



2015-16
STAKEHOLDER
ENGAGEMENT
AND CONSUMER
VULNERABILITY

PART
2



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WE ATTEND MORE THAN 25 PUBLIC
EVENTS EACH YEAR TO BOOST THE
PROFILE OF NORTHERN POWERGRID,
DISCUSS CONCERNS WITH CUSTOMERS
AND STAKEHOLDERS, AND EXPLORE
HOW WE CAN BEST MEET THEIR NEEDS.

NORTHERN
POWERGRID

INTRODUCTION

Our industry is constantly evolving and although our core service remains unchanged, the pace of energy innovation is stepping up. As we learn from our customers and stakeholders we remain committed to matching our service to their needs. That's a commitment that runs right through the company led from our Board.

In this section we provide examples of this, such as the online powercut mapping application providing real time detail to local authority partners, an innovation developed in response to our stakeholders and in partnership with them.

Our stakeholder initiatives are supported from across the executive team – from our safety director hosting our school safety event to our Head of Strategy's involvement with policy makers in Westminster and Leeds. Our staff have been more involved than ever before – with our biggest ever education, workforce renewal and volunteering programme.

Many of our projects are innovative and have the potential to be scaled up across the industry. Our partnership with Ahead to promote STEM subjects and improve employability 'Make the Grade in Energy' has won awards and developed materials

that could be used across the country. Energy Heroes has similar possibilities amongst primary school aged children.

We target most resource and effort at the areas where we can make most difference. We use deprivation data, for example, to focus much of our social programme – the areas where the Light Up challenge take place have been chosen for that reason, as have been some of our community energy projects where making the difference for communities is the long term the aim of the project.

We measure what we do and ensure it makes a difference. Parts 1 and 3 show the methodology for how we're measuring the Social Return on our Investment and in the next few pages we describe some of those projects. Surveying those we have worked with for example – including Energy Doctors beneficiaries and Community Energy groups – to understand

their experience has been a key part of our development and learning this year. We're proud of our work this year and look forward to building on it over the next year. I look forward to hearing your views.

Tom Fielden
Finance Director and Chairman
of Northern Powergrid's
Stakeholder Panel



ALLOCATION OF REWARD IN 2015-16



AS WITH PREVIOUS YEARS, WE HAVE RINGFENCED THE FUNDS RECEIVED FROM THE STAKEHOLDER ENGAGEMENT ASSESSMENT TO CONTRIBUTE TO FUNDING OUR ENGAGEMENT PROGRAMMES AND SOME OF THE INITIATIVES DESCRIBED HERE. IN PARTS 1 AND 3 WE SHOW HOW WE MEASURE THE RETURN ON OUR INVESTMENT.

COMMUNITY ENERGY

Community Energy is emerging as an important part of the country's energy mix. It offers a unique way of helping local communities come together to manage their fuel bills, build their communities and keep funding local.

We've worked for years to help local projects and understand how we as a network operator can best support them.

As well as working with key national partners (we were the only DNO to be mentioned in DECC's community energy update) we forged strong links in our region and among community energy groups. For those projects that are generation led, we are a key partner in project delivery as well as providing advice, funding and helping their networks to develop; and for those that are looking to save energy we contribute with ideas and support.

SEED FUND

Allowing communities to take control of their own energy and take the first exploratory steps to do so has always been our intention with the fund – which is why it's always been open to projects ranging from collective oil purchasing in off-gas grid areas to putting solar panels on community buildings to energy advice provided by a community to a community. One year after we awarded the 2014 seed fund we hired an independent research company. Their research took an in-depth look at eight projects supported by our Community



THE FUND WILL HELP ASSESS THE POTENTIAL FOR THE 18TH CENTURY "CUT" AT SEATON SLUICE, TO GENERATE ELECTRICITY FOR THE 21ST CENTURY.

Energy Seed Fund to explore the environmental and social benefits. It has helped identify some of the real benefits Community Energy projects can bring to people and communities beyond financial savings and local investment (the graphic, left, illustrates some of their findings).

It shows that Community Energy is about more than just energy – it's an outreach activity that develops, strengthens, and educates a local community.

