



Electricity North West
Stakeholder Engagement
Report 2023-24

As a Distribution network operator focused solely on the North West, we take pride in delivering power and extra care to 2.4 million properties and over 5 million customers.

This is the first voluntary Stakeholder Engagement Report, reflecting our activities in the first year of the RIIO-ED2 price control period (2023-28) and follows the Stakeholder Engagement and Consumer Vulnerability (SECV) submissions which were a regulatory requirement in RIIO-ED1 (2015-2023).

Over the last 12 months we have continued to deliver robust stakeholder engagement. This report explains our strategic approach and goes on to provide case studies and examples of where engagement has informed business decisions and delivered tangible change.

This report is only one of the reporting channels that we use to evidence our approach. As part of RIIO-ED2 we also report to our regulator Ofgem specifically on our Distribution System Operation (DSO) approach; how we are delivering a Net Zero transition, through a commitment to value-led innovation and responsiveness, and an Annual Vulnerability Report; how we are delivering tailored support services to customers in vulnerable situations.





These reports, along with previous SECV reports and other company performance reports can be found on our website



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Stakeholder Engagement Report Icon Key

-  **New**
Initiatives which were introduced this year
-  **Embedded**
Initiatives that are now embedded and far reaching
-  **Action**
The actions we have taken
-  **Collaboration**
Outcomes positively influenced or co-facilitated by sharing of best practice and resources.

Glossary

We have abbreviated terms throughout our report, where doing so improves clarity and readability. We provide the full form of an abbreviation at first use and then the abbreviation thereafter. A full list of the abbreviations used is provided below.

Aggregators	A new type of energy service provider which can increase or moderate the electricity consumption of a group of consumers according to total electricity demand on the grid	LAEP	Local Area Energy Plan. A data-driven and whole energy system, evidence-based approach that sets out to identify the most effective route for the local area to contribute towards meeting the national Net Zero target, as well as meeting its local Net Zero target
CBA	Cost Benefit Analysis	LCT	Low carbon technology such as electric vehicles, electric heat pumps, solar and wind energy
CiVC	Our Consumers in Vulnerable Circumstances Advisory Panel	LRF	Local Resilience Forum
DFES	Distribution future electricity scenarios – forecasting plans for a range of scenarios for how low carbon technologies will be taken up and how the network could respond. The scenarios inform our investment plans and provide visibility of flexibility opportunities	LV	Low voltage
DNO	Distribution network operator – company licensed to distribute electricity in Great Britain by the Office of Gas and Electricity Markets (Ofgem)	MW	Megawatt
DNOA	Distribution Network Options Assessment	NDP	Network Development Plan
DSO	Distribution Systems Operation – The systems and processes needed to operate energy networks in the Net Zero carbon future	NESO	National Energy System Operator – an independent, expert, impartial body with new roles across electricity and gas
ECR	Extra Care Register – the new name for our priority services register which offers enhanced support to customers in vulnerable circumstances	NIA	Network Innovation Allowance – a set allowance each network licensee receives as part of its price control allowance
ENA	The Energy Networks Association – the trade body that represents the electricity transmission and distribution companies in the UK	Ofgem	Office of Gas and Electricity Markets – the government regulator for gas and electricity markets in Great Britain
Energy transition	The process of changing the energy system (including power, heat, and transport), from a system based on carbon-intensive fossil fuels, to one based on low carbon technology	PACE	Pre-Application Customer Engagement
ENWL	Electricity North West Limited	Reopener mechanism	A regulatory process that allows Ofgem to assess further funding during a price control period as the need, cost or timing of works becomes clearer
ESO	National Grid Electricity System Operator	RIIO-ED1	Electricity distribution price control period, 2013-2023
EV	Electric Vehicle	RIIO-ED2	Electricity distribution price control period, 2023- 2028
HV	High voltage	RIIO-ED3	Electricity distribution price control period, 2028- 2033
IOG	Independent Oversight Group – a panel of independent individuals, with an independent Chair together with members representing each of the six stakeholder advisory panels	RESP	Regional Energy Strategic Plan
		SECG	Stakeholder Engagement Challenge Group
		SECV	The Stakeholder Engagement and Consumer Vulnerability Incentive evidences how we as a business proactively and effectively engage with stakeholders and vulnerable customers to deliver a responsible and inclusive service.
		Social Return on Investment (SROI)	The monetary value associated with positive outcomes received, and costs avoided by society because of a given initiative
		SSAT	Stakeholder Satisfaction
		Stakeholder	Stakeholders are those parties that are affected by, or represent those affected by, decisions made by ENWL and Ofgem. As well as consumers, this would for example include Government and environmental groups
		tCO²e	Tons of Carbon Dioxide equivalent
		Vulnerable customer	A customer or community which feels it may be left vulnerable by real or perceived barriers during a loss of electricity

Introduction from Ben Grunfeld

Stakeholder engagement is extremely important to Electricity North West, core to how we run our business, it informs business decisions and forms part of our licence to operate. As such I am delighted to be able to share our first Stakeholder Engagement Report in the RIIO-ED2 period.

This year we consulted with over 18,000 customers and stakeholders, and our regional stakeholders.

We have made a strong start to the RIIO-ED2 period, taking a place-based approach and dynamically responding to stakeholder needs and delivering great customer service. We are proud that this year we achieved our highest ever annual customer satisfaction rating of 92%, securing second place for DNO groups, despite 2023-24 being one of the worst storm seasons with 13 named storms and weather events affecting our region.

We believe that engagement and collaboration enable the continued delivery of a safe and reliable electricity network. Across the North West, there is a consensus amongst our stakeholders of the need to urgently transition to a Net Zero energy system, while ensuring that customer's bills are kept as low as possible. We are passionate about our role in empowering regional progress towards Net Zero and economic prosperity through the delivery of affordable services and infrastructure.

With the help of our stakeholders, we are able to better understand and respond to where capacity is needed on our network. As part of the new dynamic approach to regulation we regularly review capacity requirements and enhanced engagement with local authorities and other stakeholders this year has helped to obtain even more detailed insights (page 11). We will build on this next year as we review load requirements and consider approaching our regulator Ofgem for further investment as part of one of the reopener mechanisms.

Additionally, stakeholders helped us to respond to the needs of our most vulnerable customers, especially during a power cut. With stakeholder and partner collaboration we launched our Take Charge campaign to support customers with two services, one to support debt advice and another to support in the energy transition (page 17).

Throughout the year we have continued to develop our approach to stakeholder engagement. We have reshaped our advisory panel structure and have voluntarily created an Independent Oversight Group (IOG). The IOG are able to hold us to account to ensure that stakeholder and customer engagement continues to inform our ED2 Business Plan delivery, informing decisions that we make along the way and ensure that we deliver against the commitments we made to stakeholders. Page 8 details our panel structure that feeds into the IOG and you can hear direct from the IOG on page 23.

In the previous price control period RIIO-ED1, all Distribution Network Operators (DNOs) were obliged to annually report stakeholder activity to Ofgem. We have decided to voluntarily continue that reporting in RIIO-ED2 so that our approach remains transparent. This report is intended to be a high-level summary and should be read in parallel with our other public reports, our DSO performance panel submission and Annual Vulnerability Report. There will be some overlap in content and case studies and therefore, where possible this summary report will provide links and references to those that will provide further detail.

As with all our publications, and in particular since this is our first report in the new format we would be delighted to receive your feedback.



Ben Grunfeld, Strategy and Growth Director



2nd place
in final RIIO-
ED1 SECV
assessment

Established
**new IOG and
advisory panel**
structure

Increased
stakeholder
satisfaction to
79%

Engaged
with over
18,000
stakeholders

92%
customer
satisfaction

Stakeholder engagement strategy and approach

Our strategy aims to deliver the outcomes our stakeholders prioritise and value. Effective engagement means that we understand stakeholders’ priorities and challenges and their input helps to shape our business decisions, inform our thinking and achieve better outcomes for the North West region.

