

Annex 27: Workforce Resilience Strategy

This annex outlines the Workforce Resilience strategy to ensure the people and processes are in place to deliver the outputs for RIIO ED2.

December 2021

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1. EXECUTIVE SUMMARY

Welcome to our workforce resilience strategy which provides a platform for driving change and developing culture throughout ED2, ensuring we continue to provide a safe and reliable electricity network for our customers today, tomorrow and as we transition to our Net Zero future.

Our people are our most important asset, a view echoed by our key internal and external stakeholders. The specialist skills of our workforce are crucial to the successful delivery of our business plan commitments for ED2. It is essential to have a workforce equipped to build, operate and maintain the network now, and develop with us as we transition towards our ambitious plan for Net Zero. The investment in our people throughout ED2 will ensure our success.

This workforce resilience strategy, will demonstrate the deliverability of our ambitious plan through our people. We will increase our workforce to enable customers to take up low carbon technologies, upskill our current workforce and recruit specialist skills that drive change. At the core of our business plan we are committed to ensuring that no customer is left behind. In this section we will provide clarity on how we will upskill our people to identify and meet the needs of customers in vulnerable circumstances. All of this is set against a backdrop of influencing the energy sector drive to improve diversity, and ensure we have a workforce and a contractor supply chain that is representative of our communities

Our workforce is broadly split into:

- Strategic functions such as Distribution System Operation (DSO), Asset Management, Design and Innovation;
- Operational functions including field teams, operational training and front-line support functions such as Energy Solutions and Customer; and,
- Professional support functions such as Legal, Finance, HR, IT, Regulation Procurement and Commercial.

This structure has served us well in ED1 and will continue to do so in ED2. We are proud of how these teams work in partnership to meet our business plan and deliver a reliable, resilient network and excellent customer service whilst keeping our colleagues and customers safe.

In ED2, our 2000 strong colleague base will grow and change in skill sets and culture. We acknowledge and embrace the challenge that this brings. Like other companies in the energy industry, we are predominately white, male organisation. We have during ED1 made some progress including increasing the percentage of our leadership roles that are held by females but recognize that we are at the start of a long journey. We will share in this strategy how we propose to make a positive impact in Diversity and Inclusion. **Our 'Include Me 'Diversity and Inclusion Strategy** provides detail of how we will provide greater opportunities for colleagues from diverse backgrounds, improve our gender balance and ensure every colleague feels a sense of belonging, creating a great place to work.

Our ED1 business plan demonstrated our ability to outperform against stretching targets, driving performance through our colleagues. The solid foundations established in ED1 will support the evolving needs of the business in ED2 and beyond.

2. STAKEHOLDER ENGAGEMENT

We firmly believe that our workforce resilience strategy is enhanced and strengthened by our engagement with key stakeholders. Their guidance, challenge and contribution has enabled the development of this strategy and will facilitate a stronger approach to workforce resilience going forwards.

Each stakeholder group provides cognitive diversity, differing perspectives and challenge, so we can be confident in the approach we are taking:

- **Local Trade Unions:** We continue to work positively with our local representatives to understand what is important to our colleagues and customers. The information shared at a local level enables us to react quickly, provide clarity and mitigate any colleague relations issues. We will continue to build on these local relationships supported by our leadership teams to drive change and performance.
- **National Trade Unions (Prospect):** We have a strong and positive relationship with Prospect. Prospect have demonstrated passion and integrity in the diversity and inclusion space, challenging our thinking and how this impacts upon colleagues. We have shared our proposed workforce resilience metrics with the full-time officer to secure a joint commitment to drive change but also positively impact what we do now and in the future.
- **Our Customer Engagement Group (CEG):** Our CEG has been pivotal in challenging our transition to a DSO and the development of a workforce resilience and diversity and inclusion strategy. We have supported the groups aspirations to learn more about diversity and inclusion through funding an externally led session with an independent party. The group have been flexible in meeting with us to offer strong challenge and diversity of thinking. This has assisted us in shaping our strategies to support colleagues and customers and further advance our goal to be representative of the communities we serve.
- **DNOs:** We have worked collaboratively with other DNOs in readiness for the ED2 business plan submission. This collaborative approach has provided the opportunity to challenge ideas, share best practice and agree consistent measures to monitor performance against diversity and inclusion, colleague satisfaction and wellbeing commitments. The information shared by leaders in these DNOs has supported us in developing a workforce resilience strategy which will drive change across the sector throughout ED2 and beyond.
- **CEO panel:** The panel has offered positive challenge, shared best practice and supported us in developing our diversity and inclusion strategy. The group bring a vast amount of knowledge and experience and have supported us positively in our advancement to be more reflective of the communities we serve.
- **Energy and Utility Skills -** We have responded to the request to provide workforce data to enable Energy Utility Skills to produce 'The workforce requirements of the UK power sector for ED2 and beyond' on behalf of the National Skills Academy for Power. This has provided invaluable insight into colleague demographics of the sector and helped to shape metrics for diversity
- **ENA -Diversity and Inclusion Committee:** Our CEO Pete Emery chairs this national committee for the energy industry for diversity and inclusion, so we are well placed to hear about and shape thinking in this space.

3. ED2 PEOPLE VISION

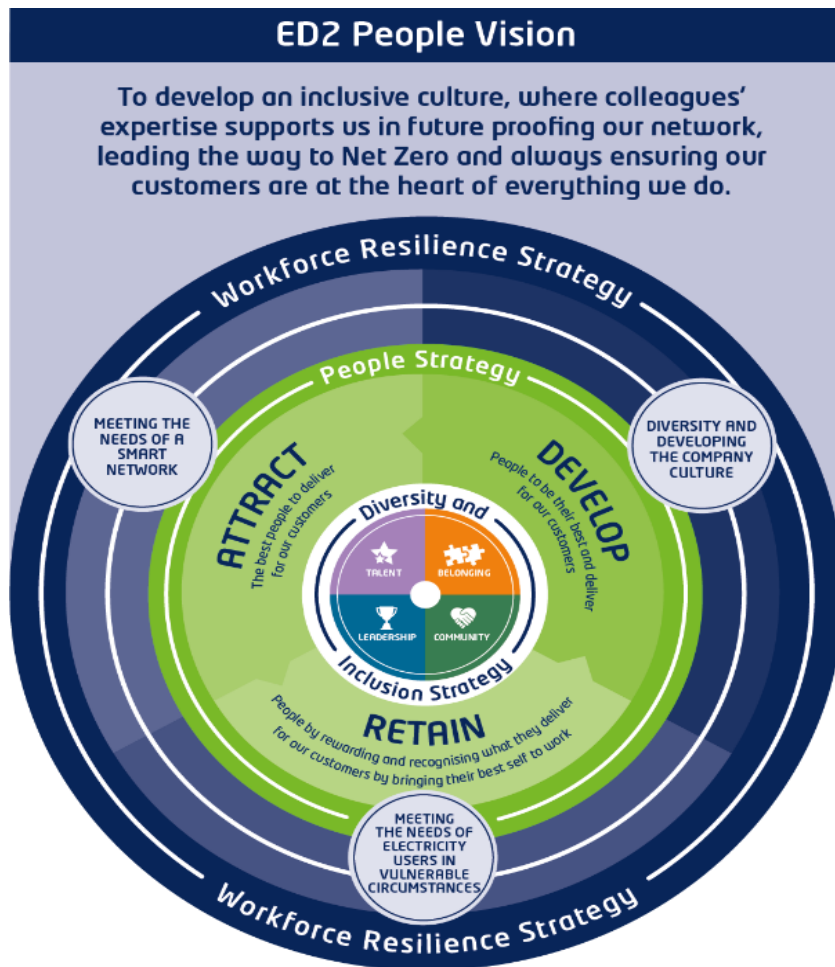
Our People Vision for ED2 is key to supporting our drive for change;

To develop an inclusive culture where colleagues 'expertise supports us in future proofing our network, leading the way to Net Zero and always ensuring our customers are at the heart of everything we do'

To successfully achieve Ofgem's requirements of having a diverse, motivated, well trained, productive and healthy workforce, our ED2 People Vision is underpinned by three elements;

- Our existing **People strategy** developed in ED1 has enabled us to successfully Attract, Develop and Retain the best people, bringing together a suite of diverse people policies and processes.
- Our ED2 **Workforce Resilience strategy** details our people goals and commitments which support us in achieving the ED2 business plan.
- Our newly launched **Diversity & Inclusion strategy** puts diversity and inclusion at the center of everything we do. The four pillars of this strategy are woven throughout our workforce resilience strategy to highlight key people activity which drives our business plan, positively shaping a change in how deliver a more diverse and inclusive place to work.

