



Bringing energy to your door

# Stakeholder incentive scheme 2012/13

## PART 2:

## Review of outcomes and outputs of our 2012/13 stakeholder engagement



**As outlined in Part 1, during 2012/13 we thoroughly reviewed and improved our stakeholder engagement processes and activities to ensure that they were set against international best practice and a solid, robust framework.**

Our framework follows the AA1000APS principles of inclusivity, materiality and responsiveness:

- **Inclusivity** – having an objective process to identify stakeholders and give them appropriate opportunities to become engaged.
- **Materiality** – defining the issues most relevant and important to stakeholders, and encouraging proportionate engagement on those issues.
- **Responsiveness** – systematically and consistently reviewing feedback, responding to that feedback with either material changes to our business, and relaying those changes back to stakeholders, or explaining why we have not made changes.

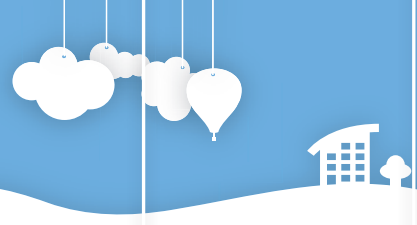
Our business has always been committed to stakeholder engagement. Now, our newly documented engagement process – developed through extensive benchmarking against best practice – provides confidence to all of our stakeholders that not only are our systems robust, but that the resulting outcomes are a true reflection of stakeholder opinion.



# Contents

## **Part 2:** **Review of outcomes and outputs of our 2012/13 stakeholder engagement**

<b>2.1 Introduction</b>	<b>P3</b>
<b>2.2 Outcomes, engagement, impacts and monitoring</b>	<b>P4</b>
2.2.1 Improvements to our stakeholder engagement approach	P4
2.2.2 Improvements resulting from engagement with customers	P5
2.2.3 Improvements resulting from engagement with public sector stakeholders	P7
2.2.4 Improvements resulting from engagement with industry	P8
2.2.5 Improvements resulting from engagement with NGOs	P9



## 2.1 Introduction (repeated from part 1, 1.1)

I'm delighted to introduce our stakeholder engagement strategy and activity for the past year.

We deliver a service for 5.1m customers in the region, and the only way we can continue to do that efficiently and effectively is by speaking to the people and organisations that affect what we do, and are affected by what we do.

Stakeholder engagement is a fundamental part of our decision-making process at Electricity North West. The past year shows a step-change in our approach and we've focussed on embedding clear governance and reporting of engagement to help reinforce what we have been doing for years.

Engagement helps us make the most of shared knowledge, manage risk, and address issues in a timely way to the benefit of our organisation and our stakeholders.

Our vision is to be the leading energy delivery business – and that includes leading on stakeholder engagement.

This year's overview of our stakeholder engagement activity shows exactly how we have worked to embed engagement principles throughout our organisation in line with internationally-recognised best practice.

We've engaged Deloitte LLP to provide independent assurance on our stakeholder engagement reporting and commitment to the AA1000 AccountAbility Principles Standard (AA1000APS) in 2012/13.

Over the past year we have formalised a thoroughly structured approach to our engagement with stakeholders in line with the AA1000APS principles of inclusivity, materiality and responsiveness.

We've worked directly with AccountAbility to move our processes forward and further formalise our strategy. As a result, our engagement approach has improved significantly in credibility, scope and outcomes.

Our revitalised strategy and framework – documented in our new 'Stakeholder Engagement Manual' for all of our people – explicitly expresses senior buy-in, details our robust processes and governance, and explains the roles of our newly formed internal and external stakeholder panels.



**We've put a lot of effort into raising the profile of stakeholder engagement within our business to encourage recognition, participation and documentation. New governance procedures also help ensure the feedback from our engagement is put to full use, and is able to genuinely influence our business decisions.**

Stakeholder engagement has always been at the core of how we do business at Electricity North West. Building strong and solid relationships with stakeholders, truly understanding what is important to them, and adapting how we do business in response to their views is an inherent part of our culture.

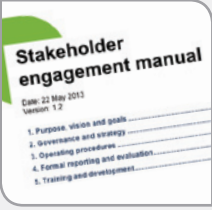

We have long-prided ourselves on our flexibility and dynamism as a relatively small organisation, allowing us to respond quickly and effectively to stakeholder issues at a local level.