As the country moves to decarbonise and create a clean energy future we recognise that this will create a period of enormous change for the electricity distribution networks as we invest to meet new demands. We cannot achieve this in isolation, we must understand others’ needs and ambitions, and work together to find solutions, and create advocacy and support for those solutions. This must be achieved whilst recognising the impact our actions can have on the environment and ensuring our customers continue to receive an efficient service, and no one is left behind in the clean energy transition.

Our strategic framework for stakeholder engagement

We are a stakeholder-led organisation and are committed to continuous improvement in our engagement across all levels. Our approach has developed iteratively since 2016, aiming to meet the needs of our stakeholders.

It is based on the global standards for good quality engagement, AA1000 Accountability Principles (updated 2018) and AA1000 Stakeholder Engagement Standard (2015). Scan the QR Code opposite for more information.



At the close of RIIO-ED1, Ofgem’s independent Stakeholder Engagement and Consumer Vulnerability (SECV) Panel praised our engagement as, holistic, thorough and multi-layered.

We remain committed to develop our approach and ensure that we continue to be a stakeholder-led organisation through the current price control period, RIIO-ED2. This report helps to evidence how we have continued to develop our engagement approach and examples of business and customer impact.

Throughout 2023/24, our embedded approach resulted in ongoing dialogue with all stakeholders, ensuring we understand their expectations.

We recognise the importance of proving our license to operate and showing the results we deliver for customers.

Our strategy involves inclusively engaging with stakeholders’ priorities, adapting to our changing environment, and producing measurable benefits.

It links to our consumer vulnerability, environment action plan, DSO, data and digitalisation, innovation and workforce resilience strategies.

Why we engage with stakeholders

- ✓ Identify opportunities to improve services
- ✓ Manage uncertainty and risk
- ✓ Share learning and adopt best practices
- ✓ Deliver greater value to our customers

Figure 1
Five step approach to stakeholder engagement



We reported our stakeholder engagement and approach to our regulator Ofgem throughout the RIIO-ED1 price control period.

We were proud to have finished the RIIO-ED1 period as the second highest performing DNO in the SECV.

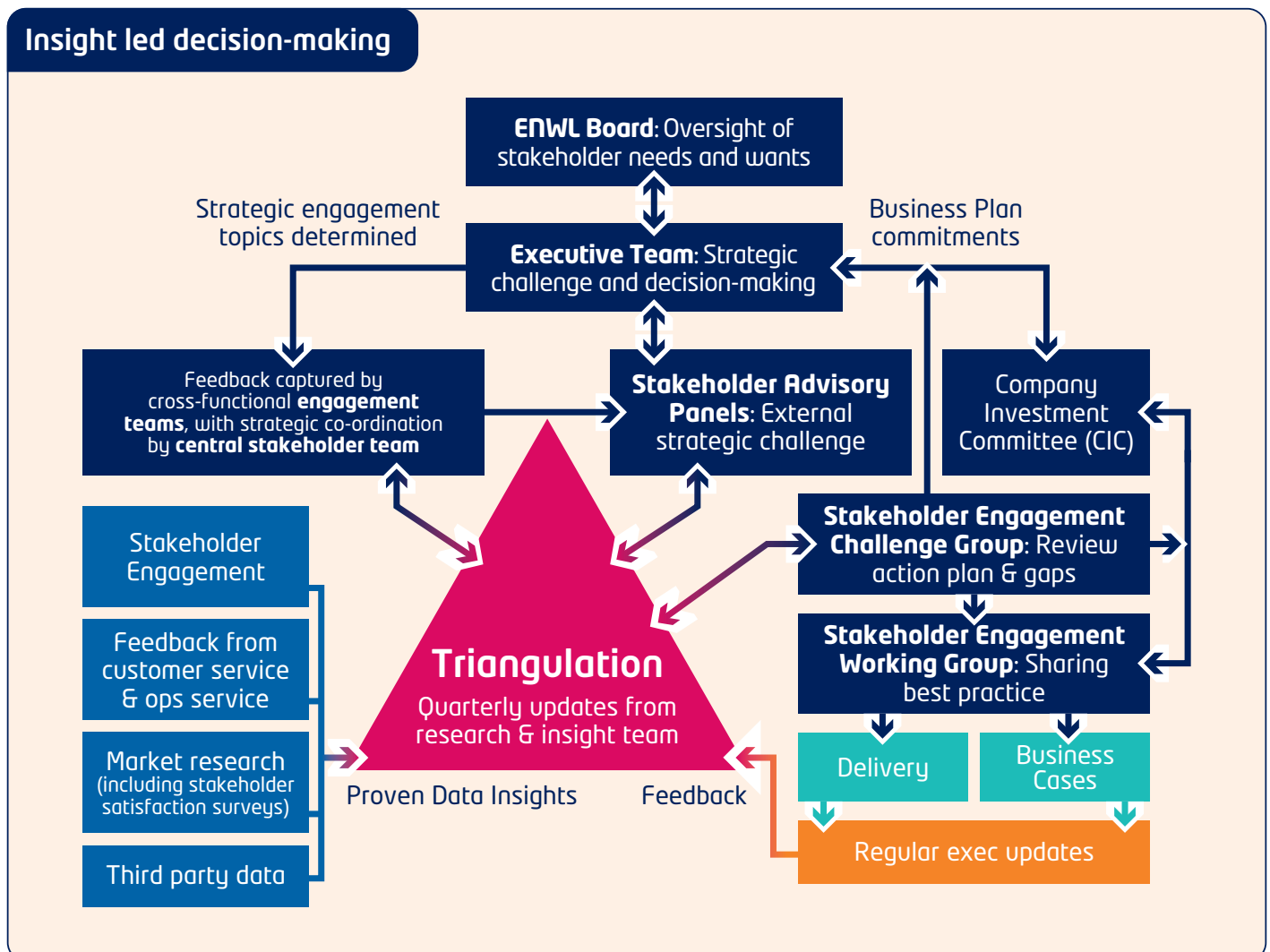
Embedding engagement in decision making, tracking and triangulation

As a stakeholder-led organisation reliant on our licence to operate from customers and stakeholders, it is critical that our strategy is informed by insights gained from stakeholders. Those insights might be around improving performance or service delivery, mitigation of risk or increasing advocacy and support. This report contains numerous examples where insight has helped to inform decisions or create new programmes and initiatives.

Over recent years we are proud to have **embedded triangulation** as an ongoing discipline. Triangulation, a way of interpreting and prioritising feedback. Research and insights from a variety of internal and external channels are assessed, combined and then shared with leaders across the business to inform business planning and decisions. Outputs are reviewed by our:

- **Wider colleagues** – colleagues asked for key insights to be made available to all colleagues, as this would help ‘put ourselves in our customers shoes’. In response we created Insight, a quarterly companywide bulletin where insights are shared, alongside a clear call to action. Our recent sixth edition featured customer video blogs describing the impact of a power cut to their life, including some customers who had a medical dependency and neurodiverse children.
- **Internal Stakeholder Engagement Challenge Group (SECG)** - SECG membership spans senior leaders across the business. It is a key forum in reviewing emerging insights, identifying gaps and opportunities and advising our senior management on actions to address stakeholder priorities.
- **Externally with advisory panels and Independent Oversight Group (IOG)** – providing an independent view on our understanding of key topics, risks and opportunities featured in our triangulation reports, with many incorporated into our annual stakeholder workshops for further deliberation.
- **Board and executive** - annually as part of the stakeholder needs and wants paper that feeds into our business planning process, ensuring alignment with strategic priorities.