Our ED2 people vision and how the interdependent strategies work together is shown below;



Our plan to achieve a great place to work

🗣️ We are committed to creating a sense of belonging for our colleagues and truly reflecting the communities we serve. 🗣️

<p>BELONGING</p> <p>We will work with colleagues to create a great place to work where everyone feels they belong</p>	<p>TALENT</p> <p>We will be innovative in attracting talent and making our career paths accessible to the diverse talent in our communities</p>	<p>LEADERSHIP</p> <p>Our leaders will support all colleagues driving respect and fairness in everything we do</p>	<p>COMMUNITY</p> <p>We will champion diversity and inclusion in our communities to drive positive change</p>
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Together, these strategies will drive the positive change in our culture and behaviours needed to meet the demands of the changing electricity industry. Our key metrics for ED2 are inclusivity, motivation, productivity and performance.

Colleagues will develop and build careers with us through upskilling and multiskilling, we are confident this will contribute to improving overall workforce satisfaction. Promoting great careers where you can influence Net Zero and the green economy will ensure we continue to attract, develop and retain great talent, continuing to meet the needs of our customers and communities.

4. INTRODUCING OUR WORKFORCE RESILIENCE STRATEGY

Our Workforce Resilience Strategy describes how we will deliver our ED2 business plan commitments. We will do this by equipping our people with the right skills, equipment and support to undertake their roles safely.

Our Workforce Resilience strategy provides focus on three identified goals which will enable us to deliver our ED2 business plan:

Goal 1: Diversity and developing the company culture

Goal 2: Meeting the needs of electricity users in vulnerable circumstances

Goal 3: Meeting the needs of a smart network

5. GOAL 1: WORKFORCE RESILIENCE: DIVERSITY AND DEVELOPING THE COMPANY CULTURE

In this section, we will share with you our plans and commitments for improving the diversity of our workforce. We will also demonstrate our commitment to positively influencing our supply chain and the energy sector to benefit future generations, leaving a legacy. You will find out how we will ensure we have the right ingredients for a company culture that enables our people to feel that they belong, are listened to, engaged and that their mental and physical wellbeing are paramount.

5.1. Our Commitment

We will drive and embed a truly inclusive culture, where every colleague is supported and feels they belong, driving motivation, productivity and engagement.

5.2. Why Is This Important?

Our stakeholder and customers have told us that being representative of our communities is key enabler to delivering our plans. There is a collective view from our stakeholders that driving diversity and making our opportunities accessible to a wider range of candidates is key to attracting talent

- *'Everyone should have a fair and equal opportunity when it comes to jobs. It's also about representing the community so what's needed'*
- *'Making the non-traditional roles attractive to females - helping females understand that they can apply for any job, enable them to feel that they can take on any job'*

Customers want to see ENWL reach out into our communities to hear views about how we improve diversity;

- *You could liaise with a wide range of community groups from different backgrounds to get their thoughts about how Electricity North West could best serve their needs*

Customers support a drive to develop a culture where people feel comfortable to share their personal diversity data;

- *'It's about disclosure of individuals as well - not all disabilities are visible - there could be many people who aren't disclosing that they have a disability'*

- *'Not everyone is openly gay, some people keep this to themselves. It's about creating culture where everyone is comfortable'*

Our Trade Unions are passionate about working together to shape our company culture and maintain our excellent health and safety track record.

- *'We have a constructive relationship with Electricity Northwest and meet regularly to discuss a variety of workplace matters. Electricity Northwest maintained proactive relationships and open communications with the Trade Unions throughout the COVID-19 pandemic. The engagement ranged from participation in joint information sharing to establishing a framework for supporting and managing employees throughout often and challenging circumstances'.*

Our CEG are supportive of measuring colleague voluntary disclosure of diversity information to promote learning, understanding of underrepresented groups to broaden our understanding of cultural change;

5.3. ED1 Overview

We are proud of our commitment and successes in driving change throughout ED1. We have driven key improvements in colleague engagement, diversity and inclusion, mental and physical wellbeing. These significant areas of development have been fully supported by our Board, CEO and Executive Leadership Team.

In ED1 we worked collaboratively with our colleagues to develop our Purpose and Principles which sets the scene for the culture that we are striving for.



For the remainder of ED1, ED2 and beyond, we will place great emphasis on developing an inclusive environment. Inclusivity allows every colleague to be themselves. We recognise that as we embed positive action in the attraction of diverse candidate pools, our internal colleague demographic will change. Our cultural change journey will create opportunities to champion the benefits of a diverse workforce and an inclusive culture.

Critically we aspire to be a company where every colleague feels they belong. We have worked with partner organisations and other DNOs to share best practice to drive wider industry change.

The development of our culture and ability to change at pace, requires the support of our trade union partners. Our trade union members represent around half of our colleagues but have a much wider sphere of influence. Throughout ED1, our ambition was to establish close, constructive working relationships that would support a trusted, engaged environment for our colleagues. This has proved successful, we have established positive relationships with local and national trade union representatives providing a solid platform for progressing with key change initiatives throughout ED1.

We have developed a trusted relationship where proposals for change can be challenged, concerns are heard and there is a balance between colleague, customer and business needs.

Examples of initiatives supported by our trade unions throughout ED1 include but are not limited to health and safety Codes of Practice to support fault response times, resource availability for out of hours working and effective storm response processes and payments which resulted in improvements to LV and HV ASID rates by between 9 and 10%. Both initiatives are drivers of business performance during ED1 and have delivered real benefits to our customers.

A further example of our collaborative working is the security of a three-year extension to the existing three-year retail price index (RPI) agreement agreed in September 2020. This deal provides financial stability for colleagues, allowing management and Trade Union representatives to focus on delivery of a range of change initiatives driving performance for our customers.

Working in partnership throughout the Pandemic has enabled us to respond promptly to government advice and provide clarity to our colleagues in a timely manner. National influence across other DNOs and advice and support from our trade unions has ensured that we have applied best practice safeguarding our workforce. This collaborative platform for managing change at pace has provided us with confidence that our inclusive working approach will enable us to change our business to deliver for our customers and stakeholders during ED2.

Our relationships have been integral in the development of this workforce resilience strategy. We have received positive support in developing a culture of inclusion and driving diversity.

5.3.1. Diversity & Inclusion

ED2 presents a great opportunity to embrace diversity and inclusion in our business. In Appendix A we share how we will make our workforce more diverse in ED2. We firmly believe that this is not possible without colleagues feeling that they belong and are aligned to our values.

The North West is becoming increasingly more diverse with 12% reported ethnicity in the region and increasing numbers in the pride community. We are cognisant there is a wealth of untapped potential and cognitive diversity across the North West, we have a great opportunity to attract this talent in to our business. We will do this driving our employer brand, advertising great careers paths and working in the community to reach underrepresented groups, encouraging a new generation of skills and experiences into the industry.

We commenced our diversity and inclusion journey in 2019. We wanted to understand the North West demographics, our internal demographic and how the two compared. Our internal demographics are detailed below as of July 2021;

AREA OF DIVERSITY	PERCENTAGE OF ENWL WORKFORCE IN 2021
Ethnicity	4% from an ethnic minority background*
Gender	75% Male / 25% Female
Age	21% aged 50 and over
Disabled	0.6%*
LGBTQ+	0.2%*
Part time	7%

* Not mandatory data declarations

Throughout ED1 we trialed various initiatives to understand how to develop a diverse and inclusive culture. We worked in partnership with specialist consultants to understand how we can shape our diversity and inclusion strategy to make a positive difference.

The gender mix among our 2,000 colleagues is 25% female and 75% male. During ED1 we have put in place several initiatives and activities to improve these demographics, and we are planning to make more progress in this area during ED2.

