



Bringing energy to your door

Ofgem Broad Measure of Customer Satisfaction Stakeholder Engagement 2013/14

PART 2: Review of outcomes
and outputs of our 2013/14
stakeholder engagement





2.1 Making AA1000APS real to our business

As outlined in Part 1, our robust stakeholder engagement strategy follows the AA1000APS principles of inclusivity, materiality and responsiveness. We interpret the principles as:

- **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 material changes to our business, and relaying those changes back to stakeholders.

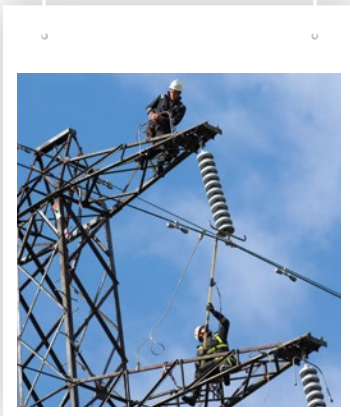
Over the past year we have focused on tailoring these principles to our business to make them tangible for our employees. We've also focused on recording our engagement, feedback and responses. This evidence of engagement and impact on our business and stakeholders provides confidence to all of our stakeholders that not only are our systems robust, but that the resulting outcomes are a true reflection of stakeholder opinion.

2.1.1 Engagement led by material issues

Our engagement at Electricity North West is not led by trying to speak to every stakeholder we have on every issue. We recognise that in dealing with such a wide range of issues, the most efficient way to get the most effective and relevant feedback is to engage on those issues that are most material to our business and stakeholders and then engage with those specific stakeholders with an interest.

This targeted approach ensures effective use of resources for both Electricity North West and our stakeholders, encouraging both to engage more, as benefits clearly outweigh any cost to both sides.

2.2 Key outcomes from our 2013/14 engagement



INITIATIVES THAT:	EXAMPLES
Best serve specific interests of challenging groups	Robust stakeholder identification process with stakeholders directly linked to agreed material issues. This ensures that we engage appropriately with relevant stakeholders on issues important to them.
Reflect innovative thinking	Focus on material issues linked to core business and stakeholder issues. Engaging with those stakeholders with an interest in each issue, rather than engaging with every stakeholder group on every issue at generic forums.
Are part of an holistic approach	Stakeholder manual for all employees, and dedicated Internal Stakeholder Panel of senior leaders to promote consistent and holistic approach.
Are supported by robust project management and appropriate resources	Initiatives we have focused on are part of our core business. We do not hold stakeholder workshops for show but engage with stakeholders on their terms with relevant decision-makers from within the business. Only network to explicitly present a matrix of prioritised issues to clearly show how resource is allocated.
May be recognised as smart practice and could be replicated across the country	Internal Stakeholder Panel made up of senior leaders to collate engagement results from across all business areas and agree way forward for key issues.

As well as both regular and ad hoc meetings with specific stakeholders over the year, our people also regularly attended more than 70 separate issue-specific industry meetings with stakeholders including other DNOs, government, regulators and suppliers covering issues from metal theft to smart grids, technical and communications issues. A full list is available on request.




2.3 Outcomes, impacts and monitoring from our 2013/14 engagement






As outlined above, our engagement this year has been driven by the material issues to us and stakeholders, therefore our description of initiatives below is formatted by issue, rather than stakeholder groups.

The following pages detail 57 of the 82 specific individual initiatives undertaken by Electricity North West with stakeholders during 2013/14, as recorded in our central stakeholder engagement tracker owned by our Internal Stakeholder Panel.