Our revitalised approach ensures enough flex to allow us to respond to stakeholders at different levels in a relevant and timely way, and enough structure and governance to make it meaningful and trustworthy.

Steve Johnson, CEO.

## 2.2 Outcomes, engagement, impacts and monitoring

### 2.2.1 Improvements to our stakeholder engagement approach

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p><b>Stakeholder engagement manual</b> Date: 22 May 2013 Version: 1.2</p> <ol style="list-style-type: none"> <li>Purpose, vision and goals</li> <li>Governance and strategy</li> <li>Operating procedures</li> <li>Formal reporting and evaluation</li> <li>Training and development</li> </ol>	<p>Commitment to, and formalised processes for, internationally-recognised stakeholder engagement standards</p>	<p>Benchmarking, and reviewing feedback from regulator's 2011/12 stakeholder engagement scheme</p>	<p>New Internal Stakeholder Panel of senior managers established. New stakeholder manual developed</p>	<p>New External Stakeholder Panel to challenge our approach resulting in transparency of our stakeholder engagement commitment and processes ensuring proportionality and responsiveness</p>
 <p><b>Customer communications</b></p>	<p>New document 'Customer communications for project managers and contractors' developed and rolled out to business</p>	<p>Feedback from variety of stakeholders that communications of our projects and maintenance schemes could be improved</p>	<p>New document created including 'impact assessment matrix' for work on different stakeholders, triggers and actions required to mitigate impact, and template letters for domestic customers</p>	<p>Explicit and formal consideration of impacts of our work on different stakeholder groups</p>



#### CASE STUDY 1

#### Keeping our customers and stakeholders informed

*We recognise that sometimes the only contact customers might have with us is when they have a problem, or when we're causing them disruption by roadworks.*

	MEDIUM	HIGH
properties public properties properties	<p><b>TRIGGERS</b></p> <ul style="list-style-type: none"> <li>Supply interruption 100-5000</li> <li>Access needed 20-100 properties</li> <li>Working restrictions 20-100 properties</li> <li>Visual impact for 20-100 properties</li> <li>Customers on priority services register</li> </ul> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Letter drop</li> <li>Meet with local parish council</li> <li>Meet with vulnerable customers/ businesses to discuss arrangements for planned supply interruptions (PSI)</li> </ul>	<p><b>TRIGGERS</b></p> <ul style="list-style-type: none"> <li>Supply interruption &gt;5000 properties</li> <li>Access needed &gt;100 properties</li> <li>Working restrictions &gt;100 properties</li> <li>Visual impact for &gt;100 properties</li> </ul> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Light/ret signage</li> <li>Meet with local parish council</li> <li>Distribute leaflet to explain why work is taking place</li> <li>Update prior in local press</li> <li>Inform local MP</li> </ul>
knock on individual	<p><b>TRIGGERS</b></p> <ul style="list-style-type: none"> <li>Supply interruption 5-20 small businesses</li> <li>Up to 5 med/large businesses</li> <li>Major impact on production/ manufacturing for any business of any size</li> </ul>	<p><b>TRIGGERS</b></p> <ul style="list-style-type: none"> <li>Supply interruption &gt;20 small/ business</li> <li>Supply interruption &gt;5 med/large businesses</li> </ul> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Letter drop</li> <li>Planning and meetings with business before work commences</li> </ul>

It's important that we keep our customers and other stakeholders informed about what we're doing in their area, and the huge investment that we're delivering to benefit them. No one likes disruption, but customers have told us that understanding the reason for it goes a long way to reducing complaints.

We've worked with our project managers from major projects and maintenance, as well as the communications team and customer directorate, to develop a new plan to help make sure that we give consistent information to customers.

Chris Dunn, programme manager, said: "Improving our communication with customers will help people know who we are and what we do. By being more proactive we can reduce complaints, criticism and negative feedback. This process will make it easier for us to communicate with our customers and other stakeholders."

The new process supports project managers by providing a step-by-step guide, an impact assessment matrix for projects and letter templates for communicating with customers.