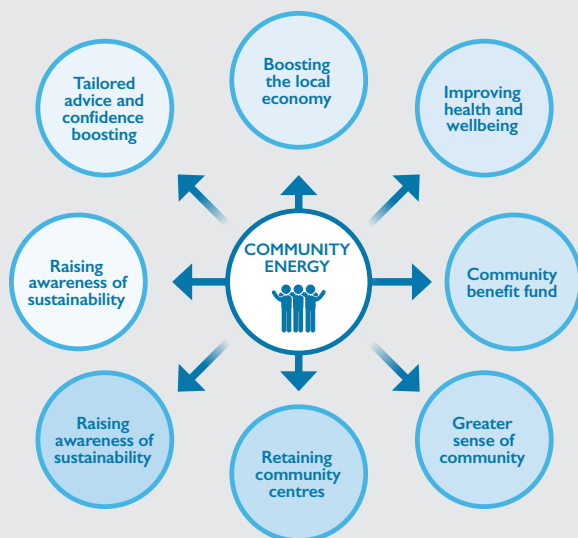
This put in to practice the approach we showed in part 1: developing initiatives in conjunction with our stakeholders; receiving updates whilst the project runs; and an independent check back at the end of the project to help guide us to the best ways of developing the service further.

The seed fund is awarded by a panel of community energy, voluntary sector and industry experts, supported by Northern Powergrid people.

This year's community energy fund went to a variety of projects but with a stronger focus on helping people save energy bills, as part of a community, than ever before. We provided funding to a project working to integrate Syrian refugees in Leeds and help them become confident energy consumers.

COMMUNITY ENERGY

OUR COMMITMENT TO COMMUNITY ENERGY PROJECTS IS A KEY PART OF OUR WIDER STAKEHOLDER PROGRAMME. IT CONTRIBUTES TO MANY OF THE OBJECTIVES OF OUR WIDER SOCIAL PROGRAMME – FROM STRENGTHENING COMMUNITIES TO IMPROVING ENERGY EFFICIENCY AND SUSTAINABILITY.



Source: Research on Northern Powergrid's community energy seed fund – available from <http://www.northernpowergrid.com/your-powergrid>

This should not just help them but provide an avenue to help us understand how we can help those in similar situations. We also granted money to Kate Unwin, the Yorkshire energy doctor. Kate works with community groups in Selby and Bradford to help them understand how they can manage their energy bills and cascade that knowledge to their members. The value of Kate's work was recognised when she was invited to write a piece on the DECC blog (decc.blog.gov.uk) and we were proud that she recognised the contribution our funding made to her work (see, also, newspaper clipping below).

Most of our engagement with stakeholders and customers involved with our Connections service is incentivised through the ICE programme. However, we're very conscious that whilst our connections stakeholders often have a very specific interest in connections, they are also stakeholders in our wider business and we take every

opportunity to ensure our engagement with them is broad and inclusive of all other relevant parts of our business. For example, our Connections Customer Forum events include agenda items not exclusively focused on connections, and our Stakeholder Panel now includes a section on Connections. Whilst the incentive regime may be different, once we've engaged with them on a connections matter we are keen to ensure they have the opportunity to discuss and contribute to all the services that they're interested in.



Energise Barnsley
@NRGiseBarnsley

Oct 30

We're extremely grateful to [@powergridnews](https://twitter.com/powergridnews) for supporting us in our application to add [#solarpanels](https://twitter.com/powergridnews) to properties across [#Barnsley](https://twitter.com/powergridnews)



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WE WORKED WITH THE SUCCESSFUL SEED FUND WINNERS TO PROMOTE THEIR WORK THROUGH IN LOCAL MEDIA.

In a pilot project Kate, who heads the community interest company Yorkshire Energy Doctor, is delivering information to residents of Lidget Green and Scholemoor. The scheme is one of seven which have received a share of a £50,000 Northern Powergrid funding pot aimed at enabling new energy schemes to flourish in local communities. Entering its second year, the 'Seed Fund' offers support for community energy projects in their early stages, providing support such as expert advice, feasibility studies and meeting spaces.

Kate is making contact with local people through events at various centres and within community groups including Lidgett Green Children's Centre, Farnham Children's Centre, St Wilfrid's Church and Lidget Green Walking Club.

She also advises on schemes that could offer help with insulation or grants for those claiming benefits, and gives useful, money-saving tips on energy use within the home.