Figure 2



Clear governance and accountability

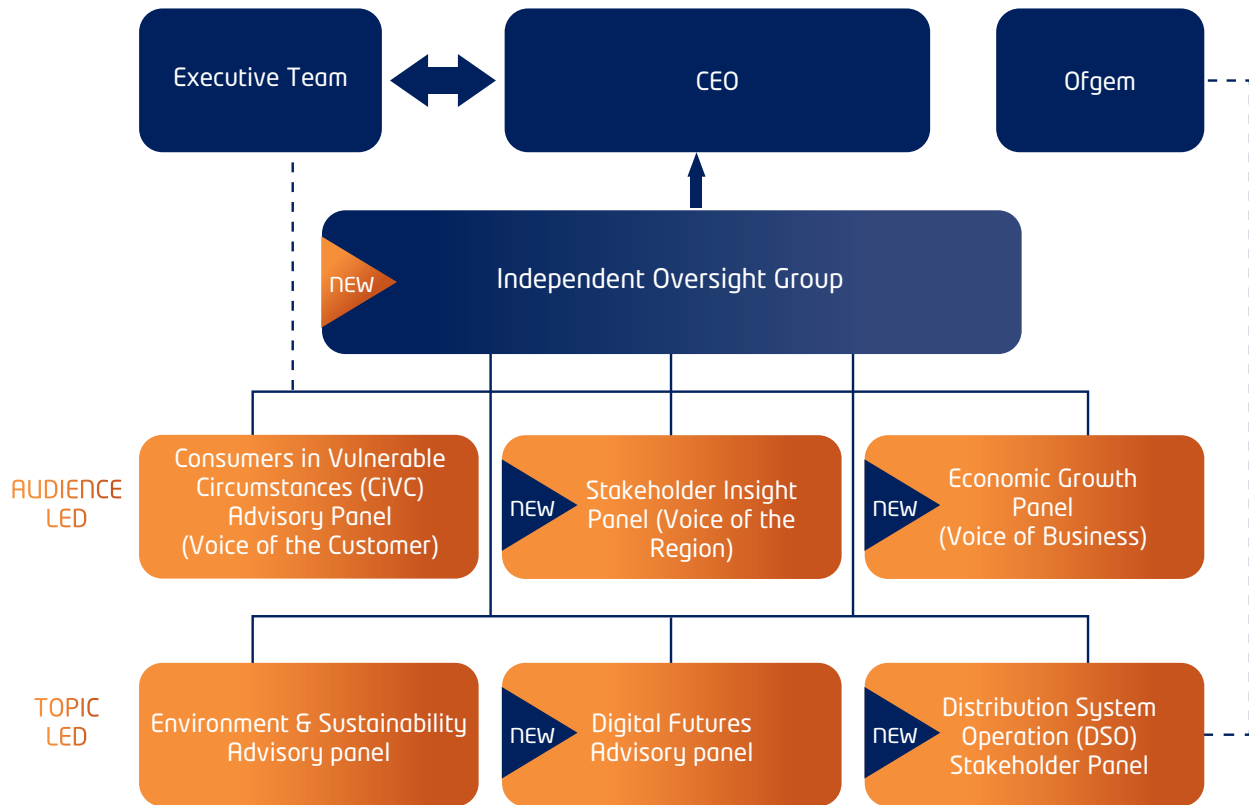
Stakeholder engagement is embedded within the organisation, coordinated and driven centrally and delivered by specialists in the business.

Our approach includes clear governance, feedback channels, and strong executive commitment. We have relevant participation on our external stakeholder advisory panels, regular reporting and triangulation, a leadership-led Stakeholder Engagement Challenge Group (SECG), an Executive Committee, and annual reporting to our Board through a Customer and Stakeholder needs paper to help inform business planning and decision-making.

We aim to have enduring, honest and constructive discussions with our stakeholders. As such we have strengthened the existing robust advisory panel governance structure to reflect key stakeholder audiences and the core business priorities of our new business plan.

★ Our Advisory Panels

Figure 3: Our advisory panel and oversight governance structure



Our stakeholder advisory panels are made up of external experts and have independent chairs.

Our panels meet regularly and help inform the business, acting as a critical friend. They help ensure that enduring customer and stakeholder input informs our decision-making processes and the delivery of our plan.

Our new panels allow us to focus on key stakeholder audiences, customers, businesses and regional stakeholders, along with specialist topic-specific groups on environment and sustainability, digital futures and our role as distribution system operator.

Throughout the development of the RIIO-ED2 business plan, our engagement approach was challenged by an independent Customer Engagement Group (CEG). Electricity North West voluntarily chose to retain an independent oversight group aligned to the strengthened stakeholder advisory panel structure.

Our new structure of seven panels has seen us appoint seven independent chairs, who collectively form the IOG, chaired by a former member of the CEG, Jayne Scott.

We were delighted that Jenny Willis and Todd Holden, previous advisory panel chairs and CEG members have agreed to continue to support us, and chair our customer and environment panels respectively. We have welcomed Elise Wilson, Matt Stephenson, Jo Lappin MBE and Andrew McIntosh as new panel chairs. Additionally, we have reviewed and refreshed our panel membership and are delighted that as part of the quarterly panel meetings, alongside our independent chairs, we now regularly liaise with more than 130 regional stakeholders through this channel.

We believe that transparency and oversight of our engagement is important so our IOG have been invited to contribute to this report, and their comments can be found on page 22.

Use the QR code to find out more about our panels



Understanding and responding to our stakeholders' needs

This year we have built on our previous use of stakeholder personas. Our stakeholder mapping recognises business and domestic customers, however, to deepen our understanding of electricity users and their diverse demographics, situations, attitudes, needs and behaviours, our vulnerable customer and DSO teams have co-created stakeholder personas representing the broader array of business and domestic stakeholders we interact with and what they might need from engaging with us.

Figure 4:



Stakeholder mapping

In an ever-changing environment it is important that we regularly assess our stakeholder demographic. This ensures that we can tailor engagement that is both inclusive and relevant. Over recent years we have identified **53** stakeholder groups across our entire organisation including domestic and business customers, national and regional policy shapers, local community groups and supply chain partners. This mapping is regularly reviewed, this year for example, we recognised the changes to Cumbria County Council with the creation of two new Unitary Authorities and the changes to Government Departments representing business and energy

interests along with the creation of the National Energy System Operator (NESO). We map and collate our engagement in our stakeholder mapping software Tractivity (page 10).

The customer personas were developed based on a research programme funded by Ofgem's Network Innovations Allowance (NIA). Through 10 focus groups, 50 in-depth phone interviews and 1,100 surveys, **seven distinct low-income and vulnerable personas were identified.**

The research found that the support each persona needs is strongly correlated.

With the support of Energy Saving Trust we carried out independent research with a further 900 North West customers. It found that communication and messages need to be tailored to people's situations rather than personas alone. These personas have helped us to develop the Take Charge campaign (page 17).

Use the QR code to find out more information about customer personas



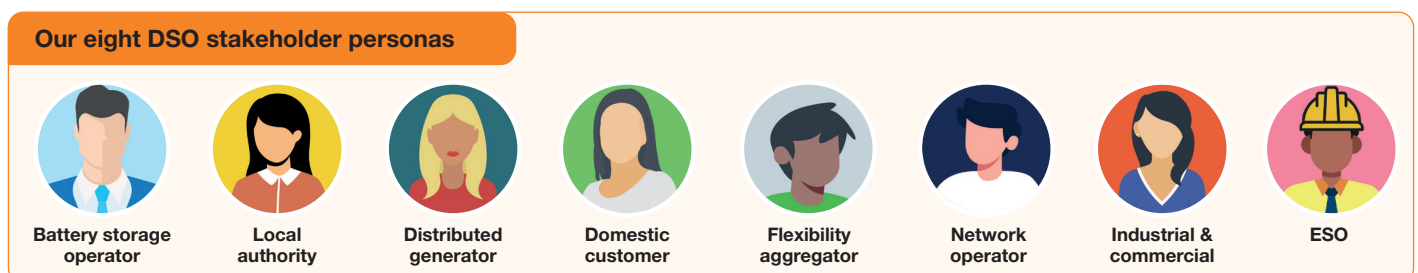
The DSO personas have been developed following engagement throughout the year with DSO stakeholders and specifically at our biannual DSO stakeholder events. At our first DSO event we heard that the creation of our eight DSO personas were a useful foundation to deliberate sometimes complex socio-technical DSO issues with key stakeholders. Following further detailed work, our subsequent engagement informed us that some participants felt that they belonged to more than one persona and helped us to refine three additional persona sub-groups.

