to increase awareness by promoting with our stakeholders.	March 2023
We will support our stakeholders with better guidance when seeking information located on our website.	We will run internal awareness training to allow our staff to better guide customers and stakeholders to locations on our website .	March 2023
We will target the Time to Quote timescales	We aim to outperform the regulatory standard by providing quotes on average in 19 working days (compared to the guaranteed standard of 25 working days)	March 2023
We will target the Time to Connect timescales	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)	March 2023
We will continue to communicate with our stakeholders.	Issue regular updates on ICE Commitments to registered stakeholders	March 2023

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Our engagement strategy

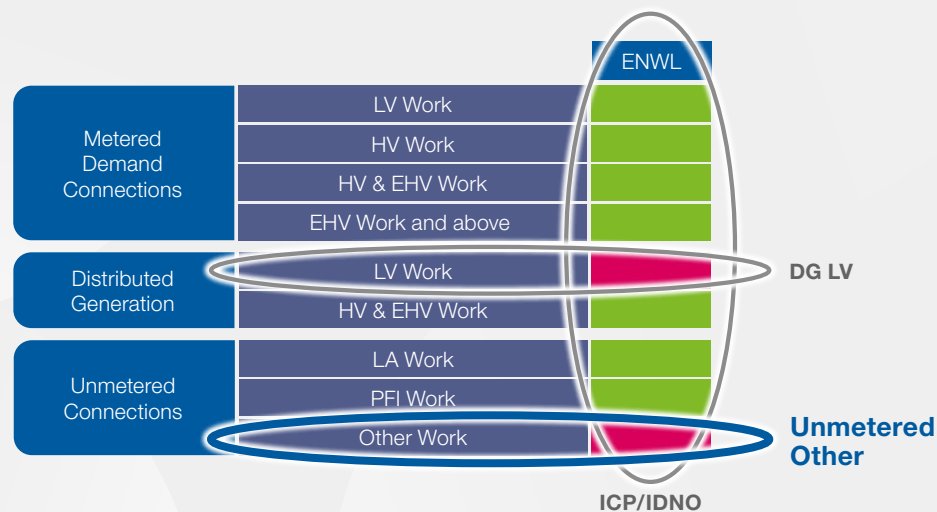
This section describes how we engage with purpose with our UMO stakeholders.



2.1 Background

Our Incentive on Connections Engagement (ICE) reports focus on specific connections market segments, in line with Ofgem’s ‘competition tests’ held between 2011 and 2013. We were delighted to pass all but two of these competition tests, demonstrating our commitment to promoting competition in the North West and increasing choice for our customers. All Distribution Network Operators (DNOs) are required to develop and report on ICE workplans for all market segments that did not pass the competition tests. In addition, we need to consider non-contestable activities for all the market segments.

In 2021, we published our workplan for Unmetered Other (UMO) stakeholders committing to actions that improve the service we offer. This ICE report covers these activities. We also published workplans for both the Distributed Generation at Low Voltages (DG LV) and Independent Connection Providers / Independent Distribution Network Operators (ICP/IDNO).



2.2 The Unmetered Other market

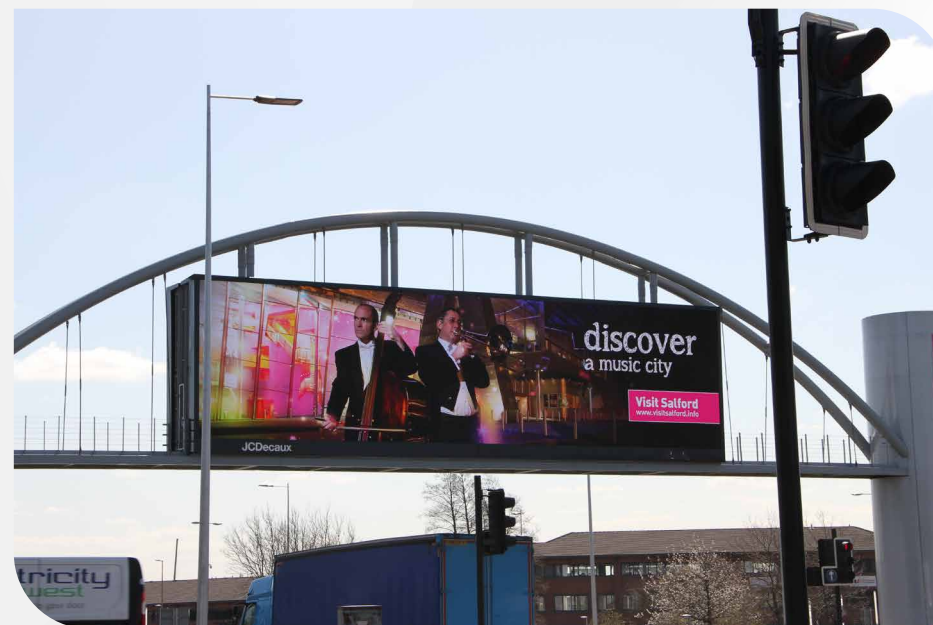
This report covers the Unmetered Other market segment, which includes all unmetered work for customers other than local authorities or under a Private Finance Initiative. This work can be for developers on new housing sites, for advertising hoardings on our streets, and for telecommunication and internet providers.