#### Appointment of Corporate Social Responsibility Manager

Ongoing engagement with local community and education establishments and providers highlighting need for more structured approach to CSR

Annual CSR report, CR Index entry, CSR policy, Volunteering policy, Corporate charity policy

Transparency of processes, engagement and input on processes and activities, structured approach to community engagement

CSR report, CR index, CSR forum



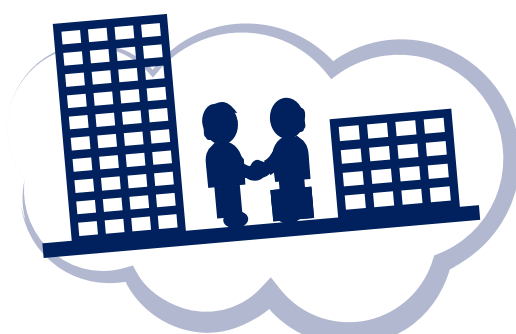
54% scored in first year of Business in the Community CR Index

Working with Business in the Community to formalise and improve our CSR commitments

Benchmarking against other companies

Transparency and structured assessment of our activities

Annual assessment





## 2.2.2 Improvements resulting from engagement with customers

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p>Customer directorate formed, new customer director role and new single-number contact centre established</p>	Customer research feedback	New customer director appointed April 2012. New contact centre launched in December 2012	Single number contact for any query. Replaces previous separation depending on nature of call (emergencies and general enquiries or connections)	We regularly monitor our customer contacts through Ofgem results and our own independent surveys to continuously improve
 <p>Renewed focus on reliability and customer service</p>	Engaged customer panel and focus groups (Dec 12 and Mar 13)	Influenced materiality matrix and customer priorities. Development of Customer strategy document and customer contact centre standards	Customer contact centre, strategy and standards developed. Business plan to address reliability and increase in proactive customers contact	We have tracked these results over time, since our first engaged customer panel in March 2011, and February 2012. And will continue to run the research annually to track changes in opinions and priorities
 <p>Switched On microsite developed, videos on our role created, and social media presence initiated</p>	Feedback from engaged customer panel on lack of knowledge about our role and operations	More outward facing documentation and engaging online presence	Easier to understand role and therefore engage meaningfully	Set questions included in regular research to track and benchmark answers over time
 <p>New language cards created to assist face-to-face communication with customers whose first language isn't English</p>	Ongoing customer feedback	Engineers now carry cards with information in a number of different languages when entering premises for cut-out changes	Customers understand what we're doing and why. The cards make the jobs quicker, so more cut-outs can be changed, improving safety	Feedback from field staff recorded and plans are in place to extend cards to all customer-facing employees for different situations



### CASE STUDY 2

### Language cards



2 Languages	UK
3 English	العربية
4 Arabic	भारतीय
5 Bangla	香港繁體
6 Cantonese	česky
7 Czech	français
8 French	ગુજરાતી
9 Gujarati	हिंदी
10 Hindi	Polski
11 Polish	Português

Our current programme of work to replace ageing cut-out fuses in customers' homes, means that it is essential that customers understand our requirements and are comfortable allowing us access to their properties.

Feedback from customers on doorsteps clearly showed that there was a need for us to find a way of communicating information to customers whose first language isn't English.

As well as reviewing the letters that we send to customers in the first instance, we have worked closely with The Big Word – a specialist translation company – to develop a series of language cards with information in the 13 top languages spoken in the North West.

When our employees call at a property, they can ask the occupier to point to the language they want to read information in. If the customer still does not understand, then our employees can call our language line provided by The Big Word translation service to speak to an interpreter.

Instructions from the card to our employees read:

- Use card 2 for your customer to choose their preferred language.
- Find the customer's preferred language in cards 3 - 16 and show it to them to read. Your customer can choose from the following options to decide what they want to do next:
  - Yes - please show me to your electricity meter
  - No - we will ring our translators to arrange another appointment
  - Not sure - we can ring our translation service to answer any questions you may have.