We are focusing on the Gender Pay Gap and are pleased to note that we have improved the number of females who are now in the higher pay quartiles compared to when reporting first commenced. This is supported by the work that we have done to improve the number of females that are in leadership roles in the company having improved this from 26 to 32% in the past two years.

We have created several partnerships to attract women into engineering. At entry level we have been working within the local community in female schools promoting the value of science, technology, engineering, and mathematics (STEM) subjects to provide a pipeline of future female talent. In September 2020 we successfully recruited 19 High Level Apprentices of which 21% were female. Details of the education work we provide to schools is provided in our Education and Awareness Strategy.

We continue to support early and mid-career female engineers through bespoke activities. We make the use of social media to celebrate our female engineers through sharing case studies and promoting our company as an employer of choice in this scarce candidate market. We are excited that we are about to embark upon a strategic partnership with the Institute of Physics to promote careers in engineering and open wider networks of female candidate pools.

Our ability to flex and change how we recruit brought exceptional results in 2020 for our apprenticeship recruitment programme, demonstrating our ability to set stretching targets on diversity and deliver good results. Of the cohort of 19 successful candidates 26% are from an ethnic minority background and a further 21% were female. This was achieved through setting targets for candidate numbers aligned to the social mapping statistics in post code areas within our region. As a result, we won the 'Recruitment Excellence Award' at the Apprentice of the Year awards in October 2021.

Key highlights are shared below:

Area	Our success in ED1
Diversity & Inclusion	Increased female leadership from 26 to 32% and ethnic minority colleagues from 2 – 4%
Diversity & Inclusion	Increased diversity of Apprenticeship programme by having 21% female and 26 % Ethnicity and won Recruitment practice of the year award at the Northwest national apprenticeship awards
Diversity & Inclusion	Appointed a Diversity & Inclusion Manager to drive significant change
Diversity & Inclusion	Engaged with stakeholders to develop & launch our ambitious Diversity & Inclusion strategy & policy
Diversity & Inclusion	Adapted colleague self-declarations access to include gender including non-binary, ethnicity, sexual orientation, disability
Diversity & Inclusion	Achieved Disability Confident and Forces Friendly Bronze Accreditation
Diversity & Inclusion	Partnered with two local mosques to work with underrepresented groups in the local community
Diversity & Inclusion	Embedded diversity and inclusion and wellbeing into all our people policies
Diversity & Inclusion	Sponsored Manchester Pride in 2019
Diversity & Inclusion	Conscious inclusion training attended by all operational leaders and trained 20 recruitment champions
Diversity & Inclusion	Incorporated multi faith rooms, breastfeeding facilities and improved accessibility at offices
Diversity & Inclusion	Introduced new careers portal with greater candidate accessibility, audio, visual, language translation and blind application functionality
Diversity & Inclusion	Trained over 4,000 school children through our Bright Sparks Programme – promoting STEM subjects

5.3.2. Engagement

At the heart of our retention strategy and the development of our culture change lies our approach to engagement. High levels of colleague engagement have been proven to deliver increased business performance, customer service and drive inclusivity.

We engage with our people in several ways to ensure that each colleague has a voice. Key engagement approaches include direct partnerships with our trade unions, colleague focus groups and working parties, bi annual climate surveys and regular one to ones with line managers. Recent

examples of topics for colleague focus groups have included how we improve our internal communications channels to reach all colleagues, diversity and inclusion and post COVID 19 agile working. We have seen an increase in the number of colleagues volunteering to attend colleague focus groups as they feel integral to the decision-making process.

Our climate scores have continued to improve with the latest result in February 2021 at 78%. We are proud that, despite the pandemic and the significant changes to working environments, our score places us in the upper quartile.

We are proud to remain in the upper quartile when benchmarked against companies of a similar size which report a 68%¹ average in engagement scores and 66%² of UK workers saying they were satisfied with their jobs.

To ensure that our colleagues are on the journey to lead the North West to Zero Carbon we were the only DNO to invest in Carbon Literacy training which has helped to align people to our strategic plans and improve their knowledge and engagement in this critical area.

Rewarding our people fairly and keeping up to date with market changes and influences is key to attracting and retaining our people. Whilst engagement and the development of a diverse and inclusive workplace are significant drivers for ED2, rewarding our people is an essential foundation to pursuing everything else.

We are proud of the benefit package we offer to our colleagues. We engage with our colleagues on reward and benefits through a two-year benefits survey. This ensures benefits package remains current and provides benefits our colleagues value.

In addition to our competitive pension scheme, colleagues are offered a suite of additional benefits, detailed below:

- Colleague bonus scheme linked to performance against business objectives which helps to drive company culture;
- Holiday trading, buying or selling holidays on an annual basis;
- Reward portal that offers cashback and discounts at major retailers;
- Cycle to work scheme which supports our Net Zero ambitions;
- Enhanced car allowances to encourage the purchase of electric or hybrid vehicles;
- Discounts on electric vehicle charging sockets at home;
- Managers and colleagues are offered private medical insurance; and,
- Medicash offered to all colleagues to support payment of ad hoc medical bills including dentistry and optical.

The introduction of an incentive scheme for colleagues purchasing electric vehicles supports our sustainability and environmental drive for Net Zero. We have introduced an exemplar package of

¹ The Best Companies organisation who produce the results for the Times Best Companies to Work For

² UK Working Lives report carried out by the CIPD (Chartered Institute in Personnel and Development) 2019

benefits that support Net Zero, drive positive change in colleague behaviour and supports our aspirations to support Greater Manchester’s ambition of Net Zero carbon by 2038.

By offering an attractive benefits package we can attract great talent and retain specialist skills in the business. Our rewards and benefits support retention, improve wellbeing and contribute to a highly motivated and productive workforce. The stability of a great workforce means we can provide excellent service for our customers and continue to develop innovative solutions that deliver a sustainable and reliable network

Key highlights are shared below:

Area	Our success in ED1
Engagement	Developed colleague-led communication strategy
Engagement	Achieved our highest colleague engagement scores at 75% colleague satisfaction
Engagement	Working towards Carbon Literacy Silver accreditation
Engagement	Introduced incentivisation to take an electric vehicle
Engagement	Agreed long term pay deals for collectively bargained colleagues with Trade Union partners.
Engagement	Received accreditation with GMCA Good Employment Charter, Disability Confident, Forces Friendly Covenant, Real Living Wage Employer, Social Mobility Pledge and Business in the Community

5.3.3. Wellbeing

Helping people to be happy and healthy in work is important to us. We recognise that working is good for us; it provides purpose, independence and a means to give back to our communities. Supporting our colleagues to maintain good mental health whilst being able to provide support and assistance in times of poor mental health creates an environment where every person can reach their potential and remain in work.

Our proactive approach to managing mental health commenced in 2018, where we identified a need to support our colleagues and leaders on understanding the impacts and stigma associated to mental health. We have set up a strategy centered around three core pillars of Reducing stigma, Empowering colleagues to maintain and improve their wellbeing and for our people to intervene if they see signs of mental ill health.

Our demographic is 75% male. Traditionally males are less likely to talk about mental health and it was important to us that we created an environment where mental health could be discussed, stigma was reduced, and professional confidential support was promoted.



We have made significant progress in this area commencing in 2018 when we signed the **Time to Change Pledge** making a commitment to our colleagues that we truly want to make a difference.

We are proud of the level of engagement received from our colleagues and trade union partners who have been integral in developing various support for colleagues.

In 2020, there was an overwhelming consensus for us to consider working in partnership with a mental health charity who understand our industry and recognise the challenges faced by a male dominated workforce. We chose to work with Mates in Mind, who are supporting our mental wellbeing focus for the next two years.

Since then we have facilitated colleague engagement groups and introduced the following support for our colleagues and leaders, helping support their mental wellbeing and remain in work.

Mates in Mind, Martin Lockham, Growth Development Manager shared the following quote with us;

"We are so pleased to see the effort and tremendous progress they have made so far, not just with their own mental health programme but also to the wider wellbeing of the organisation. ENWL worked closely with us to consider an evidence-based approach using our assessment and recommendations to formulate a strategy and plan of action. The enthusiasm and way in which ENWL have implemented that plan really fills us, as a charity with enormous pride and sense that jointly, we are making a difference and importantly we are enabling individuals to understand how, when and where they can get the support they might need."