Bradford Telegraph & Argus, 9th March 2016

Electricity supply company Northern Powergrid is offering local groups the chance to secure funding to kick-start their own community energy projects. The firm is offering grants from £1,000 to £10,000, as part of the Northern Powergrid Community Energy Seed Fund, managed in partnership with Community Foundation Tyne and Wear and Northumberland. Sustainability manager Anne-Claire Leydier said: "We want to support and work with local communities to deliver affordable and sustainable energy solutions.

Sunderland Echo, 21st September 2015

THIS YEAR WE

Published our guide for community energy groups on how to get connected to our network

Continued to hold our monthly connections surgeries, which we started in 2013 where customers can discuss current or planned projects with our engineers

Completed the second round of our community energy seed fund (see photo of successful grant recipient in Seaton Sluice) with seven projects receiving funding, including a scheme to help and improve energy affordability through the International Association of Sunderland; and help expand the range of activities of ground-breaking community energy group, Hartlepower.



WE WERE A SPONSOR OF THE NATIONAL COMMUNITY ENERGY AWARDS IN OXFORD. OUR HEAD OF CONNECTIONS MIKE HAMMOND RAN A WORKSHOP ON GRID CONNECTIONS.

A WIDER VIEW

Network Operators need to play a role in the economy well beyond 'keeping the lights on'.

We firmly believe that we all – customers, stakeholders and Northern Powergrid – benefit if we're part of the decision making about how our economy and society grow.

The contribution to long term economic growth, development of new and sustainable energy technologies and more simply our role as a large regional employer all mean that we benefit from and have to reach out to a wide range of political and business networks to explore and seek to fulfill these responsibilities. In the North of England, the advent of government policies to promote the 'Northern Powerhouse' and establishment of new organisations such as Transport for the North make it imperative that we're part of the wider conversation about how to grow the economy, create more jobs and build the energy networks of the future. Unlike a lot of our stakeholder engagement, this dialogue isn't aimed at changing our business today, but long term regional change for the decades ahead.

We take this regional leadership role very seriously. Our Chief Executive, in addition to being Chair of the Yorkshire CBI, has been instrumental in the development of 'Business North'; addressed a meeting of the All Party Parliamentary Group for Yorkshire and North Lincolnshire on future energy networks and gave evidence to the Select Committee enquiry on Low Carbon Infrastructure, alongside representatives from Citizens Advice and the UK Energy Research Centre.

LONG TERM ENERGY DEBATE

The energy debate is fast moving and we believe that it's our responsibility to be part of it – shaping both the debate and our policy response. Alongside Northern

Gas Networks we led two roundtable debates this year, exploring where energy policy and technologies were going and how that would affect customer behaviour. Both events rehearsed the various issues facing the energy industry – from supply to customer demand and decarbonisation. Following the debates and the write-ups, we then used our social media channels to make our contacts in the region and industry aware of the issues raised; and we continue to follow through on the points raised with those who attended.

SMALL BUSINESSES

Small businesses don't have the time or the resource to talk to network companies. They are a critical part of the economy and a powercut can have devastating consequences to their businesses. We've worked hard to go to them rather than expecting them to come to us. Taking advice from Federation of Small Businesses we engaged at a time and place they found convenient.

In Westminster with Prospect Magazine – bringing together key opinion formers such as the economist and journalist Frances Cairncross and the former Secretary of State Sir Edward Davey

In Leeds with Insider magazine, bringing together local employers such as Longcroft Engineering and Inspirit Energy.

We partnered with local energy consultancy Orchard Energy for one of their advice meetings with small businesses around helping them cut their fuel bills. We took this time to explain our role and how we can help them prepare for the risk of a powercut. We also teamed up with Verve, a specialist market research company who also work for the FSB, to run an online survey for us, asking 150 small businesses across our area how much notice they need of a powercut and what they want us to do to help them prepare for floods, powercuts and other disruptions. We're now using that feedback to adapt our own internal practices and improve our advice to small businesses on their resilience to powercuts.



OUR HEAD OF STRATEGY, JIM CARDWELL, REPRESENTED NORTHERN POWERGRID AT ROUNDTABLE EVENTS ON THE FUTURE OF ENERGY NETWORKS ATTENDED BY YORKSHIRE BUSINESSES AND WESTMINSTER POLICY MAKERS.