2.3.1 Improvements to our stakeholder engagement approach as a result of stakeholder engagement

ENGAGEMENT AND OUTCOME	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING	BENEFITS (INCLUDING FINANCIAL BENEFITS WHERE APPROPRIATE)
STAKEHOLDER ENGAGEMENT IMPROVEMENTS				
 <p>Internal and External Stakeholder Panels developed significantly over the year, and worked to implement recommendations by Deloitte LLP from 2012/13 assurance helping us mature our use of AA1000APS</p>	<p>Use of international standard for stakeholder engagement tailored to business with increased buy-in from employees</p>	<p>Stakeholders benefit from the robust framework and also a tailored approach from Electricity North West ensuring engagement is relevant and effective</p>	<p>Discussed at quarterly Internal Stakeholder Panel and biannual External Stakeholder Panel, plus annual formal assurance process</p>	<p>The expert insight of engaged stakeholders gives us tools to improve services and manage risk that we would not otherwise have. This 'free' advice cannot be easily quantified in financial terms but its benefits are significant</p>
	<p>Renewed focus on formally recording issues, and responsiveness as highlighted in Deloitte LLP's assurance of Electricity North West Limited's 2012/13 description of its 2012/13 stakeholder engagement programme</p>	<p>New tracker launched that is accessible to all of our Internal Stakeholder Panel members to update activity and actions</p>	<p>Stakeholders can quickly be shown where we are up to with certain issues receiving consistent updates. Tracker also adds an element of robustness to internal processes</p>	<p>Reviewed at each Internal Stakeholder Panel meeting</p> <p>Allows us to record tangible benefits to our business for our organisation and stakeholders – including any financial – impact throughout the year</p>
	<p>Comprehensive and effective corporate social responsibility (CSR) programme covering number of key issues from our materiality matrix as supported by Business In The Community</p>	<p>Key impacts include promotion of sustainable procurement practices, and other issues such as environmental issues, skills development and contractor relations</p>	<p>Assurance that we are doing what we say we do in line with national best practice. Also, specific benefits in our four CSR areas of community, workplace, environment and marketplace</p>	<p>Increased score in this year's Business In The Community CR Index from 54% to 73%</p> <p>Robust benchmarking against national peers helps us identify areas for improvement and demonstrates our commitment to stakeholders</p>
	<p>Signed up as members of London Benchmarking Group</p>	<p>LBG's model will help us assess the real value and impact of our community investment to both the business and society</p>	<p>Stakeholders will be able to see the value of our social commitments and community investment</p>	<p>Reporting via annual reports submitted and checked by LBG</p> <p>Transparency in our community investment programme showing return to the business, stakeholders and the community</p>
	<p>Initiated stakeholder engagement information-sharing group amongst all distribution network operators. Electricity North West hosted first meeting in November 2013</p>	<p>Chaired first meeting to agree way forward for group including setting objectives. Attended by Customer Director and feedback inputted back to business to senior managers, and both Internal and External Stakeholder Panels</p>	<p>Stakeholders benefit from shared best practice. DNOs benefit from agreed best practice engagement and initiatives. Each meeting results in shared best practice document being produced</p>	<p>Bimonthly meetings to result in issue-specific best practice stakeholder engagement documents. Meetings held already on Severe Weather and PSR. Upcoming meetings to cover low carbon future, fuel poverty, connections, and education</p> <p>Savings for each DNO through learning best practice, rather than each finding out for themselves</p>
	<p>Individual meetings set up with External Stakeholder Panel members allowing direct 1-1 access to relevant senior managers to discuss issues and propose new ways of working</p>	<p>Direct information from industry experts to managers to encourage improvements in how we operate</p>	<p>Access to relevant senior managers for External Panel members and direct input on specific issues relevant to them</p>	<p>Discussed at quarterly Internal Stakeholder Panel and biannual External Stakeholder Panel, plus annual formal assurance process</p> <p>In-depth relevant insight from key stakeholders who fully understand our business and material issues</p>