This year has continued to highlight the importance of keeping our customers lives running, maintaining social networks, and enabling people to work smarter and more flexibly in the ‘new normal’. The pandemic, an increasing cost of living, and the broader green agenda, have created new working practices. Stakeholder engagement is critical in understanding if and how we can further improve the services we provide. These challenges have highlighted how adaptability and sensitivity is critical in this rapidly changing environment. We are proud to have worked side by side with our stakeholders to ensure we continue to support customers wishing to connect, ensuring the safety of customers and colleagues and adapting to the changing needs of our stakeholders.

Although a relatively small market segment compared to others, it represents a vital part of our community. Internet connections enable remote and flexible working and maintaining social links, and where streetlighting is provided, helps to ensure safety on our streets.

In the last year we have seen a continued reduction in the number of Unmetered Other customers. The table below shows that the total number of customers this year are less than half that of 2019-20 with over a third (38%) having connections valued under £2,000. Although we have seen a reduction in the number of customers overall, the majority (58%) were one-off connections in the year, thus limiting the opportunities for engagement and highlighting the need for us to get it right first time. We have continued to encourage strong working relations ensuring that accessible communications are available with key contacts managing work in their area.

	2019-20	2020-21	2021-22
Number of customers under £2k	22	14	9
Number of customers over £10k	7	7	4
Total number of customers	53	29	24



2.3 Engagement strategy and approach

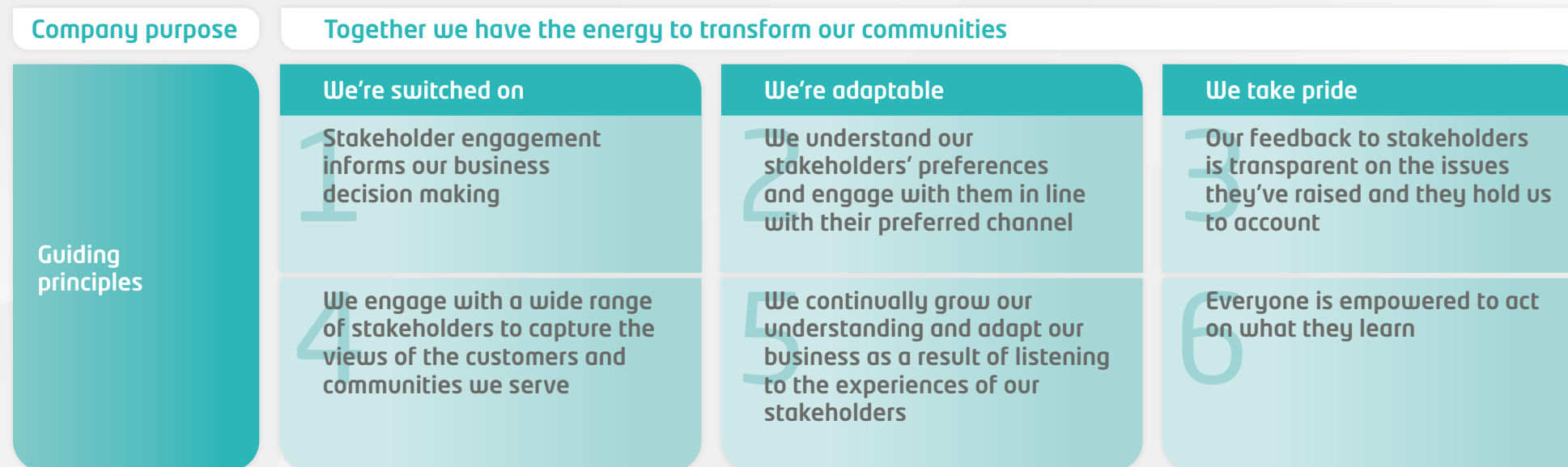
2.3.1 Putting stakeholders at the heart of what we do