“IT’S GREAT NEWS THAT POWER HAS NOW BEEN RESTORED TO MORE THAN 500 PROPERTIES, AND WE’LL CONTINUE TO WORK WITH NORTHERN POWERGRID TO ENSURE THE REMAINING PROPERTIES HAVE POWER AS SOON AS POSSIBLE.”

**LEADER, CALDERDALE COUNCIL,
HALIFAX COURIER, DECEMBER 2015**

Orchard Energy is inviting firms to bring along their energy bills to be audited by energy experts to see how they could make significant energy cost savings. Attendees will also hear about the latest initiatives for businesses by Northern Powergrid. Guest speaker Stephen Smith will deliver a short presentation and explain how it is keen to work more closely with SMEs to provide a better service to its customers. *Huddersfield Examiner, 8th December 2015*

ENGAGING LOCALLY

In last year’s submission we discussed how we had reorganised into nine zones to bring our management closer to the areas that we were serving. We developed information tailored to those regions providing key contacts, localised information and the investments in each area.

Focused area events were then developed, starting with a pilot in South Yorkshire (the zone with the most active investment programme at the moment) explaining what Northern Powergrid did locally. Launched in the heart of Sheffield with local councilors and other stakeholders we shared key information about our services and how we could work together in the future. Feedback from South Yorkshire stakeholders will shape the future events and information for the other eight zones in the autumn of 2016.



AFTER THE FLOODS

Boxing Day saw devastating floods across West and North Yorkshire. Many communities not usually hit by flooding were affected and communities like York and the Calder Valley that experience floods more regularly were hit by the worst for a generation.

Northern Powergrid teams worked throughout Christmas week to repair the damage and restore power as quickly as possible.

Since the floods we have kept close contact with all of those affected, particularly Calderdale. When Calderdale Council set up flood roadshows, it was important to us that we attended all five roadshows to offer advice but also to show our commitment in a time of critical need – offering advice and discussing individual compensation issues with the hundreds of Calderdale residents who attended.

When it set up its flood commission, under the independent chairmanship of the National Flood Forum, we were the only private sector organisation to attend each meeting (all in public) and gave evidence at all but one of the sessions. We’ve also held high level meetings with the council and established closer relations than before at day-to-day level to help both sides work through the lengthy repair work and prepare all agencies for the next flooding incident.

TO SUPPORT OUR WORK WITH COMMUNITIES IN CALDERDALE WE PRODUCED A SPECIAL EDITION OF OUR FLOOD LEAFLET, FOCUSED ON ELECTRICITY SUPPLY, HOW TO PREPARE FOR FLOODS AND WHAT COULD BE DONE AFTER THE EVENT.

DIGITAL ENGAGEMENT

We relish the challenge and fast pace of the digital world. We seek to learn from the best. With other customer service companies continually improving their offer, a network company has to work hard to keep pace with changing expectations.

OUR SOCIAL MEDIA CAMPAIGNS PROMOTE OUR BUSINESS BUT ALSO INTEGRATE WITH WIDER CAMPAIGNS, SUCH AS RESPONSIBLE BUSINESS WEEK, FUEL POVERTY DAY AND COMMUNITY ENERGY FORTNIGHT.

Northern Powergrid
@Northernpowergrid

Jul 2

If you're interested in the Craft Apprenticeship scheme, the closing date for applications is 6th April [#NPApprentices](#)

Reply Retweet Favourite

Northern Powergrid
@Northernpowergrid

Jul 2

Did you know you don't need any experience for the [#NPApprentices](#) scheme, just a desire to do well!

Reply Retweet Favourite

Northern Powergrid
@Northernpowergrid

Jul 2

Our recruitment team are now live on [@powergridnews](#) answering questions about our Craft apprenticeship scheme. [#NPApprentices](#)

Reply Retweet Favourite

TWEETING RECRUITMENT

This year we have started using our corporate twitter account, @powergridnews, to host Q&A sessions on a range of subjects, most recently as part of our craft apprentice recruitment guide (see left). The one hour sessions are promoted heavily on our website and social media feeds in the run up to the events, are moderated by members of our social media team with experts from the business on hand to answer questions. We also use the sessions to promote the key messages around the theme of the Q&A. We've found them an excellent way of reaching new people. Allied to more traditional means of engaging with interested stakeholders and marketing they are a valuable addition to our engagement programme on carefully selected issues.