2.3.2 Improvements to material issues as a result of stakeholder engagement

ENGAGEMENT AND OUTCOME	IMPACT ON POLICIES, BUSINESS PROCESSES AND DECISIONS	IMPACT ON STAKEHOLDER GROUPS	MONITORING AND REPORTING	BENEFITS (INCLUDING FINANCIAL BENEFITS WHERE APPROPRIATE)
RELIABILITY				
 <p>Engaged with the Emergency Services through Local Resilience Forums (LRFs) and Gold Command exercises, helping us determine targeted restoration and customer service</p>	<p>Identifying where we can be of mutually beneficial service to each other, both during an emergency and during business as usual. We have changed our approach to Gold Command and LRFs as a result of this engagement meaning that we are making the most of opportunities to assist and get assistance, rather than simply answering questions about the network</p>	<p>A great example of the mutual benefit is the service to vulnerable customers or customers affected by an event, where we join the collective in order of the support network – e.g. joint respite centres, meal provision, supply restoration targeted where it will have the greatest community benefit (e.g. prioritising a respite centre)</p>	<p>Continued engagement and feedback from Local Resilience Forums</p>	<p>Using stakeholders' joint expertise and resources we can save money by not having to 'reinvent the wheel'. Using already established mechanisms and resources to help customers during incidents saves time and money and is more effective as is delivered by trusted experts</p>
 <p>Direct engagement with RSPB resulting in financial corporate sponsorship. Has already resulted in agreed solution to reduce swan collisions into powerlines at Silloth</p>	<p>Moved overhead line at Leighton Moss, Lancashire, RSPB reserve to facilitate extension of reserve area. Also worked with RSPB to fit bird diverters at site and agreed corporate sponsorship of RSPB which helps us make the most of RSPB's knowledge and expertise in other issues across our region</p>	<p>Fewer bird deaths, lower risk of damage to equipment, and outages affecting customers</p>	<p>In partnership with RSPB, we monitor bird flight paths in relation to the position of our overhead lines and efficiency of various designs of diverters for different species</p>	<p>Damage caused by a single bird strike cost £1000 to repair. Diverters cost £1,200, plus £1,500 annual corporate sponsorship of RSPB but long term reliability benefits will outweigh initial cost</p>
 <p>Work with Martin Mere Wildfowl and Wetlands Trust and sponsorship of research Masters student from Lancaster University to research effectiveness of various bird flight diverters depending on birds, position of lines and other conditions</p>	<p>Sponsorship of research Masters student from Lancaster University to identify best practice and work with us to develop guidelines for use of diverters across our region and beyond</p>	<p>Fewer bird deaths, lower risk of damage to equipment, and outages affecting customers</p>	<p>Bi-monthly meetings with student and quarterly meetings with Martin Mere. Formal research paper to be completed by student</p>	<p>Reducing damage to overhead lines so saving money on repairs, plus fewer power cuts for customers. Long term benefits of research will help us take appropriate proactive action in the rest of our region, and allow other networks to benefit from research too</p>
 <p>Improving understanding of planning issues through presentations with Cumbria County Council</p>	<p>Improved understanding of Council processes for employees dealing with land issues. Understanding why Councils may challenge permitted developments, and adjusting the information we provide to avoid challenges in future</p>	<p>Council improves its understanding of our processes and rights, minimising challenge and disruption saving time for both us and them</p>	<p>Regular updates with the council to ensure understanding of appropriate members of teams</p>	<p>We believe that at least five cases have benefited from this engagement where our permitted development rights have not been challenged. This has saved time and resource, improving turnaround times leading to earlier delivery of capital projects and consequent improvements in network performance</p>
 <p>Repeat overhead line faults in Leyland, led to Parish Council meeting and change in process for tracking faults</p>	<p>We aim to have no 'worst-served customers' by 2023. This is supported by the Parish Council. To achieve this we have changed how we track and manage overhead faults, and how we target investment. This includes reducing the number of faults that trigger formal action</p>	<p>Quicker response to issues and improved reliability</p>	<p>Through reliability scores and worst-served customer reporting</p>	<p>Improved service for customers and reduced penalty for customer interruptions and customer minutes lost</p>
 <p>Operation Alloy (Greater Manchester Police partnership scheme) and other partnership working with utilities and Energy Networks Association Working Group to reduce metal theft</p>	<p>Improved internal security policy and targeted security investment based on police input. Improved approach to reporting incidents. New scrapping contract out of area to assist tracking of stolen metal</p>	<p>Increased convictions, reduced incidents, reduced cost of repairing damage caused by theft</p>	<p>Monthly statistics on number of incidents recorded since 2005. Quarterly security meeting of senior managers and key employees</p>	<p>Theft in 2013-14 reduced by over 40% compared to 2012-13, saving us £386,000 in repair costs. (Direct cost of remedial work following metal theft dropped from £875k in 12/13 to £489k in 13/14)</p>