Our comprehensive corporate [stakeholder engagement strategy](#) aims to deliver the outcomes our stakeholders prioritise and value. It enables us to better serve stakeholders by understanding their current and future needs and expectations. It helps us to identify opportunities to improve our services and business performance, manage uncertainty and risk and deliver greater value to our customers.

Our six engagement principles ensure engagement activity is consistent with the organisation's overall purpose. They are derived from and reinforce our company purpose and provide a clear statement of what stakeholders can expect from us.

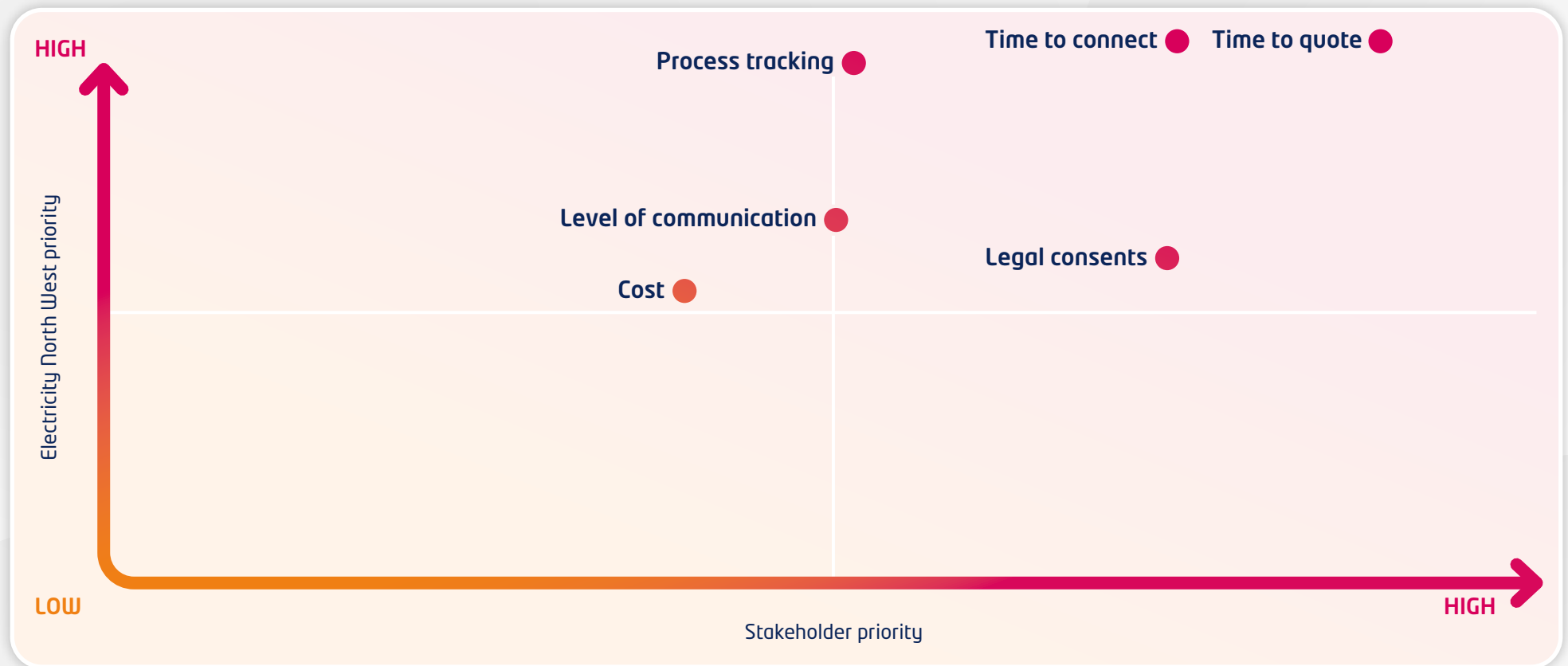
Our engagement strategy is embedded within the organisation and driven by executive level management. We continuously review our strategy in line with external benchmarks and evolving stakeholder priorities. We serve a diverse population of stakeholders who are affected by our activities and have varying engagement interests and desire to influence our services. Our ambition is to involve the widest possible range of stakeholders to ensure every voice is heard.