WE USE MAPPING WITH DEMOGRAPHICS OVERLAID TO ASSIST OUR LONG TERM PLANNING AS WELL AS INCIDENT RESPONSE WORK. WE TAKE OUR STAKEHOLDERS ADVICE ON THE VALUE OF ADDITIONAL LAYERS AND HOW THEY COULD BE BEST PUT TO USE.

THIS YEAR WE:

Continued our involvement with Smartklub Leeds, a collaboration between the City Council, Smartklub, and players across the energy chain. Topics included the impact of smart meters on social tenants and the development of a City energy supply company

Advised Northern Ireland Electricity on the development of their website and wider digital offering

Streamlined our pro-active texting of powercuts halving the time from alert to text.

Our website careers page typically gets around 6,000 hits per month, but during March, when we've been heavily promoting our recruitment campaigns, including through the twitter Q&As, this almost trebled to 16,500 views. We'll be tracking how many of our apprentice applicants found out about the programme through twitter as part of our assessment of the campaign's success.

SHARING INFORMATION DIGITALLY

We've built on our interactive map for key stakeholders and the pilot with three

local authorities. The map originally only included live information about powercuts and restoration times but this year after feedback from the pilot and the first tranche of users, we made some significant improvements.

- ▶ We've added planned powercuts to the map to help key stakeholders when identifying power cuts in your area
- ▶ We've added our 10 year major investment data, which can be filtered by category
- ▶ You can view the Local Resilience Forum (LRF) boundaries when viewing the map as well as filtering by local authority or post code area.

The map requires a log-in as it includes some sensitive information, and we have developed a training package that sits alongside it, making sure that busy users can benefit as much as possible from the data on the site. Delivering the training package has allowed us to hear feedback on what works and improvements users would like to see, as well as being able to discuss Northern Powergrid's wider service offering. We now have 87 users

DIGITALLY COMPARED WITH THE BEST

WE KNOW THAT MOST OF OUR CUSTOMERS ARE USED TO INTERACTING WITH THEIR SERVICE PROVIDERS ONLINE – WHETHER TRAVEL, SHOPPING OR ENTERTAINMENT. WE'VE LOOKED AT THE BEST WEBSITES AROUND, AND LISTENED TO WHAT OUR STAKEHOLDERS WANT, IN DEVELOPING OUR CUSTOMER FACING WEBSITE. WE'RE DELIGHTED THAT IT HAS BEEN RECOGNISED AS ONE OF THE BEST IN SO MANY AWARD EVENTS OVER THE LAST YEAR.



and it has been rolled out across all of the LRFs in our area. We continue to improve the breadth and quality of data on the map, and increase through our networks the number of users in key positions.

REPORTING POWERCUTS

In June 2015 we launched one of our biggest online services to date, our online powercut reporter – one of the first network companies to do so. It's a complement to the website facility to keep up to date on our work to fix it. The system allows customers to report

powercuts to us online, in real time, with an immediate text acknowledgement. It gives our customers a greater choice and flexibility over how to report a powercut; allows us to mobilise our resources more quickly; and frees up our contact centre to spend more time on customer calls. In the 10 months since it launched it took 31,000 reports of powercuts – 16% of the total. Each major incident sees a new peak as we switch it to the most prominent position on the homepage – the December storms saw us get over a quarter of our reports through this channel for the first time.



THIS YEAR, WE'VE IMPROVED OUR OPPORTUNITIES TO REFER CUSTOMERS TO ADDITIONAL SERVICES. AS WELL AS THE PSR DATA REFRESH AND THE OPPORTUNITIES THERE (PART 3), WE'VE LISTENED TO OUR STAKEHOLDERS AND REVAMPED OUR WEBSITE WITH BETTER SIGNPOSTING AND MORE PARTNERS SERVICES.

EDUCATING THE FUTURE

Education is one of the most important services we provide. Safety, our future workforce and being a good citizen all matter to us and come together with our education programme.

With the Ahead Partnership, a Community Company based in Leeds, we developed the Make the Grade in Education programme, sending our people out to schools to encourage take up of STEM subjects and provide employability workshops.