Key Highlights form ED1 are shared below

Area	Our success in ED1
Wellbeing	Established a senior leaderships wellbeing steering group to champion wellbeing
Wellbeing	Partnered with Mates in Mind – a construction led mental health charity
Wellbeing	Mental health training completed for all colleagues and leaders
Wellbeing	Recruited and trained 50 mental health champions
Wellbeing	Set up mental health online hub supporting mental, physical and social wellbeing with 30% of colleagues accessing support

5.3.4. Safety

The safety of our workforce is at the core of our business. During ED1 we completed Dupont behavioural leadership training for our entire leadership team. This major investment in training and safety has resulted in our longest ever periods without a recordable or a lost time injury and a 50% improvement in our OSHA scores on Lost Time Injuries and Recordable Injuries. Our ED1 safety plan has included not only safety leadership training but also an overhaul of our High-Risk Safety procedures, the implementation of a positive peer to peer challenge culture and the delivery of behavioural safety training to all our operational colleagues.

Most recently we have responded to the challenges of the Covid-19 pandemic and kept all our colleagues safe through the development of new safety processes which have maintained our work environment as being COVID secure. This was complemented by an extensive communications programme as we recognise that education is key to safety.

Key highlights from ED1 are shared below:

Area	Our success in ED1
Safety	Dupont behavioural safety training delivered for our leadership team
Safety	Review of High Risk Safety procedures and rollout to all colleagues
Safety	Low levels of absence for workplace-based colleagues through the pandemic.

5.4. What we will do to improve Diversity and Company Culture in ED2 to Meet the Needs of our Stakeholders

In ED2 our focus on diversity and creating an inclusive culture will create a platform for us to further drive significant change for our people, communities and partners. Changing the culture and behaviours of a traditional industry which is noted as one of the least diverse in the UK is challenging, but achievable.

Performance throughout ED1 has been driven through positive, incremental cultural change in key areas including health and safety, wellbeing, colleague engagement and training of all leaders on carbon literacy, working towards achieving silver accreditation which supports us in our readiness for ED2.

Our stakeholders have told us that improving diversity is important along with creating an environment where people can bring their whole self to work. They want us to have motivated and engaged colleagues who can provide the best possible service to them.

For ED2 we have fully embraced the need to set defined qualitative metrics on diversity and culture in line with Ofgem's recommendations to monitor performance in this critical area. The metrics demonstrate our commitment to positively embracing an inclusive culture, the diversity of our workforce and enable us to clearly show our stakeholders that we have improved. Our diversity metrics are reflective of our community demographics. While ambitious, we are confident that our robust diversity and inclusion strategy supported by our people strategy will ensure these metrics are achieved.


Embedding diversity and inclusion is a journey of continuous improvement. Our ED2 goals in 2023 and 2024 ensure we drive greater gender balance and improve our ethnic diversity to support achievement of our strategic goals. We also recognise the need to encourage more openness from our LGBTQ+ community and colleagues with disabilities. We are confident our colleague network groups will initiate discussions on these topics and drive change into ED2.

Throughout ED2, we will continue to develop our culture and create a great place to work. We will become an employer of choice attracting great talent supporting our move to DSO, Net Zero and developing new technologies. Embedding new talent with cognitive diversity will ensure we continue to lead the way on innovation in the sector.

Our commitments will improve motivation, productivity and engagement. We are confident that our positive actions will ensure we achieve the Investors in People silver accreditation in 2023.


5.5. Our ED2 commitments to improve diversity and company culture


The table below highlights our key commitments to improving diversity and company culture in ED2. We also share what metrics we will use to monitor our performance in this space. We have worked with the other DNOs to understand how the role that we can play in the wider industry. We will share our progress against these metrics with our key stakeholders throughout ED2 to ensure that we are pushing ourselves to improve.


Commitment	Benefit	Metrics for ED2	D&I Impact
<p>Launch & deliver <i>Include Me</i> the ENWL Diversity & Inclusion Strategy including:</p> <ul style="list-style-type: none"> • Introduction of Colleague Network Groups (CNG's) • Delivering unconscious bias training for all colleagues • Influencing positive action in supply chain through the implementation of diversity metrics in contracts • Improve quality and quantity of colleague diversity data • Include D&I in our bi-annual engagement survey and monitor engagement through the lens of diversity • Continue to grow community partnerships to attract hard to reach candidates 	<p>Provides a greater insight into our communities and helps us to understand their needs.</p> <p>Improves employer brand and allows us to get access to the best talent in a tight candidate market so that we can improve quality of delivery to customers.</p> <p>For our colleagues, diversity is recognised and respected, attraction of diverse talent, positive culture, improved positive influence in industry.</p>	<p>Collate 80% of voluntary colleague diversity data.</p> <p>Maintain Real Living Wage accreditation</p> <p>Positive impact on the Gender Pay Gap.</p> <p>Introduce Ethnicity Pay Gap reporting by 2025</p> <p>Improve workforce demographics. See D&I goals below:</p>	

ED2 Diversity & Inclusion Goals

MEASURE	CURRENT	GOAL	STRETCH
Gender (female/male)	25 / 75%	30 / 70%	32%
Females in STEM Roles	7%	12%	15%
Ethnic colleagues 4%	10%	12%	
Ethnic minority attraction	10.5%	5%	5%
Disabled colleagues	0.6%	5%	5%
Inclusivity data	80%	90%	

Commitment	Benefit	Metrics for ED2	D&I Impact
<p>Colleague Engagement</p> <ul style="list-style-type: none"> • Achieve Investors in People accreditation, Silver Award • Achieve Carbon Literacy Gold award • Develop a future workplace that embraces agile working 	<p>IIP demonstrates our commitment to colleagues, customers and candidates that looking after our people is key. It improves our employer brand and ability to attract great talent</p> <p>Customers will benefit from colleagues understanding how they can support them by creating awareness of individuals impact on Net Zero. This supports our ambition for Net Zero and reduces environmental impacts in our community and engages colleagues with strategic company goals to improve engagement</p> <p>Supports a flexible, engaged, happy workforce. Provides flexibility for diverse needs. Allows us to attract top talent and deliver a better service to customers. Reduces carbon footprint and associated travel costs and supports strategic goal of net zero.</p> <p>Engaged colleagues provide a great service to our customers and perform well, ensuring we continue to develop a reliable and resilient network.</p>	<p>Achieve 80% colleague engagement scores</p>	

Commitment	Benefit	Metrics for ED2	D&I Impact
<p>Mental Wellbeing</p> <p>We will continue to build on the foundation laid in ED1</p> <ul style="list-style-type: none"> • Continually develop the culture within ENWL driving inclusivity of all current, new and emerging vulnerabilities that can affect our colleagues and customers. Ensuring that as an employer we recognise and support our colleagues with their mental health • Increase our knowledge and awareness by utilising the expert trusted partnerships and charities from our customer support model for those in vulnerable circumstances. • Deliver against our second phase of the strategy to focus on prevention and intervention of poor mental wellbeing for our colleagues and customers. • Focus on reducing and removing risk of mental health conditions being impacted by the working environment such as: <ul style="list-style-type: none"> ○ Stress Work ○ Team relationships ○ Lack of trust 	<p>For our customers the health, safety and wellbeing of our teams ensures colleague and customer safety and drives the customer experience.</p> <p>An environment promoting positive mental health drives an inclusive culture, great relationships, openness and transparency.</p>	<p>85% of colleagues feel their wellbeing is supported.</p> <p>100% of colleagues trained on mental health awareness.</p> <p>Achieve 40% colleague response rate on mental health surveys.</p> <p>Absence levels due to mental health monitored</p> <p>Achieve Thriving at work standards.</p>	

Commitment	Benefit	Metrics for ED2	D&I Impact
<p>Health & Safety</p> <p>We will maintain our ‘Safety First’ culture through the following</p> <ul style="list-style-type: none"> • Improve focus on vehicle incidents • Overhaul of our operational procedures systematically embedding safety at all stages • Expand our safety systems to include the suite of smart technologies being rolled out across our network. • Implement the LineSIGHT Overhead Line Safety Management System which we have invented with our technology partners to prevent injuries to the public arising from damaged overhead cables 	<p>Leading the way on safety positively influences wider industry and societal standards in high risk working environments.</p> <p>Customers can be confident that when we are working in their properties that they are safe from harm</p> <p>Having a demonstrable track record of safety means that we can attract and retain our people and continue to deliver a resilient and reliable network.</p>	<p>Metrics defined during ED1 have proved successful. These metrics focus around Leadership, Policy, Engagement and Continual Improvement. These metrics will remain in place for ED2.</p>	

We are confident that the above commitments will ensure that we can create a culture that enables us to deliver our ED2 business plan commitments in a way that stakeholders would like to see. We look forward to sharing our progress with stakeholder throughout ED2.