For example, within Local Authorities the needs of Elected Members are different to Climate Change Officers, Place Leaders and Planners.

Use the QR code to find out more information about DSO personas in our DSO Report. We will continue to use these personas over the coming years to develop our approach.



Figure 5



Measuring our activity

Tractivity, our stakeholder management software system, is used by our team to manage stakeholder contact information, update stakeholder mapping, manage updates to stakeholders' communication preferences, as well as managing our stakeholder events, newsletters and surveys. This year our engagement reached **18,553 stakeholders** (excluding market research).

Net Zero and vulnerable customers were the two most discussed themes. Emergency planning, DSO, diversity and inclusion, delivering a resilient network, delivering a reliable network and customer service were also key themes throughout the year.

Figure 7 Measured by Tractivity, our stakeholder management software system

Number of stakeholders engaged

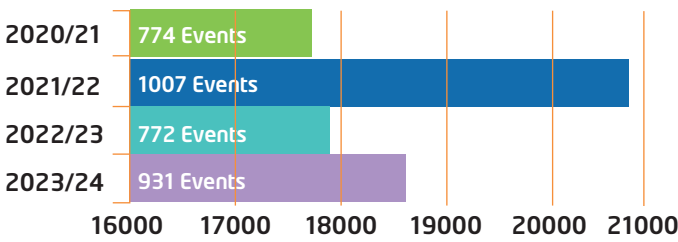
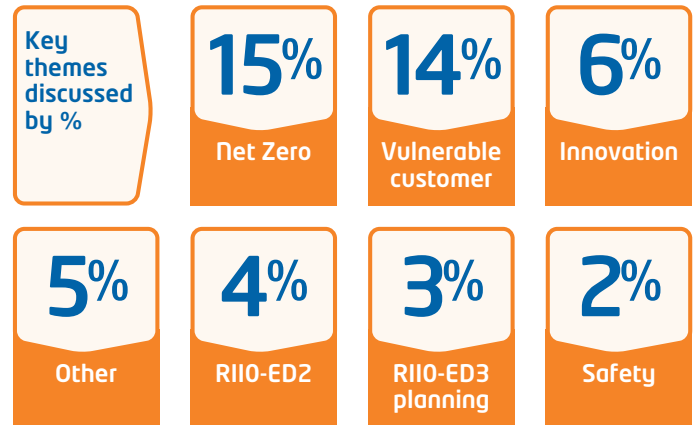


Figure 8 Measured by Tractivity, our stakeholder management software system



Engaging with purpose

We know from our stakeholder satisfaction research that our stakeholders are time-poor and this can be a barrier to engagement. Therefore, our engagement must reflect their preferred approach and include a mix of face-to-face and online events.

This year we used 23 inclusive methods like webinars, forums, events, and one-to-one sessions to engage with stakeholders. We differentiate between **informing** channels (e.g. website, emails, social media), **consulting** channels (one-to-one meetings, events, online consultations), and **involving** channels (collaborations, advisory panels).

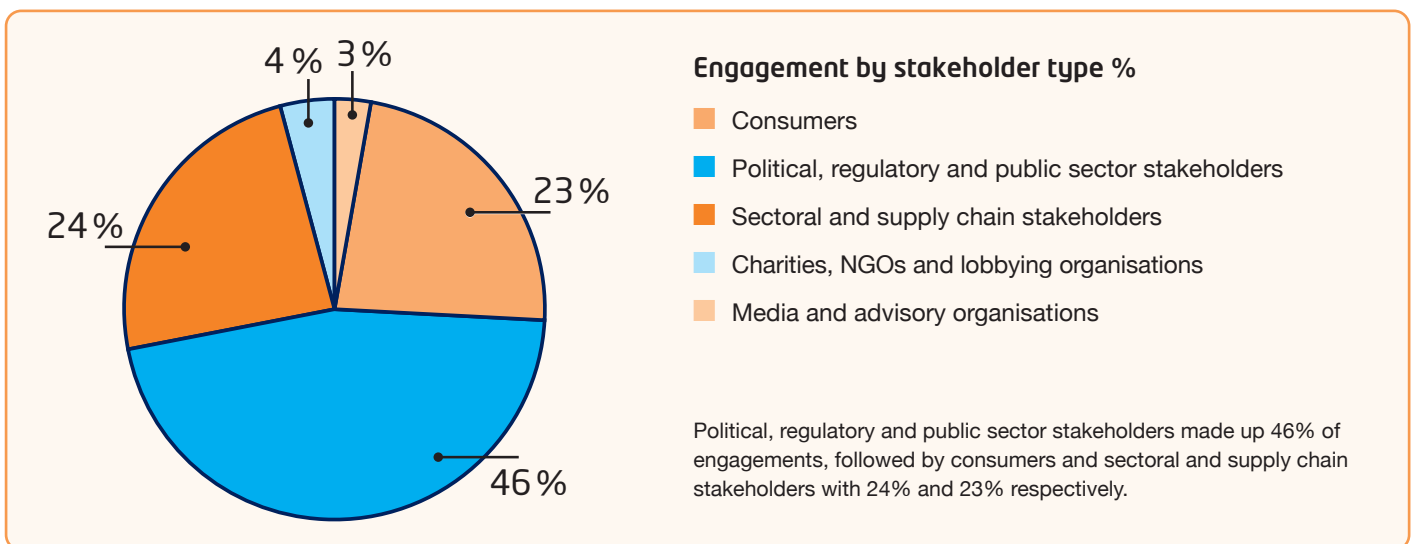
Our approach is centrally coordinated, but individual engagement is increasingly topic-specific. For example, over the last eight years we have gone from broadcast approach to greater regional engagement. Our Community and Local Energy engagement is specifically targeted at the groups involved and the information that they need. We report on this separately.

Constructive feedback from our customer and stakeholder satisfaction surveys (page 19) around how we can better serve customers and stakeholders has led us to resource even greater engagement in certain areas. For example, with local authorities and businesses we have introduced the Pre-Application Customer Engagement (PACE) Team in connections and specific local authority engagement around Local Area Energy Plans (LAEPs) and the developments in the new energy system.

Use the QR code opposite to see our Community and Local Energy Report



Figure 6 Measured by Tractivity, our stakeholder management software system



Acting on stakeholder feedback to drive tangible change

Our strategic approach to stakeholder engagement and partnership helps to ensure that we understand regional priorities.

Our electricity distribution network is an enabler to economic growth and decarbonisation and we need to understand and support regional aspirations for growth and a movement to Net Zero in line with regional targets ahead of the national 2050 deadline. Additionally, the region has some of the most deprived areas in the UK most likely to be left behind as we move to a Net Zero future.

Our average power cut frequency is the lowest in the UK (outside of London)

Working with local authorities to facilitate regional decarbonisation and economic growth

We have continued with regular strategic bilateral meetings with our sub-regional county and combined authorities.

Executives and senior managers from both sides meet regularly to discuss strategic regional issues, from infrastructure planning, skills and supporting customers and communities.

Close engagement with our regional councils has enabled deeper collaboration around strategic projects enabling network capacity to support regional activity and decarbonisation.

- Bilateral engagement with Lancashire County Council has seen the completion of the new multi-million-pound substation and 10km of new underground cables to power the Sablesbury Enterprise Zone which aims to create 4,500 green jobs and supports regional economic growth. Years of ongoing engagement has come together to achieve this high-profile strategic development for the region. Recognising Electricity North West's and the Council's decarbonisation aspirations, the substation itself uses power from 91 solar panels to self-sufficiently run the electrical switchgear and lighting – the first of its kind in Lancashire.
- In Cumbria, bilateral engagement enabled significant work to support regional decarbonisation. Reinforcement work in the Lake District tourist hotspot of Windermere progressed with the support of the local authority and local MP, Tim Farron. Engagement extended beyond the council, achieved through close collaboration with businesses and Cumbria Tourism. Following engagement and the use of our Inclusivity and Vulnerability Impact Assessment, work was suspended during peak visitor periods to avoid disruption and reasonable adjustments made to accommodate the community. The work in Windermere, which is nearing completion, will help enable the installation of Windermere's first electric ferry as well as potential new electric charging points for visitors and residents.
- Additionally, close liaison with Westmorland and Furness Council has enabled the construction of a 2MW solar farm in Barrow-in-Furness. Early engagement and collaboration ensured the council's needs were understood and network capacity could be made available in phases with necessary reinforcement to enable the scheme to go ahead. The scheme is a key part of the council's Carbon Management Strategy and Climate Action Plan with expected savings of around 500 tonnes of carbon dioxide equivalent (tCO₂e) per annum, enough to power the council's five leisure centres.