There is no doubt that 2021-22 has been a challenging year and has continued to affect the way we engage with our stakeholders. Stakeholder engagement is pivotal in how we run our business, informing our strategic and tactical decisions.



2.3.2 Stakeholder identification and positioning

Our stakeholder profiling and mapping processes help us to understand the basis of stakeholder's level of interest and influence across key topics. Our approach follows the company stakeholder mapping methodology and allows us to understand the context of our connections stakeholders against the wider community. We continually review and re-assess our stakeholder's needs to ensure that our stakeholder engagement continues to be planned appropriately for our target customer groups.



We also identify and position our stakeholders by using our corporate Venn diagram, as shown below. Stakeholders are positioned according to where we have an obligation to them, whether they are affected by our operations and their likelihood to influence our performance.



2.3.3 Implementing our strategy for connections

Our connections engagement strategy follows our corporate stakeholder engagement strategy and aims to understand and deliver the outcomes our stakeholders prioritise and value. The graphic describes the five-step approach we take in implementing our strategy for connections; from identifying and understanding the needs of our stakeholders, to the development, testing and refining of our annual improvement plans for connections stakeholders.

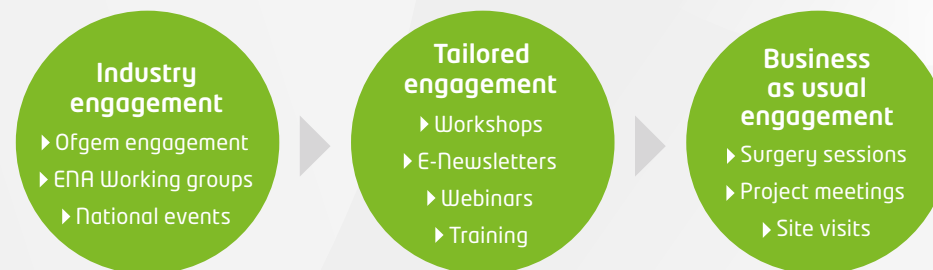


As the world continues to experience considerable turbulence, our engagement programme has remained responsive to stakeholders' preferences to engage online. We have further enhanced our remote methods of engagement to make these more interactive within our forums, whilst also offering online webinars for specific topics.

Our programme is topic led, driven by our annual review and feedback arising out of our engagement activity. We know our stakeholders appreciate bespoke engagement, so will continue to offer engagement opportunities tailored specifically for UMO stakeholders. We have continued to promote our ‘surgery sessions’ where stakeholders are able to access our experts to discuss specific jobs, providing early and individual support for our stakeholders. 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.

Our ambition is to engage with the widest possible range of stakeholders, however, we recognise that not all our stakeholder’s needs are equal, and we use stakeholder materiality and profiling methodology to inform and prioritise our engagement and activity. We will continue to explore further methods of engagement to ensure we adapt to the changing needs and preferences of our stakeholders. Feedback received shows that our online events suit our stakeholders needs in terms of time efficiency and reducing the need for travel. Although stakeholders from other market segments have indicated support for a return to some face to face engagement events, this is not something requested by UMO stakeholders. We will therefore continue to offer online opportunities and continue to explore alternative methods for engagement that suit UMO stakeholders’ specific needs.

As well as continuing our planned events and offering surgery sessions, we host forums specifically for UMO stakeholders to provide a mutually beneficial forum where we openly discuss topics, building trust and honesty with a focused group of engaged stakeholders. We recognise that engagement needs to be continuous and tailored according to short-term, medium and long-term stakeholder needs. That is why we set clear objectives for improving our engagement at all levels.