6. GOAL 2: MEETING THE NEEDS OF ELECTRICITY USERS IN VULNERABLE CIRCUMSTANCES

In this section we will share with you how we are planning transformative work within our dedicated Customer Directorate to get ready for ED2. Throughout ED1 we have prioritised the customer experience seeking to meet and exceed expectations. The disruption caused by loss of electricity can create concern or distress for anyone, but for someone who is already vulnerable due to other circumstances in their lives it can be overwhelming. We want to provide the right support to minimise these situations and build resilience in our communities in the short and long term. our Electricity Users in Vulnerable Circumstances³.

³ Please see our Electricity Users in Vulnerable Circumstances Strategy (Annex 8)

6.1. Our Commitment

We will invest £1.2 million to train 100% of our colleagues in spotting the signs of customers in vulnerable circumstances to provide additional support and mitigate the risks they face. This will help to ensure that all our touch points deliver the opportunity for registering, referring and offering PSR support.

6.2. Why Is This Important?

Customer engagement and support is a priority for our business and we are planning to invest in the Customer Directorate to meet and exceed the changing expectations of our customers.

Our customers have told us

- *'Make every contact count. Training our people to know more and know how to help people to get help aids accessibility'*
- *'Vulnerability should be built into all training programmes, the more understanding with the business the more gaps would be plugged, should be embedded as tiers of training to support the culture and role'*

6.3. ED1 Overview

During ED1 we have invested in the training and development of our call agents which supports our passion for continuous improvement and improved customer experience. We recognise the challenges our teams face when supporting customers and know it is important that all colleagues feel they have the tools to be able to provide the best support a key element for job satisfaction and retaining colleagues.

To deliver the commitments that we have made to supporting electricity users in vulnerable circumstances in ED2, plans are in place to increase the headcount of our dedicated Customer Directorate over the next two years by approximately 50 roles. Through our people we will be able to support our commitments to the Priority Service Register strategy and to enhance our coaching and development model. We are confident that especially given the variety of career paths that we can offer for colleagues in this directorate and wider in the business, the overall competitive reward package we offer and the established relationships that we have with our agency supply chain that we are best placed to fulfil this recruitment need.

The leadership team will also be redefined and enhanced by the addition of up to five new roles. We see this as a great opportunity to attract a diverse candidate pool into leadership roles which supports our aspirations of being more diverse and inclusive in this space. A diverse leadership team will further aspirations to be reflective of the communities we serve.

This increase in headcount and the normal rates of attrition in the Customer Directorate provides a great opportunity to work in partnership with our recruitment team and external agencies to attract diverse candidate pools to help meet our ED2 goals for diversity.

Providing opportunities for development in the Customer Directorate means we see fewer colleagues exiting the business and a lower than average attrition rate for customer contact centres in the North West.

6.4. What Our People Will Do to Meet the Needs of Electricity Users in Vulnerable Circumstances in ED2


ED2 brings a new skills challenge for all our colleagues if we are to deliver our business plan commitments for customers. We need to educate all our customer facing colleagues on how to recognise the signs of vulnerability in our customers and understand what they can do to help them; we will carry out formal training each year. Currently this training is limited to smaller number of dedicated members of the customer team. To ensure that we have listened to our stakeholders and can meet our commitments to these customers, we plan to invest over £1 million to help our colleagues recognise the signs of vulnerability in a customer and understand what they can do to support them. Raising awareness of customer vulnerability will also drive inclusivity and help develop our company culture as colleagues will develop greater empathy and understanding of social and domestic challenges for both customers and colleagues.


Non-customer facing roles will also receive vulnerability training which will be refreshed every two years. This will be managed in accordance with non-operational training and will see internal training rolled out to 2,100 colleagues on an annual basis.

As part of our preparations for ED2 we will be factoring in changes to the working environment for our customer team, so they are best placed to support our customers and we can retain the best talent. Prior to the pandemic our customer team operated almost entirely from the office. We have since seen radical changes to our ways of working in the contact centre and we will continue to engage with our colleagues to explore agile working options relating to hours and location. This highlights the appetite for change and how this area of the business adapts to cultural change. It is likely that a more flexible working arrangement for colleagues who traditionally worked from the office will support the retention of key skills in the business and help with attracting diverse candidates to the business.

To support the recruitment programme that is taking place at the end of ED1, we are committed to developing structured career paths for ED2 that facilitate contact centre colleagues reaching their potential. For example, we are looking at how call handlers can move into the world of Domestic and Business Connections through training, development and professional qualifications. Providing more career development opportunities will in turn increase overall colleague engagement, motivation and retention and allow us to meet our stretching goals.

The table below highlights our commitments, benefits and how these will positively influence our drive to improve diversity and inclusion.

Commitment	Benefit	D&I Impact
Contact Centre – Annual Customer Vulnerability Training	We will increase accessibility as we will create a culture where ENWL is more focused on vulnerability leading to continuous improvement and further feedback routes.	
All Colleague – Bi Annual Customer Vulnerability Training	<p>We will Increase the number of customers who can be captured on the PSR and referred to other partners opening up the support.</p> <p>Colleagues will have greater awareness and skills to support customers and this will drive a positive impact on for an inclusive culture.</p>	

Commitment	Benefit	D&I Impact
<p>Move to a more agile way of working incorporating home and office locations</p>	<p>We will be able to attract top talent to help us to deliver our plans to improve our service to electricity users in vulnerable circumstances.</p> <p>Colleagues will feel more engaged and have a better work / life balance leading to increased inclusion.</p>	

6.5. Measuring Our Success

Social return on investment assessment (SROI)

The societal benefit of training staff to identify customers in vulnerable circumstances will mean that they have the skills to recommend appropriate interventions. This can include, but is not limited to, signing the customer up to the PSR, referring the customer to a trusted partner to receive holistic support services, or in some cases, referring the customer to social services. The incremental impact of this training on the volume of electricity users referred to partners is expected to be 10,240 per year. This represents 50% of the total increase in referrals during ED2.

These benefits have been assessed against the incremental costs of training across the 5-year period of RIIO-ED2. Adjustments made to the scale of the impact measured in accordance with the national framework, such as attributing 50% of the benefit to our partners and further calibration to account for potential optimism bias in our research data.

Overall the SROI assessment for ‘introducing all-colleague training for vulnerable circumstances and mental wellbeing’ was assessed as having a total economic benefit per £ spent (SROI) of circa £2, making it a worthwhile investment proposal for social return on investment in our ED2 plan, with an overall net present value assessment of around £4m.

The training programme will also have a positive impact on our colleague’s own wellbeing, such as inspiring greater confidence among staff in managing mental health conversations with one another. In addition, creating a psychologically safe environment will encourage colleagues to report mental ill-health, reduce presenteeism and increase the number accessing our Colleague Assistance Programme.

7. GOAL 3: MEETING THE NEEDS OF A SMART NETWORK

In this section you will read about the approach we will take to make sure that we have the right number of people with the right skills to adapt to the introduction of new technologies needed to enable our customers transition to net zero. These technologies require a balance of existing core skills and new skills, which we will achieve through upskilling and multi skilling our current workforce plus the attraction of new talent to embrace these technological advances. Our DSO Transition Plan and Innovation Strategies detail the new skills that we will need as we lead our community to net zero.

7.1. Our Commitment

We will attract diverse talent and drive opportunities to support a reliable and resilient network as we transition to net zero, DSO and the greener economy.