### Mobile website launch

Analysing web traffic which showed huge increase in access via mobile devices



New mobile website launched. Topics included based on two-year trends for most visited sections of main site

Simpler, more efficient and effective site for customers accessing website from smartphones or tablets

Monthly monitoring of use of mobile website



## 2.2.2 Improvements resulting from engagement with customers (cont.)

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p>Accessibility 'A' rating for website and new accessibility statement (<a href="http://www.enwl.co.uk/terms-and-conditions/accessibility-policy">www.enwl.co.uk/terms-and-conditions/accessibility-policy</a>)</p>	Accessibility assessment based on best-practice web development	Improvements include 'AAA' adjust text size feature added to website and descriptive photo tagging for audio web readers	Web users can determine size of text required and use readers to read descriptions of photographs as well as text	Equality and Diversity group meet monthly to discuss accessibility and other issues
 <p>New customer information cards for civil work in their area</p>	Domestic customer research feedback	Proactive information cards hand-delivered to customers near to where we have made excavations to keep them informed and help manage expectations	Customers kept informed of the reason for our work and when we will be back. Contact number available so that they can call for more info if needed	Continuous monitoring through customer surveys



### CASE STUDY 3

### Customer information cards

**Best practice customer service and our own customer surveys have shown that customers want to know what we're doing in their area.**



To help us meet this customer demand, we have developed a new way of keeping customers informed about work near their properties.

Where we have made excavations we'll now keep local people better informed by hand-delivering information cards to them to help manage their expectations as to what is happening and why we may need to return to site at a later date. The new cards also include our contact details if they would like any more information.

We are now also hand-delivering customer information cards when we respond to civil work requests. Feedback from customers who may have asked us to clear an overgrown substation for example, told us that they were not always aware of when the work is going to be done. This can result in the customer calling on multiple occasions, even where we have confirmed that a job is planned.

To resolve this situation, and make things as clear as possible to customers, we now hand-deliver cards to customers who have reported maintenance issues to us when we visit the site. Our first visit is often an assessment-only visit and our card explains that we will return to carry out the work.



When we return and complete the work, we hand-deliver a second information card. Where customers may not actually see us on site, the cards reassure them that we have been and have addressed their concerns without the need for them to contact us.



New customer information card for responding to civil work request

Domestic customer research feedback

Hand-deliver cards to customers who have reported substation issues when we visit the site, and again when work is complete




Customers who report civil issues with substations will receive cards when we have visited the site, and a second card when we have completed work as they may not see us on site

Continuous monitoring through customer surveys





## 2.2.3 Improvements resulting from engagement with public sector stakeholders

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p><b>Educational programme to enhance Science, Technology, Engineering and Maths (STEM) engagement in the North West</b></p>	<p>Liaison with schools, education providers and Museum of Science and Industry</p>	<p>Education programme linked to graduate and apprenticeship schemes in order to ensure a long-term approach to educational needs of the North West</p>	<p>Our primary-school programme, BrightSparks, covers the Key Stage 2 syllabus for electricity. The innovative one-day programme helps teachers with a topic that is considered difficult to teach</p>	<p>Quarterly feedback meetings with providers as a group, monthly meetings with individual providers, feedback forms from schools</p>
 <p><b>MP engagement strategy updated with focus on more tailored info to MPs</b></p>	<p>MP events and individual interactions</p>	<p>News releases now issued to relevant MPs, improved process for dealing with constituent complaints</p>	<p>Better understanding of our relevance to MPs</p>	<p>Ongoing engagement plus specific feedback requested every two years from selection of MPs</p>
 <p><b>Streetworks information card and new comprehensive refresher for employees and contractors</b></p>	<p>Reviewed lessons learnt with Bolton, Cumbria, Oldham and Salford highways authorities, our employees and our training provider</p>	<p>Develop best-practice approach, develop training programme, and develop best-practice guides to issue to all course attendees using plain English, clear checklists and diagrams in a format for use in the field</p>	<p>Improved compliance with streetworks requirements, improving and ensuring consistency in signage, lighting and guarding, and minimising disruption to local authorities</p>	<p>Real-time site monitoring – handheld devices enable employees to report back on site set-up with photographs and other key information. Post-site monitoring to underpin our best practice approach and ensure standards are maintained</p>



### CASE STUDY 4

### Improved streetworks processes

*The nature of our investment programme inevitably leads to some short-term disruption for customers and other stakeholders. Our streetworks activity requires a high standard of safety and communication so that our stakeholders understand the need to carry out the work and that they remain safe around it.*



*North West highway authorities recently increased their quality audit regime and their attention on the signing, lighting and guarding around utility companies' excavations and the reinstatement of the highway. To meet the increased expectations of customers and other stakeholders we began a programme to change the culture of working in the highway and to deliver the safest and best quality street works in the North West.*

**Our objectives were:**

- Develop a best-practice approach to street works, change behaviours and ensure the safety of customers and employees
- Minimise disruption and improve customer experience in line with our company values
- Achieve compliance with all aspects of street works legislation
- Deliver a safe, quality service first time, thereby improving customer service, reducing cost to serve and our carbon footprint.