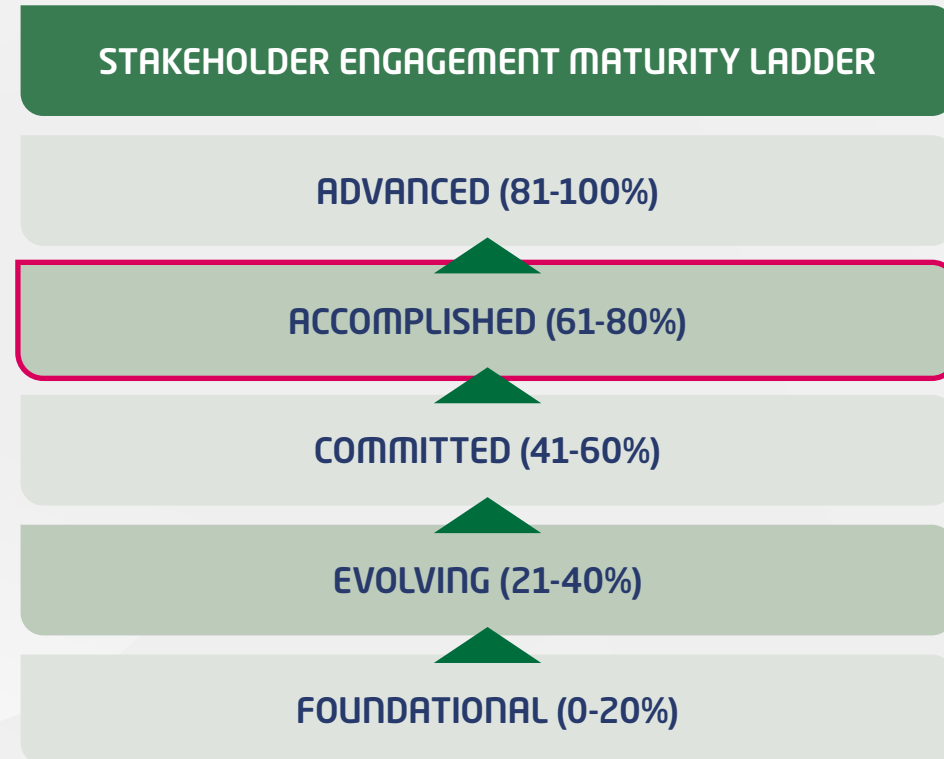


2.3.4 Independently assured

We continue to align our strategy and approach with the [AA1000 Stakeholder Engagement Standard \(2015\)](#) a best practice framework developed by AccountAbility, and the AA1000 AccountAbility Principles (AA1000AP, 2018) of Inclusivity, Materiality, Responsiveness and Impact.

AccountAbility has provided an independent assessment of our stakeholder engagement activity, strategy, and processes for the sixth year in succession. As part of the assessment, ten in-depth interviews were held with a range of internal and external stakeholders and provided evidence that our approach is increasingly embedded across the business.

This year we are proud to report a Stakeholder Engagement Healthcheck rating of 'Accomplished' in the Stakeholder Engagement Maturity Ladder with an improved score.



“This year, Electricity North West has demonstrated an enhanced stakeholder engagement ‘culture’ within the organisation and greater involvement from senior and executive management, with the noteworthy addition of a stakeholder engagement performance metric into its business scorecard.”

Daniel Metzger,
AccountAbility Associate Director

Extract from Accountability Stakeholder Engagement Healthcheck, 2021/22

2.4 Engagement governance

At Electricity North West, we engage with a diverse range of stakeholders, which is governed within a structure of external Engagement Groups and Advisory Panels, which our internal governance structure feeds into for independent advice and oversight. This structure allows for sharing of expert insight and best practice and the engagement structure for connections activities is shown below. Engagement activity and feedback received is collated centrally, being reviewed and evaluated by a series of internal and external panels that is overseen by steering groups that ensure strategic direction aligns with our business plan. Our internal Stakeholder Engagement Challenge Group provides senior leadership ownership and involvement in the delivery of our stakeholder engagement and consumer vulnerability activity. It is co-chaired by two Executive Team members and includes senior leaders from every discipline within our business. Updates are shared with our Executive Leadership Team (ELT) and Board in monthly meetings.

To support our Stakeholder Engagement Challenge Group, an internal Stakeholder Engagement Working Group ensures a coordinated, optimal and consistent approach to stakeholder engagement. Whilst our engagement activity is not limited to this group of people, it includes colleagues from across the business who hold key facilitation and enabling roles. Our central Stakeholder

Engagement Team also supports colleagues at all levels with the knowledge and confidence they need to develop their core capability for delivering stakeholder engagement effectively.