Allan Harty Assistant Director - Westmorland and Furness Council said: "The Sandscale solar farm is another major milestone in our journey to Net Zero. Electricity North West has been a key partner in advising and enabling the successful connection and integration

of renewable energy into our grid. This project underscores the value of strong partnerships and shared vision. It benefits Westmorland and Furness communities but also drives forward the Council's green agenda and financial sustainability."

- Greater Manchester Combined Authority (GMCA) has had a long commitment to drive a 2038 Net Zero ambition and we are proud to have been involved in developing regional energy plans and supporting the ten local authorities in the creation of a nationally leading Local Area Energy Plan (LAEP).

A priority project of the plan and the Mayor Andy Burnham, was the creation of a council managed electric bus fleet, the Bee Network. Close engagement with the Mayor's office, GMCA and Transport for Greater Manchester (TfGM) amongst others, means that we have been a strategic partner in the project managing capacity across the network and ensuring that planned works facilitated a smooth launch of the new routes. The support for the Bee Network, resulted in over 20MW of electric vehicle charging points being integrated into depots across the area. We continue to work closely with GMCA and other partners including TfGM as the Bee Network continues to evolve. This model and lessons learned is also being used as best practice as other council areas accelerate plans to electrify public transport.



Action we have taken:



- We have strengthened our approach to local authority engagement and support around our network planning. We have held quarterly 'single conversation' surgeries for more than 30 district authorities within the region (wholly or in part). This personalised approach has allowed us to understand their local growth ambitions and how that might impact the electricity network. In some cases, we have been able to tailor support to individual needs becoming a tactical and strategic partner in the development of Local Area Energy Plans (LAEPs), demonstrating where the available data could be used to inform their plans.
- We are supporting our regional Local Authorities with data availability and the creation of their LAEPs. We have introduced regular learning sessions with Local Authorities, offering one-to-one and group support sessions.
- We are reviewing our approach to engagement of local authorities.
- Additionally, stakeholder research (page 19) has highlighted the need for us to build even further on our local engagement and develop a more coordinated approach across our local authorities across a range of strategic topics. We will review an approach to take this forward in 2024/25.

Open data

The data held by energy companies is critical to enabling a smart, flexible energy system that works for everyone. We are working with the Electricity Networks Association (ENA), Ofgem and others in the industry to create a modern, digitised energy network for customers.

We were one of the first DNO's to publish our Distribution Future Energy Forecasts (DFES), our forecast of energy usage,

which has developed further to include workbooks and is now available annually, along with other open network data on our website-based data portal.

However, we heard from stakeholders at our regional events in 2023 and in the stakeholder satisfaction survey that we should make more data available and also make it easier for different types of stakeholders to understand, analyse and use our data.

The action we have taken:



- We have made our data more accessible than ever before, whilst maintaining the highest levels of data quality. We now have 45 datasets available in many formats including tables, maps and via programming interfaces, which allow stakeholders to build their own applications and visualisations.
- We have co-designed and tailored our data journeys, so that stakeholders accessing data for the first time or informing our whole-system forecasting get the right experience.
- We have delivered stakeholder focused "data journeys" including video tutorials that show how different stakeholder groups can get benefit from our datasets.
- We hosted six DSO discussion forums responding to feedback that stakeholders needed more guidance on how to use the data sets. Feedback was positive and we will now further develop case studies tailored to personas and provide short 'how to' videos.
- We responded to stakeholder requests for a one-stop-shop for our data sets in different easy to use formats (maps, visuals, data tables and machine-readable data). We are currently reviewing our approach and have gone beyond maps and data tables producing methodology guides and associated tools for a number of our data reports.
- We have ensured data can be incorporated into geospatial formats and visualised capacity headroom across a range of different high and low voltages.

Going forward we will:

- Continue to add additional data sets and visualisations to expand the scope of available data.
- Work to provide time series forecasting data which models a number of possible future energy scenarios and supports better scenario planning.
- Work to enable language-based question search against our data, powered by AI technology.
- Continue to contribute to Ofgem and other industry work to standardise data sharing across multiple DNOs via agreed data schemes and application programme interfaces.



Use the QR code to find out more about open data portal

Lessons learnt from Storm Arwen driving additional investment opportunities

93,000
of our customers
impacted by
Storm Arwen



ENWL engineers repairing a damaged overhead cable during Storm Arwen

Storm Arwen, in November 2019, significantly impacted the UK's electricity distribution network, prompting a national review that led to recommendations for improving customer service (see page 14) and reinforcing the network after the RIIO-ED2 business plans were submitted. As a result under new dynamic regulatory mechanisms, this year we have had the opportunity to submit proposals to Ofgem for additional network resilience.

Our submission to Ofgem for this additional funding has been developed in partnership with our stakeholders and discussed at our stakeholder advisory panels, bilateral meetings and parish meetings with local communities. Our approach to engagement and stakeholder feedback in re-opener applications is a key role for our IOG (page 22). The Group reviewed our approach as the submission was being developed, and in conjunction with the IOG we are developing learnings for future re-openers. Our engagement on the re-opener helped us to understand the impact of power outages on domestic and business customers and signposted us to reach out even further into our communities for insight. For example, parish councils highlighted the impact on their rural and often isolated communities. National Farmers Union (NFU) highlighted animal welfare issues, specifically the distress caused to dairy cows if they are unable to be milked at an appropriate time and why accurate restoration times and information is critical for farmers.

The action we have taken:



- We shaped our proposal for £27.5m additional network investment to Ofgem, with stakeholder support to include plans for predictive modelling and strengthening for our high voltage (HV) network, interconnections between other DNOs and reinforcement work to specific communities. Our submission in December 2023 was also strengthened with letters of support from local authorities and MPs emphasising the benefit to the region.
- We have committed to go back to the affected communities to help shape an implementation plan. We should hear whether our submission has been successful in late 2024.
- We continue to work closely with the IOG on re-openers, ensuring sufficient detail is available on stakeholder engagement and how that has been reflected in the submissions.

Storm and incident response



Skilled arborists work to fell, prune and manage trees that pose a potential threat to powerful overhead lines

Although power cuts can happen at any time of the year, during winter customer demand for electricity is higher, especially in the late afternoon and early evening. Customers are more likely to be indoors using power, increasing the disruption caused by power cuts.

Severe weather is becoming more common as the effects of climate change are felt and in the year since April 2023, the North West region experienced 13 named storms, the second highest since naming storms began in 2015. Resilience continues to be at the forefront of customers and stakeholders' minds, especially in rural communities most exposed to the impact of storms.

Work with our advisory panels and partners, including the Local Resilience Forums (LRFs), customer research and learning from storm events such as Storm Arwen (see page 13) have helped us to develop new processes and improved storm preparedness.



Use the QR code to find out more about our Extra Care Register and our support in our Annual Vulnerability Report.

Action we have taken:



- We created colleague storm roles – including mobilising and training over 600 colleagues for direct contact, including handling customer calls and visiting customers at their doorsteps.
- We launched a new portal that streamlines call allocation and automatic updates to call records, contact information and household vulnerabilities on our Extra Care database.
- We created accessible material - our partner One Voice Blackburn created essential information videos in Punjabi, Urdu, Bengali, Arabic and English to promote safety during winter; and The Royal Association for Deaf People developed equivalent formats using British Sign Language.
- We started customer outreach earlier, beginning in the summer, to better prepare for early storms. Rather than when our 'winter working' rules come into force in December.
- We established a cross-business team which is working to enhance our incident management ensuring a more efficient and collaborative approach.