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CUSTOMER SERVICE				
 <p>Engagement with customer groups and feedback from employees on customer literature and the importance of tailored information</p>	<p>Reviewed and edited customer leaflets to improve information and created new business card-style contact cards. New distribution system also implemented with stores of most up-to-date literature now located at all depots and managed by a depot customer rep. Supply of contact cards issued to all employees to share with friends, family and neighbours</p>	<p>More relevant information provided to customers, reducing number of related queries. Simple contact card providing customers with our phone number, web address, email address and social media sites. Employees can use to educate customers, customers can keep to improve ease of contact</p>	<p>Monitoring via customer reps at depots</p>	<p>Empowering customers with more information. Managing expectations and improving awareness and understanding</p>
 <p>Policy implemented to remove streetlights attached to electricity poles due to potential safety and liability issues of third parties working on our assets. Potentially unpopular due to removal of lights, but through engagement with local residents, street lighting authorities, MPs and parish councils we have proposed £250k fund to replace lights on council-owned assets</p>	<p>£250k pot made available for councils to use to replace lights removed as part of programme. Asset management policy also changed to allow retention unless poles are being renewed therefore spreading removal over next 25 years</p>	<p>Potential negative impact of reduced lighting addressed by fund to replace lights on council-owned assets</p>	<p>Regular group set up with reps from all streetlighting authorities affected. Parish council meetings also attended for feedback. Regular monitoring of take-up of fund by councils</p>	<p>£250k cost, plus significant time engaging with stakeholders make this an expensive policy up front. However, other options to maintain safe practices, such as training all third-party contractors or taking on maintenance ourselves would have been significantly more costly. Policy improves safety and reduces risk to business</p>
 <p>Attendance at Wigan resilience day following request from Wigan Council. Working alongside key stakeholders and emergency responders proved huge success, in educating customers about what to do in a power cut and how to contact us. Plans now in place to attend other events in our region</p>	<p>Other regional events across our operating area have now been identified and resource has been agreed to attend them throughout the year.</p>	<p>Information provision to domestic customers and other stakeholders including local authorities and emergency services on who we are, what we do and how and when to contact us</p>	<p>Review meetings with relevant councils</p>	<p>Raising awareness. Promoting services to customers and ease of contact.</p>
 <p>Engagement with customers on the service levels expected when they contact us with general enquiries. Most common queries are to book appointments for main fuse changes, or asking about substation inspections or site excavations. We have improved our systems to manage customers' requests and expectations more effectively</p>	<p>Previously there was no central booking system if a customer called for an appointment to have their main-fuse changed. New shared booking system makes process easier and more reliable for customers. Substation inspection process improved to ensure site visit within 7 days of first call and resolution within 28 days. And new three-tier approach to the speed of backfilling excavations that can be used by Contact Centre to set expectations with the customer and prioritise jobs</p>	<p>Customer service and experience improves to provide a quicker resolution to the satisfaction of customers</p>	<p>Additional customer survey post-changes</p>	<p>Better expectation management and explanation of processes to keep them informed providing better customer service</p>
 <p>Proposal to stop using cheques to pay customers compensation as this is costly administratively. Research with stakeholders showed preference for cheques to remain rather than bank transfers</p>	<p>As 68% of customers surveyed still chose to be paid by cheque we will now not change our process. However we will review again in six months</p>	<p>Customers to still be paid by cheque</p>	<p>Review in six months with another customer survey</p>	<p>We are providing customers with what they want but no savings to business, keeping cheque payments is more expensive than other proposed options</p>