We understand that to be truly effective, our engagement needs to be fully aligned and visible across the business. This year we have introduced a suite of centralised tools to support colleagues continually expand our engagement. We held four cross functional focus groups to understand colleagues' support needs, shared best practice with Northern Gas and leveraged engagement with the Chartered Institute of Public Relations to refresh and re-launch a bespoke toolkit.

In Electricity North West, the ELT recognise the importance of and prioritise Stakeholder Engagement. Each of our Advisory Panels, Regional Workshops and other engagement events are attended by members of the ELT, and there is now a dedicated monthly ELT review on stakeholder engagement, as well as engagement now featuring as a KPI on our corporate scorecard. Our engagement and progress against workplans, feedback and risks are also captured within business-as-usual monthly reporting to the Senior Leadership Team, the ELT and our Board. This allows visibility at all levels of the business.



3

Looking Back report

3.1 Reviewing our 2021-22 engagement highlights

During the year, we have offered various opportunities for our stakeholders to engage with us. Our events have continued to be delivered online, which has been supported by our stakeholders and allowed for the events to be more accessible. We have found that online events have become normalised and welcomed by our stakeholders. This is not unique to our UMO stakeholders and has become an expectation from multiple engagement groups. Feedback received identified that our online events suit our stakeholders needs in terms of time efficiency and reducing the need for travel. As we plan our events for the coming year we will ensure that we continue to align to our stakeholders needs.

“I’m pleased ENWL have reached out to their customers as this is sadly lacking amongst most DNO’s around the UK and the industry as a whole could be more customer focussed.”

David Tynan,
BT

Our surgery sessions are available to all connection stakeholders and although not often utilised by Unmetered Other stakeholders they are a great route to gain access to Electricity North West’s experts. These sessions are available on request to support our customers throughout their project. We know timing can be critical, so we aim to hold surgery sessions within 10 working days and are delighted that we have been able to achieve the target and provide them within 1 working day on average for our UMO stakeholders.



3.2 Unmetered Other detailed performance

In this section we set out the detail of how we have delivered on our commitments this year and where stakeholders can find the outcomes from our actions.

We will provide clear guidance documentation on our website

Output / Key Performance Indicator	Target	Achieved	Status	Outcome
We will publish criteria for an unmetered supply.	Mar	Mar	✓	<ul style="list-style-type: none"> Developed with our stakeholders at UMO forum Improved guidance on unmetered criteria published here

Following feedback from our stakeholders, we recognised our website could be clearer in explaining the criteria required for an unmetered connection. This year, we committed to improving this by reviewing and improving the content on our website for Unmetered Other stakeholders by publishing details of the criteria for an unmetered connection.

It was important to us that the additional content was meaningful and accessible to our stakeholders. When considering our approach, we hosted an Unmetered Other Forum, where we discussed the content and format we planned to share. The feedback received helped us ensure the changes made to our website would be beneficial. Our new and improved webpage can be found [here](#).

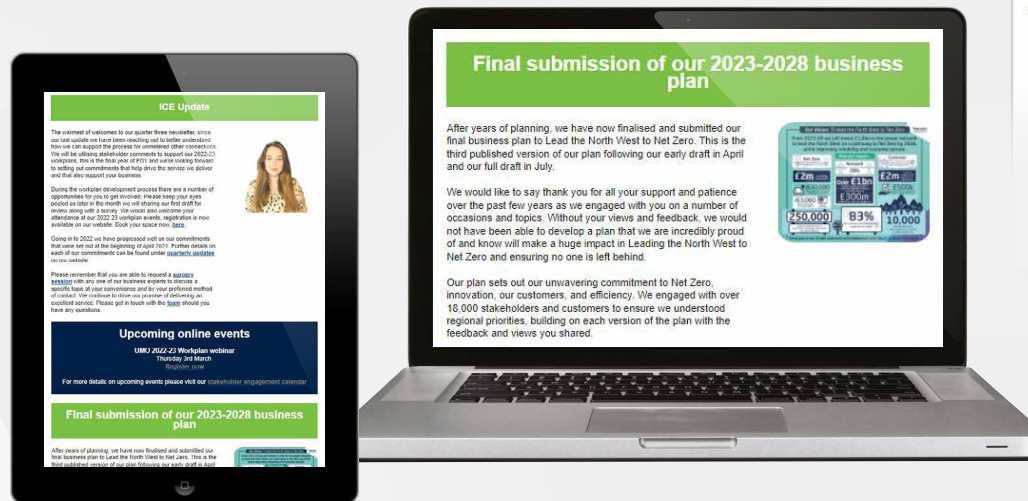
Once we had published the changes, we re-convened with the Forum attendees for their thoughts on the changes. One stakeholder said “its clear from a customer point of view”. We’re glad that these changes will help and provide additional clarity for our stakeholders.