Winter preparedness

In 2022 the invasion of Ukraine had an impact on global energy markets and National Grid ESO announced the possibility of planned power cuts, called 'rota load disconnections' in response to the risk of national energy shortages. We became concerned that customers may not be aware of understanding the potential impacts and would not be able to prepare. Following feedback from LRF's we responded proactively

sending over 100,000 letters, 500 texts and 23,000 personal calls to provide information and reassurance to our most vulnerable customers. Stakeholders, including our advisory panels and the 2022/23 SECV Panel urged us to continue to embed this approach this year as required and continue to reflect this proactive approach in our winter and incident preparation.

Driving improvements to our Extra Care Register services

Electricity users in vulnerable circumstances are at higher risk during a power cut. We use an Extra Care Register (ECR) personalisation and prioritisation system to tailor the customer journey, communication and support provided based on need during a power cut. This system enables us to provide the most appropriate support to each customer.

This year we have convened several customer panels, engaging a diverse group of general customers and those eligible for the ECR, each providing unique perspectives based on their situation. The ECR group included customers medically dependent on electricity (e.g., those with breathing difficulties) and customers with children under 5 years old (including those with neurodiversity). Some of the key message we heard were:

- Loss of power is an emergency for many ECR customers, and they found our welcome message too long and overwhelming.
- They want the system to quickly recognise them as ECR members and match them to a power cut, providing essential information promptly. Additional hints and tips should be an opt-in option.
- Most customers want to know the average wait times to speak to our call agents.
- Customers often call us because the power cut information displayed on our digital channels lacks a 'last updated' timestamp.
- In a survey of 223 members, 83% supported using an auto-dialer to provide automated updates to ECR and landline-only households. The panel helped create the message content and recommended stopping the service after 21:00 and resuming at 08:00.

Action we have taken:



- We streamlined our welcome message and restructured the customer message options. This allows customers to quickly receive essential information and bypass non-essential details to reach a specialist agent faster.
- We deployed a support matrix based on customer feedback, detailing support options for different temperature scenarios (winter / summer) and times of day (daytime / nighttime).

Figure 10: Support services accessible to our ECR members



Partnerships and collaboration

As a regional electricity distribution business, we are intrinsically connected to local industry and regional partners. Consequently, we do not operate in isolation and cannot achieve everything on our own. As part of our licence to operate, we embrace collaboration. By working with partners, we can be more efficient, use fewer resources, and achieve better outcomes for the region and our customers.

Regional stakeholder and DSO workshops

In recent years there has been significant media interest in connections and in particular, perceived connection queues causing extended connection times and potentially delaying projects. This was reinforced by our regular stakeholder research and stakeholder satisfaction survey (page 19) which last year indicated that stakeholders wanted to hear more from us and understand the process for forecasting and managing capacity demands and constraints on the distribution and transmission network as well as the connections process.

This year we focused our three 'open invitation' face-to-face regional stakeholder advisory workshops (Penrith, Cumbria;

Preston, Lancashire and Manchester) on this topic.

This engagement was delivered in collaboration with combined and county level authorities and included their plans for investing in the regions.

These events were well-attended by local authorities.

140 stakeholders registered with 84 attending the events, representing 73% of all the local authorities in our region.

Feedback from the events illustrated that the workshops achieved their objective of increasing knowledge in key areas.

Figure 9



We recognise that the market for flexible and DSO services is complex with many stakeholders asking for more information and explanation about how to participate in future capacity markets. This year we launched new bi-annual, in-person DSO events and have committed to codesign our refreshed DSO strategy with our stakeholders and our new DSO stakeholder advisory panel. The events, one in October 2023 and one in April 2024, showcased our DSO activities and commitments

and facilitated in-depth discussions on our strategy and helped us to create and refine our DSO stakeholder personas (page 9). They were designed to gather feedback from stakeholders and demonstrate our commitment to provide our customers with reliable service at the lowest cost. The events attracted over 140 stakeholders, from over 225 registrations representing a 62% attendance rate.

The action we have taken:



- We launched our RIIO-ED2 regional investment booklets at the regional stakeholder events. These booklets highlight our work across the region and aim to explain the local network and our performance in our region. Each booklet details our intended investment in the region through RIIO-ED2.
- We have refined our approach to our Network Development Plan. Recognising the heightened interest of local authorities (and other stakeholders) in capacity headroom data and regional insights, we've introduced annual updates which

also provide vital information on transmission constraints. We will continue to work across the business and industry to speed up connections and transmission network reinforcement.

- We continue to refine the DSO stakeholder personas (page 9) following feedback including the addition of three person subgroups to differentiate roles within local authorities.



Helping you Take Charge

With our ambitious RIIO-ED2 Business Plan commitment to reach 250,000 households in fuel poverty and provide in-depth support to 125,000 customers by 2028, our Consumers in Vulnerable Circumstances Advisory Panel (CiVC) highlighted the need for longer term, secured partnership funding to enable partners to build capacity. Additionally, during the cost of living crisis local stakeholders have emphasised the importance of us leveraging our convening power to coordinate and raise awareness of available support services for those in greatest need, at the lowest cost. In response, expanding local referral networks and fostering collaborative efforts between partners have become successful components of our approach.

Advisory panel members recommended contracting strategic partners to fulfil two roles: one focusing on raising awareness of fuel poverty support services and energy savings advice and another to focus on service delivery. Our market research showed that many users felt disempowered and unsure where to seek help.

The action we have taken:



- We launched the 'Take Charge' initiative in 2023/24 which helps people manage their bills and energy costs. The campaign is a partnership and jointly branded with Citizens Advice, Energy Savings Trust (EST) and Electricity North West.
- The Take Charge Campaign offers a cohesive identity, offering energy efficiency, money and debt advice and income maximisation. Seven animated characters represent different messages and personas, allowing us to target messages to the right audiences through channels such as radio, direct mail, public transport advertising and social media. We prioritised reaching those in greatest need, such as those in fuel poverty or crisis. This approach aligns with the strategic direction from our CiVC Advisory Panel, which recommended focusing on those in crisis or experiencing fuel poverty in the first two years.
- In March 2024 we have expanded the Take Charge initiative to also provide a free service providing impartial advice to help customers make informed decisions about their low-carbon energy future. The service provides free impartial expert advice to help understand new technologies and ensure that information is not a barrier to adopting low carbon technologies. We continue to work with our stakeholder advisory panel to ensure that we link up with other available support services.



Apprentices and skills

Delivering our ambitious RIIO-ED2 Business Plan will require a skilled and expanded workforce, therefore attracting and retaining staff is a business priority. Partners across the North West have also indicated that skills, in particular green skills, are a priority for the region. We are proud to be a partner of the Greater Manchester Good Employment Charter, a manifesto pledge for Greater Manchester Mayor Andy Burnham. It builds a network of like-minded businesses to help the region prosper, with a focus on engaging with and listening to employees.

Our Local Authority partners in Cumbria emphasised the importance of attracting people to live and work in the region. The Chambers of Commerce in Lancashire were also eager to promote the region as a hub for green skills.

Sarah Salisbury wins the Apprentice of the Year Award for public services and education in the North West Apprenticeship Awards 2023



Welcomed over
230
apprentices from
2007 - 2023

37 new
apprentices
(highest intake to date).

The action we have taken:



- We have expanded our award-winning apprenticeship programme from 19 in 2020 to 37 in 2023.
- We work with our partners to help promote our apprentice open days and careers events, especially focusing on attracting a diverse range of applicants to ensure that our workforce of the future better represents our community.
- We have also refreshed our primary and secondary education programme with both online and in-class materials and engaged with schools and colleges to promote career opportunities in the sector and the North West.

Andy Burnham, the Mayor of Greater Manchester, said: "The Good Employment Charter is a major step towards making sure that new and existing jobs right across Greater Manchester are underpinned by a commitment to equality, fair pay, and giving employees a say in how their workplaces are run - securing our city-region as an area of employment excellence. As we face up to the challenges of these unprecedented times, the Good Employment Charter will be fundamental to our ambitions to build back better and fairer for all."