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NEW NUCLEAR				
 <p>The connection to Moorside Nuclear Power station will be one of the largest connection schemes ever undertaken by National Grid and Electricity North West. Early stakeholder engagement has resulted in plans for further targeted engagement with key regional groups as planning and construction progresses. We have also engaged with Cumbria County Council's Nuclear Programme Coordinator who is a member of our External Stakeholder Panel</p>	<p>Extensive stakeholder engagement sessions have been held with all Cumbria regional stakeholders, including councils, land owners etc. We have also provided dedicated briefings to major customers such as BNFL</p>	<p>Regular briefings to continue, however much depends on other parties, such as National Grid and NuGen. We are committed to keeping our stakeholders informed as new information is available</p>	<p>Quarterly meetings with NuGen the developer. Quarterly meetings with National Grid. Stakeholder consultation sessions with National Grid and other regional stakeholders throughout the design process and construction</p>	<p>We incorporated stakeholder views in our cost estimates for our 2015-2023 business plan and have proposed a new uncertainty mechanism to Ofgem for the funding reducing risk to customers. Benefits also include facilitating meeting UK's carbon reduction targets with new connection</p>
PRICING				
 <p>Significant engagement with all stakeholders for business plan development resulting in proposals to reduce prices by £20</p>	<p>Changes to our business plan based on focus from stakeholders, including Ofgem and national government to reduce prices</p>	<p>Lower charges for distribution element of bill for suppliers, that will hopefully be passed to customers</p>	<p>Business plan</p>	<p>Focus on reducing costs in business. Our eight-year plan shows efficiencies of £47m per year compared to the previous five years</p>
 <p>Negotiations with National Farmers' Union to review national scale of Wayleave payments to landowners with electricity network assets on their land</p>	<p>Nationally-agreed approach to provide consistency to DNOs and stakeholders</p>	<p>Consistency nationally</p>	<p>Annual review</p>	<p>Transparency on both sides and agreement on national scale</p>
 <p>Survey with domestic customers carried out to understand opinions on domestic connections and what price range would customers find suitable. Costs reduced as result</p>	<p>Connections processes reviewed and costs reduced through efficiencies</p>	<p>Reduced costs to connect</p>	<p>Monitoring of take-up for connections</p>	<p>Savings for customers</p>
SAFETY				
 <p>Internal review led by senior managers following investigation into a member of the public being injured during metal theft activity resulting in change in approach</p>	<p>Modified our approach to the management of redundant assets explained in safety bulletin to all employees</p>	<p>Increased security of redundant assets to discourage metal theft</p>	<p>Quarterly security meeting</p>	<p>Reduced risk of incidents and therefore legal liability</p>
 <p>Direct engagement with Health and Safety Executive regarding our approach to the identification & management of fused neutrals to agree a sensible and workable way forward</p>	<p>Assurance that our approach to managing these situations is appropriate and workable</p>	<p>HSE being comfortable with our approach and the priority and importance we have afforded the issue</p>	<p>Internal reviews by operational directors</p>	<p>Reduced risk of incidents and therefore liability</p>
 <p>New procedure for handling and storing service terminations where the service position has been involved in a fire, following engagement with fire and rescue services</p>	<p>New procedure agreed and implemented internally and communicated to employees</p>	<p>Terminations are now stored correctly and consistently to allow for appropriate investigation by fire services if required</p>	<p>Checks by operations teams where incidents have occurred</p>	<p>Benefits to both internal and external investigators</p>
 <p>Engagement with local schoolchildren to create new safety video, scripted, acted and edited by the children</p>	<p>New video produced and promoted via social media, our website and school education sessions</p>	<p>Children have ownership of video by creating it for other children making it more relevant</p>	<p>Number of video views and feedback from education sessions</p>	<p>Improve awareness of safety issues for children</p>