7.2. Why Is This Important?

We have heard from our stakeholders that they want a resilient and reliable network which is affordable and will allow them to take advantage of low carbon technologies. Our Plugged-In Public Panel stressed the importance of the service that we provide and how other activities we may carry out rely heavily on firstly delivering a reliable network. During the qualitative stage of our acceptability testing, domestic customers told us that as their dependency on electricity increases we need to make sure we are able to meet demand.

7.3. ED1 Overview

ED1 has provided a great foundation to get our people ready for the challenges of ED2. We have recruited and developed over 140 apprentices who have joined us to maintain the reliability and resilience of our network. We have most recently been able to improve the diversity of our workforce via the apprentice recruitment programme. We are delighted to have won an award at the Northwest National Apprenticeship awards in recognition of our innovative approach in this space where we reached out to local community groups including two local mosques to encourage applications from diverse candidates.

We are proud of the success we have achieved in delivering successful apprenticeship programs, our success speaks for itself with 46 colleagues successfully completing their apprenticeships to date during ED1, all of whom were appointed to permanent positions. We currently have 61 colleagues enrolled on our apprenticeship programmes who, subject to completing their apprenticeships, will be offered permanent positions. Our other achievements in our apprenticeship space include;

- In 2019 we won the National Skills Academy for Power (NSAP) for our apprenticeship programme.
- In 2020 we won the Lancashire Business Review Sub36 for Commitment to Skills in 2020, which highlights our investment and dedication to our future workforce talent pipeline.
- We were the first DNO to go through the Electrical Power Networks Engineer level 4 end point assessment gateway and all apprentices successfully passed.

We are proud to confirm that the number of apprentices who have successfully completed their apprenticeships to the required standard is almost double the national average as shown in the table below.

Apprenticeship Programme	National Achievement Rates %	ENWL Achievement Rates %
Apprenticeship standards overall	46%	57%
Higher Level Apprenticeship - Level 4	48%	93%
Advanced Level Apprenticeship - Level 3	49%	82%
Engineering Specific	58%	83%

We have worked collaboratively with our Trade Union partners to agree longer term pay deals that have allowed us to have a good foundation for discussing new ways of working that provide a better and more efficient service to customers. For example, we have improved how our people respond to faults during weekends through ensuring that more of our workforce are available via standby.

We have continued to deliver a programme of upskilling for our operations colleagues in ED1 which will pay dividends for us when we look at what resources we need to meet the anticipated increase in customer demand as they connect to low carbon technologies in ED2.

7.4. Our ED1 Highlights

Area	Our success in ED1
Apprentice recruitment	Recruited 140 apprentices during ED1, latest cohort 26% ethnic minority, 21% female. Lowered entry points to attract a wider pool of talent.
Awards	Won 'Best learning and development initiative' at the People in Power Awards hosted by the National Skills Academy for Power (2019) Won 'Recruitment Excellence Award' at the National Apprentice of the Year Awards (2021)
New Apprenticeships programmes	Successfully introduced cyber security and IT apprenticeships
Real Living Wage	Achieved Real Living Wage accreditation and positively influenced our supply chain to pay real living wage to those on our contracts
Employee Relations	Agreed longer term pay deals to provide for a foundation to agree more efficient ways of working

7.5. Our Focus for ED2

In this section you will read about the work we have undertaken to analyse the number of people and the make-up of skills required to deliver a resilient and reliable, smart network. We will explain how we continue to deliver our core service and how we prepare ourselves for the anticipated increase in demand for electricity from customers connecting to low carbon technologies. Our stakeholders have

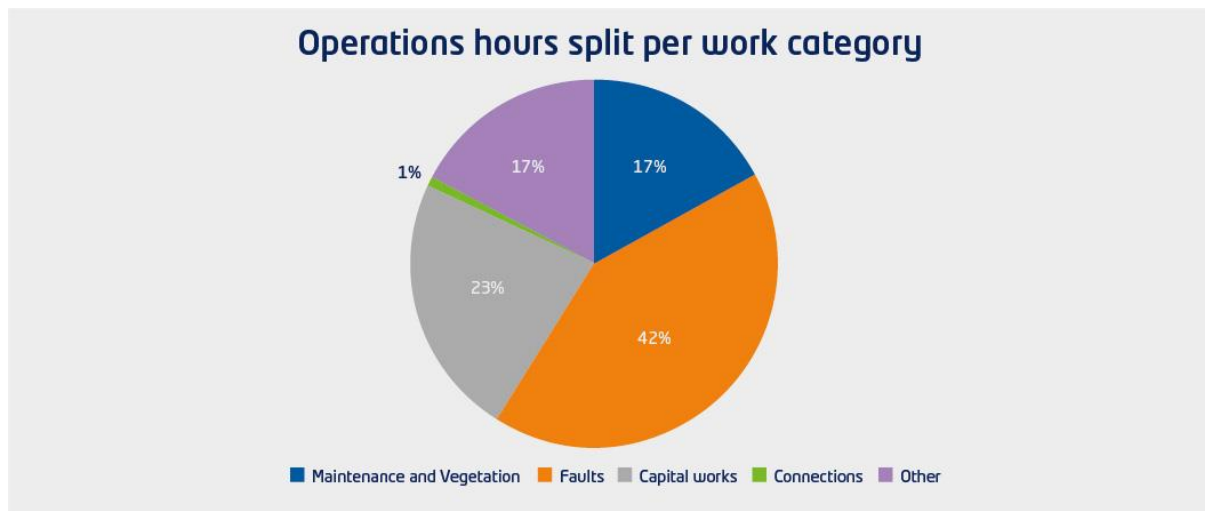
said that they want less interruptions in their supply delivered in an affordable way. There are 3 core areas in ED2 that underpin our goal of meeting the needs of a Smart network through our people:

- 1) Rightsizing and resourcing—how will make sure that we have the right amount of people with the right skills.
- 2) Bridging the skills gap – how we will upskill our people to use new technologies
- 3) New skills – how we will bring in new skills to meet the needs of the transition to a DSO and associated digitisation

7.5.1. Rightsizing and Resourcing

7.5.1.1. Resourcing the base plan – operational workforce

The scale of our workforce is rightsized based on our approach to faults and restoration. Our operational colleagues account for 52% of the whole workforce and are employed in a range of engineering, technical and craft roles. The breakdown of the operational work carried out by these colleagues is shown in the chart below.



For ED2 we are not expecting a significant change in the above work breakdown. Our model in ED1 to ensure that we have been able to continue to meet this base level of work has been to recruit 20 apprentices per year to support our attrition of circa 5% in this area of the business and to use contractors for non-specialist skilled work and peak demand. Our intention for ED2 was to continue with this model and on the same scale and provide new skills (**see section 7.5.2**). In the past couple of months, we have re-modelled our resourcing plan to allow us to capture how we will respond to the uncertainty of volumes related to load expenditure that we anticipate will happen in ED2.

In order to translate the financial forecasts within our Final Business Plan into work metrics, we have broken down each element of our Investment Plan into its core components. This allows us to identify the relevant voltage and equipment type, together with activities where a degree of specialism may be required.

To ensure we are modelling the most likely total resource requirement for Network Investment, we add together;

- Our baseline Network Investment forecast;
- Our baseline view of reinforcement consistent with our 'Central Outlook' scenario;

- Our ‘best view’ of the most likely scale of work from each of our proposed Uncertainty Mechanisms; and
- Our ‘best view’ of the likely impacts from Ofgem’s Access SCR review.

We have then compared the total ED2 plan to an ED1 rollforward position reflecting current delivery capacity to identify the likely scale of any gaps, converting these into FTEs and then subsequently splitting between DLO and contractors in the ratios we have used to date in ED1.

7.5.1.2. Resourcing the base plan – Support Functions

In readiness for ED2, our detailed analysis of output per headcount has shown us that we will need to add to the number of resources that we have at the end of ED1. This will ensure that we have a smooth transition into ED2. During the next 18 months we will need to grow our headcount for non-operational roles by circa 80 heads. These roles will cover functions such as design, connections for low carbon technologies, recruitment, operational training, finance and business change. This is in addition to the roles to support our customer commitment shared in **Section 6** of this document. We have a good track record of successfully recruiting for these roles and will continue to use the community partnerships that we are building to ensure that we can deliver against our diversity goals.