Working across the sector

Within the North West we form part of a utility network comprising of gas, electricity, water and telecoms, often sharing the same customers. It is essential that we work with other utilities, ensuring that plans are aligned and collaborating where possible.

- We regularly work with colleagues in electricity transmission (National Grid) to ensure that our investment plans and connection requests support a wider national capacity need. We work together around investment at key sites to unlock capacity, ensuring that our stakeholders get the capacity required in an appropriate timescale.
- For many years we have collaborated with regional utilities under the banner Utilities Together to provide support for customers in vulnerable circumstances from joint promotion, advice and support to necessary data sharing. Using data sharing best practice we embedded processes to share consented applications for our Extra Care Register with United Utilities and Cadent. This means that customers need only register once to get support from the appropriate utility if they experience a loss of water or energy.
- As part of a two-year collaboration agreement with Scottish and Southern Electricity Networks (SSEN), we identified and analysed different approaches to DSO benefits analysis being taken across the industry. This could result in stakeholders being unable to reliably compare networks. The research identified six tools currently in use, including variations of Cost Benefit Analysis (CBA) and Social Return on Investment (SROI). As a result, we have established a new collaborative project with SSEN to review the different approaches and design and recommend a framework for a more holistic and common DSO benefits approach. Additionally, we are co-hosting an industry meeting in autumn 2024 that will enable the DSO community to share their stakeholder personas with a goal to develop a common language for articulating the suite of DSO benefits delivered across customers, while enabling stakeholders to make reliable comparisons.



- The sector has a long history of collaboration through the Energy Networks Association (ENA) and we participate in working groups to explore best practice and collaborative solutions across subjects as diverse as safety, communications, support for vulnerable customers, regulatory change and smart meter roll out. There is also significant collaboration and sharing of insights around innovation projects, many of which, such as Smart Street, are being rolled out as business as usual by Electricity North West.
- Additionally, we often partner on specific projects. For example, across the industry there is a commitment to procuring flexibility, where a dynamic approach to energy usage is taken and contracts can be auctioned to participate and limit usage at certain times. However, there is a pronounced gap in uptake observed between the North West and North East regions compared to the southern and midlands areas. This year we collaborated with Northern Power Grid to identify regional barriers to participating in the flexibility market. Work will continue in the coming year to trial new approaches with the support of other partners including Ofgem, to ensure that regional variation does not become embedded. This approach was recognised by being shortlisted in the inaugural Utility Week Flex Awards.



Use the QR code to find out about our innovation projects.

Helping our partners navigate regulatory changes

In November 2023, Ofgem announced the National Energy System Operator (NESO) will be taking on the responsibility to develop a Regional Energy Strategic Plan (RESP). These new plans will ensure regional energy plans are coordinated across energy systems and geographies, with the right level of local input into the process as well as regional democratic oversight. RESPs will support energy networks in identifying strategic investment needs. There will be an intrinsic relationship between RESP, local authorities and DNOs in the planning and investment in energy systems.

The action we have taken:



- We worked with our stakeholder advisory panels and local authorities to ensure that they are aware of the changes associated with RESPs and we are primed to support them through the consultation process expected in Summer / Autumn 2024 and beyond.

Measuring the impact of our engagement

We embrace stakeholder engagement as part of our licence to operate and it is central to how we manage our business. It also forms part of our performance-based culture relying on measurement and benchmarking to help us continuously improve our approach.

Engagement isn't a singular event. It continually evolves and requires nurturing ongoing relationships rather than an isolated interaction or transaction. As such, our strategy, approach and tactics embrace change, so that we can continue to move forward and reflect the needs of our customers and stakeholders. We actively seek feedback from our stakeholders in two-way dialogue at events and through surveys, alongside external best practice benchmarking. This helps us to ensure that our approach continues to evolve to meet the needs of our stakeholders.

As set out in our RIIO-ED2 Stakeholder Engagement Strategy, we measure success in a number of ways through stakeholder satisfaction surveys, our Accountability Healthcheck score and increasingly, stakeholder advocacy supporting business growth, particularly in relation to regulatory submissions.

Overall satisfaction stands at **79%**

Advisory panels members' overall satisfaction **87%**

Measuring stakeholder satisfaction

We are committed to assessing the health of our stakeholder relationships through our Stakeholder Engagement Satisfaction Survey (SSAT). In this the fourth year, overall satisfaction stands at **79%**, with advisory panels members, who possess a deeper understanding of our services, expressing even higher satisfaction at **87%**. Feedback helps us to identify opportunities to improve further.

This year's research, conducted in January 2024, included over 170 stakeholders. It evidenced that there was a strong base to enhance relationships further and reiterated previous insight that those stakeholders who we engaged with more frequently were more positive and were more likely to support and collaborate.

The research confirmed that the topics discussed at our engagements were relevant to stakeholders such as network capacity, connections, meeting customer needs and network reliability and resilience. However, they cautioned against 'talking shops' and sought improvements to the data portal.

44% of stakeholders have monthly communication with ENWL and **76%** of them want to sustain this level

Whilst our sub-regional council engagement was working well, there was an opportunity to further improve local relationships at a local authority level

Following the Covid-19 pandemic, preferences for how to engage have fluctuated over recent years.

74% of stakeholders now prefer engaging online however, they are looking for a blended approach retaining some face-to-face networking and relationship building contact

45% of stakeholders say the biggest barrier to engagement is them being time-poor

Stakeholders are looking to maintain or increase contact moving forward; with most wanting to hear from ENWL at least quarterly

The action we have taken:



- We are now seeking to secure additional resources to work more closely with local authorities across the North West. This will be especially important due to the creation of the National Energy System Planner (NESO) and the Regional Energy System Plan (RESP) (page 18).
- We are reviewing our engagement styles, increasing contact through blended engagement options whilst keeping topics relevant and engagement timely.
- We are making improvements to our data portal, in particular, we are adding guidance on how to utilise the data and are providing data in different formats (open data see page 12).

Stakeholders provide support

In our recent stakeholder satisfaction survey, 49% of stakeholders already consider themselves to be advocates for ENWL. Advocates speak positively about ENWL, invite us to engage with them and where appropriate, are willing to offer support. This year, we have been successful in securing the support from a number of stakeholders including local authorities, MPs and business representatives for our business plan re-opener submissions to Ofgem i.e. Storm Arwen (page 13). As part of these submissions, our stakeholders have demonstrated their engagement and support for our proposals and highlight the benefits to the region.

Our stakeholders have joined us and co-presented at our regional and DSO events (page 16) Additionally, we have participated in a number of our partner's events, demonstrating our support for their initiatives i.e. at real estate and infrastructure forum, UKREiiF 2024, we actively participated with all our regional councils that attended and supported and presented alongside Lancashire County Council.

Measuring Social Return on Investment (SROI)

Throughout RIIO-ED1 we developed a comprehensive SROI model and impact tool to ensure that wider societal value is integrated into our decision-making. We recognise that there are limitations to the tool and believe that it is most successful in developing robust estimates for activities that are clearly defined, have tangible outcomes or benefits that have delivered easily identifiable change and benefits that are distinct from each other. We have continued to apply SROI to help measure the potential benefit of, for example, our community and local energy and customer partnerships.

Using SROI to forecast project benefits

Our Powering our Communities Fund, established in 2018 has supported 39 projects with £500,000 seed funding to ensure a just energy transition by enabling communities to take part in the development and delivery of community energy projects. For the past three years we have forecasted the social value of proposed projects and included this in a balanced scorecard to guide the assessment panel decisions.



Through industry collaboration we have aligned our SROI methodology with the Common Social Valuation Framework, bringing greater consistency and comparability across GB networks. This alignment increased the proxies and allowed a common approach in more cases. The framework also extended the modelling period for case studies from 10 to 31 years.