The image displays three overlapping screenshots from the Electricity North West website. The top screenshot shows the 'Unmetered connection' page with a sub-header 'Unmetered Supplies, what you need to know'. The middle screenshot shows a 'Ready to apply?' section with three columns of links: 'Apply online', 'Download a PDF application form', and 'Application form for local authorities'. The bottom screenshot shows a flowchart titled 'Priority process for reconnection of fibre optic street cabinets following a road traffic accident', detailing steps from 'Cabinet turnover' to 'Close'.

We will continue to communicate with our stakeholders

Output / Key Performance Indicator	Target	Achieved	Status	Outcome
We will issue regular updates on ICE Commitments to registered stakeholders.	Mar	Mar	✓	<ul style="list-style-type: none"> Quarterly newsletters issued to registered stakeholders and published on our website Issued to 170 stakeholders

We understand the importance of keeping in touch with our stakeholders, and continue to produce and issue quarterly ICE newsletters for all stakeholders who have registered to receive these communications, as well as publishing them on our website. These newsletters recap our events, share information and communicate important updates. They also provide links to relevant and useful information published on our website. This enables our stakeholders to catch up on any news they might have missed in the period and provides a direct route should they want to find out more on any of the topics covered.



Welcome to our Incentive on Connections Engagement (ICE) Q3 newsletter for Unmetered Other (UMO).

Introducing Stephanie Trubshaw

Hello, I would like to introduce myself, I have been the Customer Director for Electricity North West for the last four years. I am excited to announce that from the 1st December all of connections now sits within my remit in the Customer Directorate, which also includes the management of our Customer Contact Centre, the Network Control Centre and Domestic Connections.



need to deliver a great service has centre around engagement

We will target our Time to Quote & Time to Connect

Output / Key Performance Indicator	Guaranteed Standard	Target	Achieved	Status	Outcome
We aim to outperform the regulatory standard by providing quotes on average in 19 working days (compared to the guaranteed standard of 25 working days)	25 days	19 days	12 days	✓	• Outperformed target
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)	35 days	22 days	17 days	✓	• Outperformed target

We understand that the time taken to provide a quote is important to our Unmetered Other customers. This year we committed to continue to focus on our Time to Quote and outperforming the guaranteed standard.

We are delighted to have achieved an average time to quote of 12 days. Our teams have shown great dedication and continued hard work in order to achieve this excellent level of service for our customers when quoting Unmetered Other applications.

In 2021-22, we continued to focus on delivering our customers projects, by targeting an average Time to Connect of 22 working days for our Unmetered Other customers. We are pleased to have achieved an average Time to Connect of 17 working days, outperforming our target and delivering an excellent level of service.



4

Looking Forward report



4.1 Introduction

In this section of the report, we set out our commitments and activities for the coming year, 2022-23. We describe how we will continue our journey of improving our services for UMO connection stakeholders, ultimately providing choice for all our connections customers in the future. Our commitments are based on feedback from a broad range of stakeholders interested in our connections services. Our engagement continues on a rolling basis; we encourage stakeholders to engage with us throughout the year to help us continually adapt to the needs of our customers.



4.2 Our engagement strategy in 2022-23

We know how important it is to engage with our stakeholders to clarify and explain our processes, and to keep listening to feedback to help us improve our service. In 2022-23, we will continue to deliver online opportunities for engagement. We know from feedback that there is an expectation for online events to remain available in the future, as they often provide a better fit for our stakeholders work schedule. Allowing for a reduction in travel time and cost, as well as reducing carbon emissions has also been beneficial for participants. We will continue to improve the way we engage online, utilising break-out rooms, polls, quizzes and ensuring we're up to date with the latest features available to Electricity North West.

In the past, our stakeholders have told us access to our experts is extremely valuable. Our surgery sessions continue to be open to all, in addition to our stakeholders established points of contact.