7.5.1.3. Planning for uncertainty of load volumes in ED2

As we look ahead to ED2 we are faced with two key challenges that mean that we must plan over and above the base case we have run in ED1.

- 1) The rate of adoption of Low Carbon Technologies such as Electric Vehicles

This is significantly affected by government incentivisation through taxation and by the behaviour of individual customers responding to the green and carbon agenda.

Low Carbon Technology adoption rates have been evaluated across various ENWL DFES scenarios. The annual expenditure variation range; low to high, is estimated to be around £30m which is within the typical annual Totex variation range met using contract resources. The work type within the range is suitable for market delivery.

Low Carbon Technology adoption rates also drive service cable unlooping with ENWL forecasting around £70m of unlooping activity in the Totex plan. This work will be delivered by up-scaling the ENWS business through external recruitment of 20 adult trainees. The skill levels required to undertake this work are low with training times for non-skilled recruits typically being 6–12 months.

- 2) Ofgem structure of charging review

This has the potential to significantly reduce the charges levied on business customers wishing to connect additional demand or generation with more of the costs of connection paid through DUoS funding. This reduces locational pricing signals and hence is likely to result in more work for a given connection.

This has a more profound impact on network investment with expenditure increasing from the base case of £144m plus £103m unlooping by between £198m and £838m.

ENWL has undertaken analysis of the Ofgem “minded to” position to determine a Low, High and Best view impact. The ENWL best view is that should the Ofgem minded to position be implemented load related expenditure would rise by £198m to £342m.

7.5.1.4. Resourcing ED2 uncertainty volumes

In assessing the resources required to deliver this additional work ENWL has assumed that higher skilled work is delivered by up-scaling our operational colleagues and lower skilled activities such as cable installation are delivered through the contractor market. Modelling indicates a requirement of 145 additional operational colleagues and 580 contract staff. This is in addition to the 131 predicted retirees that we will have in ED2. In total we are forecasting that we will increase our direct ENWL headcount for operational colleagues by 276. Discussions with contract partners indicated that the best view impact can be readily accommodated.

How we will meet the additional headcount requirements within operations

- We will increase the baseline number of apprentices that we will recruit each year by five and take on an annual cohort of 25 apprentices to cover retirement attrition and accommodate some of the additional headcount
- Detailed analysis of our existing operational colleague base has shown that we have 134 colleagues who are currently in flight to upskill and be trained to operate to a higher level of authorisation. We plan to use this cohort of upskillers and back fill these roles with non-skilled mates roles. We have chosen this route to enable us to be flexible with our approach to uncertainty volumes given that the recruitment of lesser skilled roles will be easier to recruit. We are excited that this increase in headcount will give us a great opportunity in ED2 to recruit in greater diversity. We plan to work with our local communities to source these candidates in line with our diversity and inclusion strategy.
- The additional shortfall and to provide some contingency in headcount will be met through recruiting and training circa 40 adult upskillers who will follow a defined training programme to get them to the required levels of authorisation.

In summary, we are planning to be ready to recruit a total of 300 additional operational colleagues in ED2. This will allow us to have a flexible approach that can be scaled up at speed and meet the challenges of delivering a network that that can meet the demands of a net zero future. We have committed to this programme of in house delivery to ensure that customers benefit from a well-trained workforce. We have planned that any higher load related expenditure scenarios up to £838m will be met through the engagement of tier one contractors.

7.5.1.4. Contractor Supply Chain

We also recognise that critical to successful delivery of the business plan is our ability to outsource work efficiently and effectively. We have identified the need for an additional 500 contractor resources on top of the ED1 base case to deliver our uncertainty volumes for a low carbon future.

Our contractors play a critical role in supporting our work load requirements. The current overarching strategy for whether to use internal resource or bring in external parties will largely remain for ED2, namely to insource those activities defined as core competencies unless it is a service that is widely available in the market place (e.g. excavation & backfill), providing a more efficient cost option. In addition, contractor resource is used as required for peak lopping of work (including core competency activities) to ensure that we deliver on time.

We invest considerable time in providing training and support to our contractors to build good relationships. We also require the same standards, quality and customer focus so that our customers see a seamless response to their needs. We have a Contractor Framework Manager in place who

oversees the successful running of major contracts. Management of our contractors is a well-established part of our Commercial team’s remit, ensuring that contractual obligations are met, and that contractors are paid accurately and in a timely manner for the work that they have performed. Working in a construction and engineering environment, the team are well skilled and proficient in the management of variations, ensuring an accurate and fair valuation where change occurs on site – ultimately ensuring customers ’money is only spent where necessary. Our local managers are responsible for the day to day running of smaller contracts and are supported by the expertise in the Commercial team. Moving into ED2, we will require our contract partners to fully embrace our approach to diversity and inclusion, creating a great place to work for their people and investing in the attraction of diverse candidate pools. This is important to ensure our colleagues can see the same standards and expectations being replicated with our contract partners and wider industry.

7.5.1.5 How we will right size the rest of our business

We have identified that we will need to increase the rest of the business by circa 45 roles in ED2 to support the increased workload forecast as a result of uncertainty of load volumes and be ready for growth. This will include the following:

Role	Increase in FTE
Operational Trainers	8
Streetworks	4
Control Centre	3
Contact Centre	4
Regulation	3
Estates and Wayleaves	4
Operations Management	8
Data Management	3
Finance	2
HR	4
Commercial	4
Total	45

The increase in headcount to support our ED2 commitments provides a great opportunity to attract diverse talent into the business supporting our diversity and inclusion measures. Our inhouse recruitment team will use this opportunity to promote our brand and the rewarding careers opportunities available in an industry driving Net Zero and the green economy.

The recruitment of these roles will be achieved through a number of recruitment initiatives;

- Partnering with the Armed Forces to identify transferable skills
- Using UK Border Sponsorship to attract overseas applicants with specialist skills
- Promotion of diverse and inclusive workspace on recruitment portal and social media platforms
- Continuous review of our apprenticeship recruitment campaign attracting a wider applicant pool
- Continued development of partnerships with specialist groups, charities and professional bodies driving greater gender and ethnicity in all roles
- Expanding on partnerships with local schools, colleges and universities to develop a pipeline of talent, offering work experience placements to drive engagement in the industry
- Working in partnership with specialist recruitment agencies to identify talent
- Development of a recruitment strategy to support recruitment of specialist skills in readiness for ED2

7.5.2. Bridging the Skills Gap Created by The Introduction of New Technology

Having shared in the previous section about how we will ensure that we have the right amount of people, you will read here about how we will upskill our existing colleague base to help us to embrace the use of new technology and better serve our stakeholders.

ED2 presents a number of exciting opportunities for us to embrace technology delivering a more advanced and reliable smart network for our customers. We have developed several technologies through our innovation programme which offer opportunities to improve customer service on faults, locating network faults before they interrupt customer supplies. To implement and maximise the benefits of these new technologies we will train our operational colleagues in their use. Up-skilling the workforce to install the required technologies and to provide first line support will be a major focus in ED2. Such equipment significantly changes the relative proportions of materials and labour within the investment programme versus traditional solutions. The use of these new solutions underpins many of the customer benefits contained within our business plan and also delivers the technical capability that underpins our DSO transition

Our programme of upskilling to deliver a smart network will be delivered through our academy team in conjunction with the equipment suppliers. Our equipment supplies contracts include provision for this training support and we will first up-skill our internal academy training team and then our colleagues. It is important to note that up-skilling our workforce to deliver, manage and operate these new systems is an important part of our strategy as such technologies will dominate not only ED2 but future price control periods. This partnership training approach with suppliers has already been successfully used for forerunner technology changes such as the remote control and automation systems that have delivered significant improvements in customer service over DPCR5 and ED1.