*To develop our approach we worked in partnership with local highway authorities, our contractors, the North West*

*Joint Utilities Group, the Energy Networks Association and third party specialists.*

*We reviewed lessons learnt with Oldham and Cumbria highway authorities, our employees and our training provider, Utilise, to develop a one-day refresher training programme to drive through the improvements. We also worked with Bolton and Salford highway authorities to implement an approach to satisfy all stakeholders' requirements.*

**Our collaborative working delivered:**

- Best-practice approach and consistent policy and monitoring of street works
- Comprehensive training programme for employees and contractors
- Improved working relationships
- Improved performance in site set up and quality
- Increased knowledge and understanding
- Best-practice guides for employees and contractors
- Training programme and guidebook for internal and external auditors.

### Metal thieves are putting lives at risk

*Thieves are targeting electricity networks to steal metal and are not only risking their own lives but are putting the lives of local residents in danger.*

*Residents are being urged to be more vigilant and to contact police immediately if they see anything suspicious or if their electricity goes off.*

*• Customers may be hearing 'cracking' sounds as they dig for metal.*

*• The Electricity North West team is now 24 hours a day and can easily contact you if being contacted in the job.*

*• For only £6, Power Path can help you protect your property.*

**Joint metal theft letters and leaflets distributed in hotspot areas by Lancashire Police**




1-1 meetings set up with Lancashire Police to address rise in metal theft incidents

Hotspot areas regularly identified and shared with Police. Regular joint scrap yard raids attended

Police to distribute letters to raise awareness and encourage reporting of suspicious activity

Continued engagement with Police with specific operational and communications contacts established

## 2.2.4 Improvements resulting from engagement with industry

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p><b>Institute of Engineering and Technology (IET) accredited engineering training scheme</b></p>	Engagement directly with IET to accredit course. Development of course to meet requirements	Accreditation for three years for both the CEng and IEng schemes	Successful graduates on our course will receive CEng or IEng accreditation, improving the standard and qualifications of our workforce	Annual self-assessment report submitted to IET
 <p><b>Improved competition in connections</b></p>	Work with Independent Connection Providers (ICPs), Independent Distribution Network Operators (IDNOs) and Ofgem	We were the first DNO to submit entries to Ofgem in every market segment. We have passed six of nine segments with one decision pending, improving competition	Customers are protected by effective competition in around 80% of the connections market in the North West. IDNOs and ICPs will see market opening up	Continued feedback from ICPs, IDNOs and Ofgem following submissions and decisions
 <p><b>Tailoring Capacity to Customers (C2C) contracts to stakeholder needs.</b> www.enwl.co.uk/c2c</p>	C2C pre-trial four-month customer engagement	Identified levels of interest, the needs of different customer segments and the value they place on the different elements of C2C contracts	Tailored contracts with the right level of returns to make viable and attractive propositions	C2C team monitoring reaction to contract offers and contract take ups. Ongoing engagement with customers already signed up

### CASE STUDY 5

### C2C contract development

**Our innovative Capacity to Customers (C2C) project could be a gamechanger for electricity networks. As demand increases, C2C offers a way for networks to cope through managing the network and usage differently, without building more costly assets.**



*For it to work, we need to attract some of our industrial and commercial customers to sign up to new interruptible contracts. But how can we make them attractive? We carried out a four-month customer engagement campaign involving approximately 1,800 industrial and commercial customers in our region to answer that question.*

*This research was designed to identify the level of interest in C2C, the needs of different customer segments and the value they place on the different elements of the C2C contract.*

*To develop the best way to communicate C2C to customers, we carried out a pilot survey in which respondents assessed a short introductory video and supporting material. It was found helpful to explain C2C as being like a motorway with a hard shoulder – ie containing a high level of expensive capacity that is used*

*only for exceptional circumstances. This capacity could be used a normal lane at no additional expense, but would require careful management on the rare occasion of an emergency.*