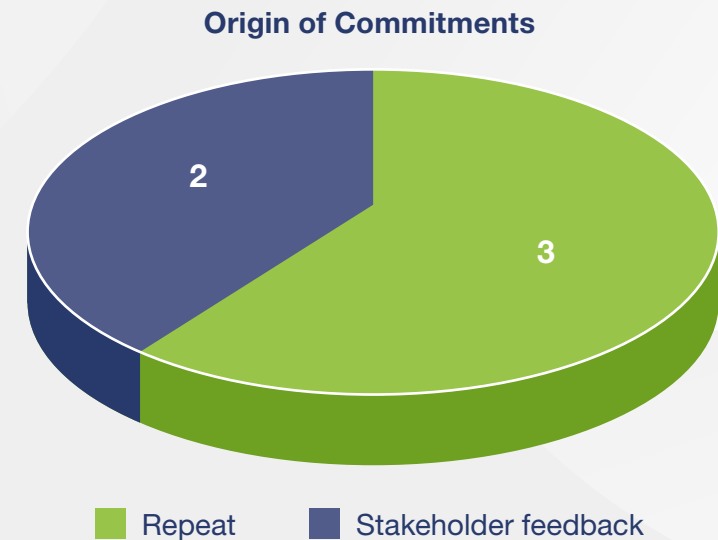
As can be seen in our workplans, we commit to continuing to provide regular updates tailored to UMO stakeholders. We believe stakeholder engagement is vital in providing greater insight into the needs of our customers, as well as helping us build strong relationships with our stakeholders and leads to greater mutual understanding and trust. We will continue to explore innovative ways to enable various methods of engagement and maintain an open-door policy in 2022-23 to ensure we can gain insight of a wide and varied group of UMO stakeholders.

4.3 Developing our plans

Stakeholders drive our business forward in helping us understand what we do well and where we can improve the service we provide. This feedback is vital in developing our annual action plans, steering us in the right direction and in creating specific and smart actions we can commit to delivering. Our workplan development is therefore an iterative process aligned with our engagement. In each workshop we identify topics and any material issues to discuss, ensuring both our events and workplans are addressing the main issues affecting our stakeholders. Our ICE workplan development is a well embedded iterative process and provides multiple opportunities for stakeholders to influence. Feedback and industry knowledge is collated to produce our initial draft workplan, which is then discussed with our stakeholders. These are then updated, taking on board initial feedback, which is again shared with our stakeholders. Further refinement results in our final draft which is issued to stakeholders for final comments and agreement before publishing.

4.4 Commitment origin

This year, our commitments to UMO stakeholders comprise of commitments we carried over from 2021-22 and new commitments addressing specific feedback received as shown in the chart below. Each year we discuss with our stakeholders those we are proposing to continue. These will include both our Key Performance Indicators (KPI) and business as usual engagement or training commitments. These originated in previous years but are endorsed as remaining valid so are included and categorised as 'Repeat'. Our new commitments are driven directly from feedback received by stakeholders.



4.5 Looking Forward workplan

It is important that we can show how our thinking has evolved and where our commitments have come from. We review feedback received throughout the year to identify any key issues and topics and plan our engagement appropriately. Therefore, development of our commitments begins well ahead of our engagement specifically on the workplan. Each of our commitments can be traced back to stakeholder feedback and has been subsequently endorsed by our stakeholders. For our commitments this year:

Commitment	Output / Key Performance Indicator	Source	Feedback
We will review our unmetered application process .	We will review our unmetered application process to ensure that it continues to meet our customers needs, making improvements where required. We will then look to increase awareness by promoting with our stakeholders.	Stakeholder feedback	Our stakeholders tell us that our communications could be improved.
We will support our stakeholders with better guidance when seeking information located on our website.	We will run internal awareness training to allow our staff to better guide customers and stakeholders to locations on our website .	Stakeholder feedback	Our stakeholders highlighted gaps in our employees knowledge of our website.
We will target the Time to Quote timescales	We aim to outperform the regulatory standard by providing quotes on average in 19 working days (compared to the guaranteed standard of 25 working days)	Repeat	Endorsed by stakeholders to continue including in our workplan.
We will target the Time to Connect timescales	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)	Repeat	Endorsed by stakeholders to continue including in our workplan.
We will continue to communicate with our stakeholders.	Issue regular updates on ICE Commitments to registered stakeholders	Repeat	Endorsed by stakeholders to continue including in our workplan.

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