Traditionally our craft roles have been single disciplined roles, moving into ED2 the advancement of technology will require colleagues to be multi-disciplined. We have listened to our stakeholders and will be taking a hybrid/multi-disciplined approach to improve response and restoration time. We recognise the increased level of autonomy for our teams will require a period of transition supported by our trade union partners and leadership teams. Our leadership teams will be supported through this transition with leadership development in coaching, enabling greater delegation and building trust. We envisage multi discipline role in the following roles;

- Jointer/Fitters
- Linesmen/Jointers
- LV authorised Arborists

7.5.3. New Skills to Meet the Needs of DSO Transition

The Net Zero challenge provides impetus for adaption, development and change. We welcome the challenges and opportunities that are facing the electricity industry. The transition to a DSO provides a platform to Inspire, Engage and Support our colleagues, customers and communities enabling a move towards Net Zero and demonstrating the benefits of flexible markets. Our successful transition to DSO starts with a move to a newly created DSO directorate and the development of a motivated and skilled workforce.

We recognise that data management, governance, analytics and data sharing are key components of our DSO Strategy, our Grid Digitalisation Strategy and our Digitalisation Strategy Annex 23. Recruitment of new skills will be required to implement these strategies.

We have identified that we need to increase headcount by 11 being split into three main areas where we need to attract different skills to facilitate the move to DSO.

1) **Commercial skills to stimulate customers to adopt flexible capacity options**

Supporting our customers and stakeholders on their journey to decarbonise is an important role for our business. The skills required to undertake this task are diverse but primarily center around:

- The technical skills required to speak with a trusted and informed voice on what can be complex matters. The skills for this task exist within our business and we have successfully recruited a core DSO engineering team from the wider business team. There is significant interest in working within the DSO team from our wider engineering team and roles are filled quickly. In a number of instances, we have successfully recruited for specific skills such as electric vehicle charging expertise from the external market. This potential candidate pool is all supplemented by the pool of university engineering graduates, many of whom have a passion for these low carbon technologies.
- The communications skills needed to simplify and compose a compelling communications programme that not only informs but engages our customers and stimulates actions and adoption. Such skills are common in communications and marketing sectors and we have successfully recruited three candidates into the team. While this market can be competitive, our package offering is attractive, and we do not anticipate difficulties in recruiting from the external market. Our most recent recruitment activity attracted several excellent candidates from across the north of England and the Midlands areas.

- The strategic planning skills to formulate a rolling programme of engagement that builds momentum on adoption as new technologies and opportunities arise. These skills are essential to the delivery of our objectives and are contained within our existing team. Our retention strategy is an important part of ensuring we keep the right skills in our business and we regularly review packages and career development of these people. Replacement of core DSO team members in these areas will be necessary during ED2 and we will use external recruitment expertise to help find the right people. This will be coupled with the development of our people from the sections above who form an excellent internal pool.
- 2) **Network monitoring analytics** – to support our understanding of the network, we have approximately 450 main substations with ten analogue readings each of which are set to take data snapshots at 30-minute intervals. This gives us 79 million data points per annum. We anticipate that by the end of ED1 this number will have doubled, and it will double again in ED2. While the volumes are huge, the techniques and skills to manage, search and analyse large data sets are not industry specific and can be sourced in the market. We have developed links with regional universities with students choosing to come to work with us and support our goals. While recruiting skilled people can be challenging, we are confident that we can rely on the general labour market for these skills, particularly given our move to hybrid and remote working meaning that we are not tied to the North West.
- 3) **Customer and stakeholder forecasting** - This is a more challenging area and requires both a level of advanced analytics and the ability to positively engage with stakeholders. We have successfully recruited several people from The University of Manchester which has a very strong nationally recognised reputation in this area. We are looking for candidates with PhD level skills who understand both electrical engineering and modelling. While the pool of these candidates is much smaller, we have successfully recruited to these positions and we do not anticipate any significant problems recruiting in the future. The existing team have objectives to up-skill the analytics team and we have already had several cycles of recruitment, up-skilling and replacement as colleagues move around the DSO team and wider business as their careers progress. In addition to the recruitment of graduates we have recently successfully attracted several external experienced candidates into senior roles in the team. This is aided by our reputation as an industry leader in DSO which attracts candidates from not only our industry but local government, national consultancies, the supply chain and technology partners. Three senior team members have recently been appointed from these areas, each bringing additional experience and strengthening our DSO team. In addition, we will be exploring options to sponsor PhD students and offer work placements to support the above from national and international universities to help increase the diversity of candidate pools.

7.5.4 Cyber Resilience

An essential part of the business plan is to ensure we effectively and efficiently manage the risks posed to the security of our data networks and our information systems through appropriate cyber security measures. We plan to increase our cyber resilience resources by up-skilling, creating additional apprenticeships and recruiting from the external market⁴.

To maintain information security, business continuity and organisational resilience, we will implement and operate an enhanced 24/7/365 service delivered by internal colleagues and external partners as appropriate. This is a significant investment for the company and the plans we have in place have been















⁴ Please see our Cyber Resilience Plan (Annex 10)

rigorously challenged and benchmarked to ensure this is fit for purpose and delivers the means to protect our network from attack and keep our colleagues and customers safe.

7.6. Our ED2 Commitments

The below table captures the commitments that we will make to ensure that we can deliver a smart network for our customers through our people.

Action	Benefit	D&I Impact
Existing colleagues will be upskilled and multiskilled to utilise new network fault location technologies.	Customers will benefit from cutting edge technology that will locate and repair faults before they impact service to customers Colleagues will be empowered to reach their full potential and have greater job satisfaction.	
Increase our annual apprentice intake from 20 to 25 to meet attrition needs and to meet the increased net zero driven investment	We create early career opportunities to support our communities and promote roles that support the green recovery and bridge the industry skills gap.	
Increase the skills levels of our existing workforce and recruit an additional 134 colleagues at entry level to meet the increased net zero driven investment	This will provide more employment for our communities via direct recruitment This will ensure that we have a skilled workforce that can deliver the uncertain future customer demands created by the increased connection of low carbon technologies	
Plan to increase the use of contractor resources by an additional circa 580FTE to meet the increased net zero driven investment	This will provide more employment for our communities via our network partners This will ensure that the service to our customers is affordable as we will be outsourcing on a contingent basis This will ensure that we have a supply chain that can deliver the uncertain future customer demands created by the increased connection of low carbon technologies	
Increase the headcount by circa 45 FTE in business support services including training to meet the increased net zero driven investment	This will provide more employment for our communities via direct recruitment This will ensure that we have a skilled workforce that can deliver the uncertain future customer demands created by the increased connection of low carbon technologies	
Create new customer outreach roles that will Inspire, Engage and Support customers to change the ways that they produce and consume energy	This will ensure that customers will have the information needed to make more informed decisions to allow them to take up flexible ways of producing and consuming energy.	

Action	Benefit	D&I Impact
Create specialist data roles that will give greater visibility of consumer trends to allow for forecasting to shape the future electricity system	This will ensure that ENWL will have specialist skills in house to help shape the future landscape of the electricity industry and lead the North West to net zero carbon.	   
Create a new DSO Directorate that will house the specialist skills required to guide the North West to net zero carbon	This will ensure that customers will benefit from having the DSO function separated from the wider DNO to allow for greater governance and innovation in developing new services	   
Create commercial roles to support the trading requirements of the DSO	This will ensure that ENWL will have specialist skills in house to help shape the future landscape of the electricity industry and lead the North West to zero carbon.	   
Create new apprenticeship programmes in cyber and digital to ensure roles for the future needs of the industry	<p>This will mean that specialist skills will be home grown which will create loyalty and keep skills with the company for longer.</p> <p>Creation of apprenticeships in the region supports local communities and promotes STEM roles to support the industry</p>	 

7.7. Measuring Our Success

We will measure our success in this area by continuously monitoring business performance. By looking at Customer Minutes Lost and Customer Minutes Interrupted we will quickly understand whether we have the right people with the right skills to meet the needs of the network. We will also continue to work with our trade union partners to understand how we can continue to support and develop colleagues.

8. CONCLUSION & REVIEW

We are excited by the opportunities ED2 offers to develop our people and culture. We believe that our approach of making our key people centric strategies of workforce resilience and diversity and inclusion work together will deliver a well-trained and diverse workforce that is fit to deliver on our commitments. We will continuously report on our progress against the key commitment of improving diversity and developing a company culture and make this available for all stakeholders to see on an annual basis. This reporting will help to inform us and allow for an environment of continuous improvement where customers and colleagues are at the heart of our business.