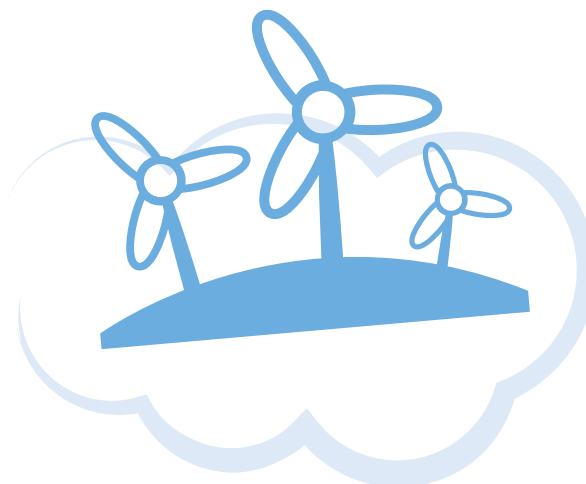
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NETWORK RESILIENCE					
	<p>Working with Environment Agency, through Energy Networks Association, to improve resilience to flooding of our key substations. 520 major substations now mapped against Environment Agency's updated flood-risk maps and 86 identified as requiring further protection</p>	<p>We have used updated maps of pluvial and fluvial flooding to reassess the flood risk to our major sites. A total of 138 sites have some level of risk, of which 86 require flood protection and 56 will be protected in the next five years. Our flood protection plans have been modified to take account of these risk assessments</p>	<p>Better resilience for customers in areas served by sites that could potentially be at risk of flooding. We are also engaging with the Environment Agency in Cumbria to determine if we can support any of their proposed flood protection schemes which would protect our plant and result in decreased expenditure for our customers. We will engage further with other regions of the Environment Agency in the near future</p>	<p>Regular monitoring and reporting by asset management teams</p>	<p>Flooding of a major substation in Carlisle in 2004 cost around £1m. We aim to prevent flooding of any major substation in our area over the next 10 years. We may also save money by contributing to general defences funded by the Environment Agency and local authority partners in key areas to prevent flooding of our equipment</p>
	<p>Assistance in securing assets classed as 'Critical National Infrastructure' and identified by the Department of Energy and Climate Change (DECC) to determine the current threat level against our asset base and how best to secure it from threats utilising appropriately tested and approved systems</p>	<p>Systems implemented to aid protection of sites including specifically identified Critical National Infrastructure, high-risk sites and the protection of our information technology systems against all forms of criminal activity. Security arrangements modified in light of feedback from Centre for the Protection of National Infrastructure (CPNI). For example we changed the specification of a major new substation at the construction stage to take account of feedback received</p>	<p>Improved resilience of network for all stakeholders</p>	<p>Regular monitoring by security working group and continued engagement with DECC and CPNI</p>	<p>Increased cost to secure assets but reduced risk to Critical National Infrastructure</p>
FINANCIAL PERFORMANCE					
	<p>Risk review meetings with HMRC, our board of investors and auditors to ensure risks are identified and appropriately managed</p>	<p>Internal and external reviews of systems. Sharing and discussing reports and findings with key financial stakeholders to address issues</p>	<p>Low risk rating confirmed in December 2013 subject to completion of certain assurance work by HMRC. Confidence in Electricity North West's financial arrangements and stability</p>	<p>Regular meetings, annual reviews, audit</p>	<p>Significant financial benefit of achieving low risk rating</p>
	<p>Appropriate credit rating ensured through engagement with credit rating agencies</p>	<p>Satisfactory credit rating confirmed</p>	<p>Good financial position giving business and customers security</p>	<p>Annual review</p>	<p>Significant financial benefit of achieving satisfactory credit rating</p>
	<p>External briefings with expert financial stakeholders resulting in internal sessions to relay best practice</p>	<p>Meetings with PWC, Deloitte LLP (audit) and Ernst and Young on issues covering fraud, risk and assurance to improve business' understanding</p>	<p>Confidence that Electricity North West follows best practice in these key areas</p>	<p>Regular meetings attended</p>	<p>Helps ensure we meet all legal and regulatory requirements efficiently and effectively</p>
INNOVATION					
	<p>Work under way with on both internal and external smartphone apps to improve information flow within business and to customers and stakeholders following feedback on need for better information flow from employees and customers</p>	<p>Improving flow of information from field, to contact centre to customers through technology</p>	<p>Customers and stakeholders will have more accurate and up to date information</p>	<p>Future networks team leading with regular updates to customer and communications teams</p>	<p>Improved customer service through more accurate and timely information provision</p>
	<p>Launched an employee idea scheme in December 2010 – Edison's Bright Ideas – named after our mascot. 20 ideas already received</p>	<p>A number of ideas will improve the way we work as a business, ensuring more efficient and effective working practices</p>	<p>Stakeholders will benefit from improvements, and employees receive due credit where ideas are implemented</p>	<p>Monthly review of ideas and assignment to appropriate manager</p>	<p>Numerous benefits from small local improvements to large national implications</p>