*Our engagement found that there is an appetite for C2C amongst our stakeholders. Over half of the industrial and commercial customers contacted found the C2C concept appealing. However, when they considered specific examples of rewards using present levels of Interruptions Incentives Scheme (IIS) incentive as a test value, only 26% would take up the contract.*

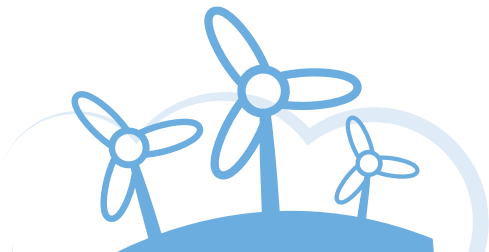
*We discovered that despite the general interest in C2C, higher incentives would be needed if larger amounts of demand are to become available. We have now tailored our contract offering and have to date signed up three companies for our groundbreaking trial.*

 <p><b>Management Development Programme initiated for employees</b></p>	Employee engagement through performance reviews and surveys. Successful feedback from Leadership Development Programme	Programme available to support current and aspiring people managers at all levels in the organisation. Improving training and promoting best practice	Managers, and potential managers are given the theory and practical tools to help them manage effectively now and in their future roles	Pre-and post-module feedback from each candidate. Review meetings with external provider
 <p><b>£9m innovation project started: Customer Load Active System Services (CLASS)</b></p>	Partnership working with industry to submit Low Carbon Networks Fund (LCNF) bid to Ofgem	Successful bid resulting in £9m project to test a voltage-reduction scheme in the North West	Innovation opportunity for our partners, and for customers, potential savings due to reduced need for added infrastructure	Monitoring in line with LCNF project requirements, and regular reporting and meetings with partners
 <p><b>Promotion of our unique Extra High Voltage Distribution Charging Methodology website</b></p>	Feedback from industrial and commercial customers requiring further information on bills	Information regularly uploaded to website	Up-to-date information on bills and breakdown of charges on-demand	65% of Extra High Voltage customers have logged into the website since it was set up (44 out of 68). Further work planned to engage those not yet active on system




## 2.2.5 Improvements resulting from engagement with NGOs

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p><b>Review approach to Fuel Poverty</b></p>	National Energy Action meetings	Investigating scheme with Stockport Council to improve energy efficiency, rather than having to reinforce the areas electricity network	Council could see lower usage and disruption minimised	Success could show benefits of funding energy efficiency rather than investing in reinforcement. Pilot project will be closely monitored with formal report to Executive Leadership Team
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #f4a460; border-radius: 15px; padding: 5px; display: flex; align-items: center;">  <span style="margin-left: 10px;"><b>CASE STUDY 6</b></span> </div> <div style="text-align: right;"><b>Fuel Poverty work</b></div> </div>				
<p><i>We want to help our customers, and make sure that we share our knowledge and information with other relevant partners to improve the service we offer for those in our area who are fuel poor.</i></p>				
<p><i>We have been in detailed discussions with National Energy Action – a national charity aiming to eradicate fuel poverty – to discuss ways we can help. One way we can easily help is by raising awareness of the issue and energy efficiency measures. As a result of this engagement we have amended our BrightSparks school education sessions to include information on fuel poverty which we will roll out to schools as part of our ongoing programme from September 2013.</i></p>				
<p><i>National Energy Action also attended and have since become founder members of our External Stakeholder Panel. We are continuing to keep MPs informed of our activity and will work with them where fuel poor areas are identified in their constituencies.</i></p>				
<p><i>Our discussions with stakeholders in this area have helped us focus our efforts on helping to reduce costs for customers through energy efficiency. Our approach to help reduce energy usage, has benefits for both customers who will use less and therefore pay lower bills, and benefits for the network, which with less power being used, will have less need for expensive and disruptive reinforcement. This reduction in need for reinforcement will of course in turn reduce customers' bills further.</i></p>				
 <p><b>British Red Cross</b></p>	<b>Renewed service for vulnerable customers with new British Red Cross partnership</b>	Engagement with vulnerable customers and service providers and benchmarking other distribution network operators' provision	New partnership established following review with previous provider	Service now more flexible and more tailored to customers needs
	<b>Relaunch of customer password scheme to boost awareness</b>	Vulnerable customer feedback indicating lack of knowledge about service	Customer-facing employees issued with new laminated information cards, and webpages updated	Added level of security when letting people into their homes by asking to verify password
	<b>Project initiated with RSPB, Martin Mere Wildfowl and Wetlands Trust, and Lancaster University to investigate reasons for and solutions to birds colliding with overhead power lines</b>	Ongoing engagement with Martin Mere Wildfowl and Wetlands Trust site following bird collisions in 2011	Funding committed to research project that will provide evidence for industry best-practice	Directly involved stakeholders to benefit, and also wider network for environmental groups, and DNOs to benefit from research
	<b>New process for capturing before and after photography of Undergrounding for Visual Amenity (UVA) schemes</b>	Quarterly UVA meetings attended by National Parks (NP) and Areas of Outstanding Natural Beauty (AONB) reps	Electricity North West to approve and reimburse NP/AONB commissioned photography	Photography no longer falls between organisations ensuring that key before and after shots are obtained for every project