We now integrate SROI alongside other impact measurement tools including Cost Benefit Analysis and modelling of direct customer financial benefits and collation of stakeholder evidence including qualitative data and longer-term monitoring of outcomes. This includes the benefit of different initiatives well beyond our first seed funding, through ongoing monitoring and engagement.

The action we have taken:



- We worked with SSEN and the wider DNO community to replicate the success of developing a common benefit approach in the fuel vulnerability space (PSR / fuel poverty) for the DSO incentive. This will address feedback from the Independent DNO Panel who strongly encouraged greater quantification, evidence of tracking frameworks and performance against targets across RIIO-ED2 (Page 18).
- Enabling growth in community energy is a lengthy process. We now evaluate SROI over five and ten-year terms.

Other measures of engagement



Although the Accountability benchmark is an internationally recognised standard, stakeholder engagement forms a significant part of many other benchmarks including ISO 55000 (Asset Management) and British Standards Institute (BSI) ISO 22458 Inclusive Service Provision which have both been achieved or retained in the year 2022/23.

This year we reviewed our Responsible Business Framework, our approach to corporate social responsibility (sometimes referred to as ESG) following a strategic review from Business in the Community, an independent charity and membership organisation, and support from our Stakeholder Insight advisory panel. We launched the new approach in Spring 2024. We participated in the 2023/24 BITC, Responsible Business Tracker, increasing our score by 6% to 83% against a cohort average of 43%.

Benchmarking our performance



Throughout the previous price control period (RIIO- ED1), our stakeholder engagement programme was measured and benchmarked by the regulator Ofgem via the SECV incentive. Electricity North West was very proud at the end of that period to be ranked second and recognised as the most improved DNO. As part of that process each year, we took part in Accountability's Stakeholder Engagement Healthcheck, providing independent external benchmarking information to support the development of our strategy and approach.

Although the SECV process does not operate in RIIO-ED2, Electricity North West has reiterated its commitment to best practice in stakeholder engagement by voluntarily committing to participate in the Healthcheck in future.

The latest Accountability Healthcheck performance in 2022/23 saw our performance increase by 6% since 2021/22, achieving 'accomplished' status.

Steffan Jones, Head of Connections Quotations, presents to stakeholders at our Lancashire regional stakeholder event in November 2023.



Independent oversight

As detailed on page 8, this year we enhanced our independent advisory panel structure to ensure that we received direct input reflecting key stakeholder audiences and topics.

The panels meet regularly to discuss specific topics and represent key audiences (i.e. customer, digital etc.). Our chairs also represent their stakeholder groups within our Independent Oversight Group (IOG). The IOG provides:

- additional assurance that representative and balanced customer and stakeholder voices are continuing to shape the delivery of business plan commitments and decision making.
- acts as a critical friend and advisor to the stakeholder engagement approach.
- has a role to ensure that the company is delivering against its business plan commitments and regulator expectations around engagement.

As well as executive involvement, the Chair also has direct engagement with the CEO ensuring stakeholder feedback is heard at all levels of the organisation.

The environment and sustainability, customer vulnerability, and stakeholder insight panels were formed early in 2023-24, having had a strong membership in RIIO-ED1. The DSO, economic growth, and digital futures panels and IOG became established a little later in the year.



Back row left to right: Elise Wilson, Andrew McIntosh, Jo Lappin MBE. Front row left to right: Jenny Willis, Todd Holden, Jayne Scott (Chair). Matt Stephenson (not in photo) completes our IOG. [Click QR Code to see the panel bios.](#)

One
Independent
Oversight
Group

Six
Stakeholder
Advisory
Panels

Over
130
Advisory
Panel
Members

Over
48
Meeting
hours

On average
12
Topics
Discussed by
each panel

We have invited our IOG and Stakeholder Insight advisory panel to comment on our stakeholder engagement approach for 2023 /24.

Developments and opportunities in stakeholder engagement

Stakeholder engagement needs to continually evolve alongside developments in the energy market and regulatory framework. With the set up of GB Energy, the establishment of the National Energy Systems Operator (NESO) and the proposed creation of Regional Energy Strategic Plans (RESP), there will be a need to review the company's stakeholder strategy, with an increasing focus on Local Authorities and Combined Authorities, supporting all of them to ensure they are best able to engage in the new arrangements.

Whole system planning, including beyond energy systems, will become increasingly important and stakeholder engagement will also have to evolve accordingly. These aspects need to be considered by ENWL as they prepare to plan for RIIO-ED3.

Meanwhile, the IOG and the panels will continue to challenge and support ENWL to ensure the highest quality of stakeholder engagement continues throughout the remainder of RIIO-ED2 and into the preparation for RIIO-ED3.

Transition from RIIO-ED1 to RIIO-ED2 stakeholder approach and delivery against RIIO-ED2 stakeholder engagement strategy

The IOG was set up by the ENWL following on from the Consumer Engagement Group (CEG) with the objective to provide independent scrutiny of the company's performance during RIIO-ED2 against the commitments made to customers in its business plan and to ensure that customers and stakeholders continue to remain at the centre of the ENWL's decision making.

Three members of the IOG were previously members of the CEG. In addition, the appointment of four new Advisory Panel chairs who also joined the IOG, has ensured a good balance of continuity while bringing in fresh thinking. During the business planning process for RIIO-ED2 the CEG saw a step-change in the quality of stakeholder engagement undertaken by ENWL. We consider that the development of the panels at the start of 2023/24 has helped ENWL ensure that the progress made during the planning for RIIO-ED2 continues and builds upon an established model which was successfully evaluated. The additional panels which have been established during 2023/24 have taken time to establish, but the IOG is satisfied that all panels are now operating well and providing a good balance of challenge and support to ENWL.

Development of IOG and stakeholder advisory panels

All panels report high-quality engagement between stakeholders and ENWL. During 2023/24 the IOG has established a robust methodology to report issues raised by the panels to the IOG for consideration, and for escalation, where appropriate, to ENWL's Executive Leadership Team. The IOG have routine access to the Strategy and Growth Director and the IOG Chair has quarterly meetings with the CEO. The panels also report good support from ENWL and a willingness to provide feedback on issues raised. The Storm Arwen re-opener was a good example of where insights were provided by the panels directly to ENWL, considered further by the IOG, and then appropriate action was taken by ENWL to enhance the quality of the stakeholder engagement which supported the submission to Ofgem.

The IOG is also invited to report annually to ENWL's Board on the effectiveness of stakeholder engagement and delivery of RIIO-ED2 business plan commitments, while the Chair of the IOG has the opportunity to report to the Chair of the Board if considered appropriate.

As the IOG members are the advisory panel chairs, this has enabled the IOG to have direct access to stakeholder voices and has ensured that conflicts of interest, single issue representation and lobbying are avoided. It also ensures that the panels give due time and consideration to the full scope of their Terms of Reference (which were also agreed between the panels and ENWL) and are not honed into particular sub-themes, while ensuring the materials are both appropriate and timely, and panel membership covers the widest possible spectrum of issues and geographies.

We recognise that this is the first year of the panels' operation and we encourage ENWL to ensure that they continue to use all forms of stakeholder engagement most effectively and not place over reliance on the work of the panels, especially as the IOG and the panels have limited capacity. Although an important aspect of engagement, the panels are only one aspect for ENWL to consider. ”

Continuation of triangulation, stakeholder engagement survey, governance and reporting

“ The IOG was particularly pleased to note the continued focus by ENWL on triangulation of stakeholder insight and the increasing sophistication of the approach adopted by ENWL. Towards the end of the RIIO-ED2 business planning process, the CEG expressed concern that the benefits to stakeholders and consumers might be lost if the focus on engagement was diluted and we are pleased to note that this risk has not materialised. We continue to challenge ENWL where we feel the approach to engagement could be strengthened and noted some limitations with the last stakeholder satisfaction survey but are pleased to report that these issues are being actively addressed. ”

On behalf of Jayne Scott, representing the Independent Oversight Group

Stakeholders collaborate at our Greater Manchester regional stakeholder event in November 2023.

All panels report high-quality engagement between stakeholders and ENWL



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