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LOW CARBON FUTURE				
 <p>Heat Pump Working Group established with other network operators and chaired by Electricity North West</p>	<p>Sharing of best practice and engagement with regulator on stakeholders' behalf. National policy on charges to domestic customers for increased domestic demand changed to socialise costs hence increasing take up of heat pumps, solar panels and electric vehicles</p>	<p>Reduced costs for domestic customers who adopt low carbon technologies (LCTs). All Distribution Network Operator (DNO) connection policies for LCTs aligned for domestic customers</p>	<p>Regular meetings</p>	<p>Reduced costs for network operators. Improved LCT take up for UK carbon plan. Ofgem allowance setting rules changed to allow DNOs to socialise costs via revenues. UK installers have secured common application processes across all DNOs</p>
 <p>Distributed Generation (DG) forum helping establish new DG workplan for the next year</p>	<p>We have held DG forums since 2011. Over the past year we have solicited views on the group's objectives and our own work plan which is currently under review</p>	<p>DG stakeholders able to comment on our plans, effect change and help prioritise work</p>	<p>Six-monthly meetings</p>	<p>In-depth information from stakeholders to inform DG workplan for the year</p>
 <p>Working with Wigton, and Wigan and Leigh housing associations to develop the 'Smart Street' Low Carbon Networks Fund project that allows low carbon technologies to be adopted and brings lasting energy saving benefits to fuel poor customers</p>	<p>We have obtained funding for a trial project which will include trialling new low voltage network design policies on networks with high volumes of heat pump connections and successfully engaged with these stakeholders to minimise costs to customers and maximise the learning obtained</p>	<p>Changes will allow customers to adopt this low carbon technology at lower cost. Additional engagement with manufacturers will allow aggregated demand-side response trials in addition to our Smart Street trial</p>	<p>Regular industry groups</p>	<p>Cost saving for DNOs and customers by reducing the need to reinforce networks for the connection of heat pumps</p>
SKILLS DEVELOPMENT				
 <p>Education conference with education stakeholders including local science, technology, engineering and maths (STEM) providers, organisers of Manchester Science Festival and leaders of our BrightSparks schools programme</p>	<p>Bringing together key stakeholders to discuss ongoing initiatives and shape strategic direction of education programme</p>	<p>Allows stakeholders to see all our activity and feed in ideas to improve services for young people</p>	<p>Annual conference</p>	<p>Improvements to education programme ensuring relevance and maintaining buy-in from key stakeholders. Ensures money is being spent on most effective engagements</p>
 <p>Engagement with media, training providers and potential apprentices to promote National Apprenticeship Week encouraging more applications than ever before (1000+)</p>	<p>High level of interest allows Electricity North West to choose the best possible apprentices. Promotion of importance of future planning and the role we play</p>	<p>Stakeholders educated about our role and the specialist job we do. Apprentices recruited</p>	<p>Annual intake of apprentices, a-level entrants and graduates</p>	<p>Improving skills for business, region and industry. Significant financial savings in long-term by being able to pick best apprentices for the future of the business</p>
 <p>Leading lights employee recognition scheme launched to encourage development and acknowledge and share best practice</p>	<p>Monthly scheme to encourage development of employees performance in line with our five values of customer, people, safety, performance and innovation</p>	<p>Employees inspired to outperform objectives and contribute more to customers and stakeholders</p>	<p>Monthly reviews of nominations</p>	<p>Better motivated employees</p>
 <p>Employee volunteering including education sessions in local schools, sessions at Museum of Science and Industry and Business In The Community supported sessions helping homeless people with CV and interview skills</p>	<p>Better motivated employees using their skills to help others in our region develop their skills and understanding</p>	<p>Contributing relevant skills to the communities in which we operate</p>	<p>Bimonthly Corporate Social Responsibility Forum and annual sustainability report</p>	<p>157 employees contributed 1256 hours of volunteering on 24 projects. We've also delivered 110 educational sessions reaching more than 3000 school children</p>