## 2.2.5 Improvements resulting from engagement with NGOs (cont.)

OUTCOME FROM STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT ACTIVITY	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING
 <p>New contents of 'emergency pack' for vulnerable customers</p>	<p>Review meetings with British Red Cross and feedback from vulnerable customers</p>	<p>LED lights with hooks and magnets for customers with arthritis now available. Hats also added to packs, and contents tailored to customer needs. BRC also provided with large capacity flasks and portable gas heaters</p>	<p>More tailored contents for emergency pack in addition to thermal mugs, gloves, and wind-up torches</p>	<p>Regular review sessions to discuss the services we offer, feedback on specific incidents, suggestions for improvements and customer feedback</p>



### CASE STUDY 7

### Improved emergency packs for vulnerable customers

We introduced emergency packs for vulnerable customers in 2011 to help those customers in need of extra assistance during power outages. The packs originally contained gloves, a blanket, a thermal mug and a wind-up torch.



Feedback from customers received via our partners at British Red Cross, with whom we have regular briefing and evaluation sessions, showed that the contents could be better tailored.

Customers with arthritis told us that the wind-up torches were difficult to use, so we now also provide battery powered lights with hooks and magnets so that they don't have to be held.

Feedback also showed that gloves were appreciated, but hats would help keep people warmer so we have also added them to our packs.

With the cost of these packs to other customers in mind we have now removed blankets as standard as these were expensive and feedback from customers showed that many already had suitable duvets or blankets available.

We have complemented our provision of thermal mugs by adding large capacity flasks and gas heaters to British Red Cross so that our vulnerable customers can get hot drinks and keep them hot.

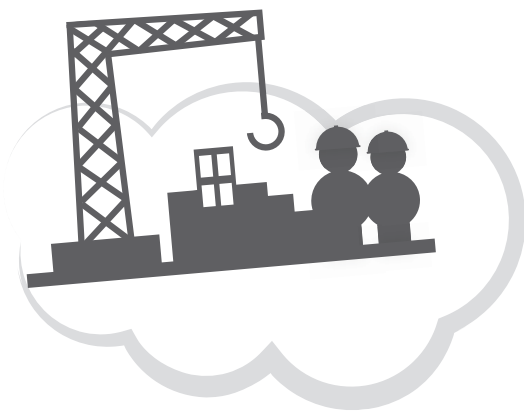
We've also added the option of providing telephones that don't need a power supply so that we can contact

#### Contents for emergency packs to be tailored to each customer:

1. Blanket
2. Emergency number sticker
3. Gloves
4. Hat
5. Notepad
6. Pencil
7. Priority Services Register information leaflet
8. Telephone
9. Thermal mug
10. Torch (wind-up or battery-powered)

customers during faults to keep them up to date, and they can contact us or anyone else they may need to speak to.

We are committed to continuing to improve the contents of these packs through ongoing engagement with British Red Cross, other stakeholders and our customers.



Page intentionally blank



Bringing energy to your door

For more information please contact:

**Electricity North West**  
**304 Bridgewater Place**  
**Birchwood Park**  
**Warrington**  
**Cheshire WA3 6XG**

**Telephone: 01925 846931**  
**Email: [sustainability@enw.co.uk](mailto:sustainability@enw.co.uk)**  
**Web: [www.enw.co.uk/sustainability](http://www.enw.co.uk/sustainability)**