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VULNERABLE CUSTOMERS					
	<p>Vulnerable customer manager appointed following feedback from a range of stakeholders on the need for us to develop a more holistic approach</p>	<p>Vulnerable customer manager appointed to coordinate and lead on all aspects on service provision for vulnerable customers</p>	<p>All areas of business and stakeholders have one point of contact for vulnerable customer issues to be taken forward</p>	<p>Reporting through regular customer directorate reports</p>	<p>Better service for vulnerable customers</p>
	<p>New partnership established with Air Liquide to provide oxygen cylinders to vulnerable customers during emergencies</p>	<p>Reviewed current contracts based on stakeholder needs and improved offering through new partnership</p>	<p>Better provision for vulnerable customers</p>	<p>Reporting through regular customer directorate reports</p>	<p>Better service for vulnerable customers</p>
	<p>Engagement with NHS emergency planners via Local Resilience Forums</p>	<p>Targeted network investment to increase reliability and response times in areas with high concentrations of vulnerable customers</p>	<p>Hospitals, nursing homes and sheltered housing to benefit from increased reliability</p>	<p>Project plan</p>	<p>Improved reliability for vulnerable customers / stakeholders</p>
	<p>New process to provide vulnerable customers with information on possible power losses based on weather forecast. 38,000 texts sent prior to 12 Feb storms including our phone number</p>	<p>New step in the contact centre's preparation for incidents</p>	<p>All vulnerable customers to receive either text or voice blast regarding significant weather warnings with days' notice, followed by a 24-hour warning for people in highest risk areas</p>	<p>Survey carried out by Impact research to understand customer appetite before and after implementation. Deemed success</p>	<p>Raising awareness and managing customer expectations</p>
FUEL POVERTY					
	<p>National Energy Action (NEA) review of our educational 'BrightSparks' programme to include information on fuel poverty</p>	<p>Programme developed to include information and advice from NEA to ensure this important area is recognised</p>	<p>Young people helped to understand issues of fuel poverty and what can be done to help while also promoting messages on NEA's behalf</p>	<p>Regular reviews including audit against CR Index and inclusion in annual sustainability report</p>	<p>Better aligned schools programme to engage young people on issue of fuel poverty</p>
	<p>Power Saver Challenge project developed in partnership with National Energy Action and Stockport Council to help tackle fuel poverty and reduce network costs</p>	<p>Trial project looking at area of high energy use in Stockport, Greater Manchester that would traditionally need a larger network building to cope with demand. Engagement instead with community to encourage reduced energy use</p>	<p>Direct engagement with Electricity North West and NEA to help reduce electricity usage and bills, therefore reducing fuel poverty</p>	<p>Monthly meetings</p>	<p>Traditional approach of reinforcing network would cost >£1m</p>





2.3.3 Other material issues and outcomes

OTHER MATERIAL ISSUES	EXAMPLE ENGAGEMENT AND OUTCOME:
Speed of connections	Overly ambitious speed of connections proposed in original business plan for 2015-23 reassessed based on stakeholder feedback from External Stakeholder Panel (which includes DG developer and property business) but will remain class-leading.
Streetworks	The code of practice that governs the safety of our streetworks is changing in October 2014. As part of our new strategy we have initiated a series of detailed briefings designed to remind and educate all of our on-site employees and contractors and key support managers . This is backed up by specific on-site auditing and coaching. We have produced the briefing presentations with direct input from several North West highway authorities and have invited them to attend several of our briefings. We are aiming to ensure the subsequent site audits and coaching are done as a joint site presence between us and the relevant highway authorities.
Providing sufficient capacity	We have signed up 11 customers to our 'Capacity to Customers' project trial during 13/14 including 10 existing customers and one new connection to our network. We've held engaged customer panels and held a number of stakeholder events for our future networks projects ranging from workshops with a handful of customers to webinars and knowledge sharing events with up to 70 attendees.
Reducing network emissions	Based on stakeholder feedback we will remove all our oil-filled cables over the next 24 years. This will remove significant risks associated with the pollution of the environment from the oil used in this type of cable especially near to water courses and catchments area. Replacement strategy has been aligned to the national code of practice between the industry and the Environment Agency . Our phased approach will cost £20m over next nine years compared to the £219m it would cost to replace all oil-filled cables by 2023.
Undergrounding for visual amenity	Maintain active dialogue with stakeholders at quarterly meetings and spent £1.2m putting 11.8km of overhead lines underground in National Parks and Areas of Outstanding Natural Beauty in 2013/14. (In 2012/13 we undergrounded 14.0km at a cost of £1.3m – the highest figures of any DNO on both counts.)
Major contractor relations	Quarterly half-day contractor forums with reps from all contractors attending. Launched contractor of the year award to encourage leading performance from all contractors.
Substation appearance	New IT system implemented to manage substation improvement work. Improved processes, response times and allocated budgets following review of customer comments and feedback from customers .
Reducing carbon footprint	Focus on refurbishing rather than replacing assets which leads to reduced carbon emissions as required by Government .



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