This year, after a successful pilot, we have broadened the reach of it to include schools in the North East as well as Yorkshire. We also regularly attend careers fairs and apprenticeship evenings with local schools, often with our present and recent intake of apprentices taking the lead in presenting what it's like to work for Northern Powergrid.

LIGHTING UP LEEDS & SUNDERLAND

We developed the 'Light up Leeds' challenge in 2015 to help us engage with children about engineering across the Leeds area. It's part of our work with the Ahead Partnership to develop STEM and employability skills across our operating area but particularly in those areas with higher levels of deprivation. In 2015, pupils from six primary schools across Leeds took part in a series of workshops to help their understanding of energy consumption, fuel poverty and light design. They were then given five weeks to research and develop a Christmas light design of their very own with a "safety" theme. Following internal heats, a winning team from each school was invited to our training centre to pitch their designs to a panel of 'Dragons' including our Finance Director Tom Fielden and Leeds City Council Executive member, Cllr Mohammed Rafique. The winning

idea 'Elf and Safety' was displayed in the 2015 Christmas Leeds Lights. Participating students from the winning school had a tour of the Leeds Lights Factory and attended a VIP event to watch the switch on of their light. We refined the programme, building on the lessons learnt from the 2015 event and in 2016; we've extended the scheme to Light Up Sunderland, as well as a new area of Leeds.

ENERGY HEROES

Energy Heroes was a scheme that started with funding from DECC, to bring energy saving lessons to life in the classroom through the maths curriculum. A key part of the programme is educating pupils about energy costs and efficiency in the context

LIGHTING UP IN NUMBERS

More than 60 pupils taking part in workshops on Energy efficiency, fuel poverty and art & design

More than 60 pupils researched safety and Northern Powergrid to develop their design and presentation

Potential reach of more than 540 pupils learning about electrical safety through internal school heats

36 pupils took part in engineering activities including workshops developed from our apprenticeship programme

88% pupils felt the activity helped them think about the sort of jobs available in the future

97% of pupils felt the activity improved their team work

89% of pupils had increased self confidence after the activity.



THE WINNING ENTRY IN OUR 'LIGHT UP LEEDS' COMPETITION IN 2015 ON THE THEME OF SAFETY. THE WINNING ENTRY WAS UNVEILED AS PART OF THE LIGHTS SWITCH ON IN LEEDS CITY CENTRE IN DECEMBER 2015 AT AN EVENT HOSTED BY NORTHERN POWERGRID'S SAFETY DIRECTOR.



ENERGY HEROES INCLUDES OUR OWN ENERGY TIPS BOOKLET, EXPERTS GOING INTO SCHOOL ASSEMBLIES, AND CLASSROOM WORK TAILORED TO THE MATHS CURRICULUM.

of their home and school. We became aware of it through our work with community energy groups. After exploration of the programme and an understanding that could bring together our education and community energy work in a single programme, we commissioned the Energy Heroes team to work with 10 schools. With them we identified an area where we didn't have other parts of

our social programme running; which had significant areas of deprivation, and where there was potential for strong community energy links to sustain the programme in the long term (once kickstarted, if the school is keen it needs little external intervention or funding to sustain it for many years). We collectively identified the Dearne Valley and Sheffield areas as the best place to deliver the programme. With teacher training in December and lessons starting in January and February, the project ran through the spring term 2016, with six lessons for each of the 10 schools. The programme has now concluded.

The interim report indicated some very positive results – including an estimated potential saving in costs from the participating schools and pupils own homes of just under £0.25m and we published this on our website and promoted it through press releases and tweets. We will use the final report to evaluate the project and determine how to develop it further.

Key tests for us will be how well the schools, pupils and families have engaged, and the potential to identify other areas that would benefit similarly. It clearly has the potential to be scaled up considerably and to run in selected areas across the country; and from the initial report deliver cost savings and quality engagement. In part 3, page 4 we have shown some of the key outputs from this project as part of our Social Return on Investment illustration.



Energy Doctor CIC
@yorksenenergydr

Feb 4

Launching our [@Northpowergrid](#) project in [#Lidgelgreen](#) & [#Scholemoor](#). See info here: [ow.ly/XVPag](#) [#Bradford](#)



Reply Retweet Favourite



Rosalind Kerven
@Mythsandtales

Jan 1

[@Northpowergrid](#) Many thanks to the team who worked so hard to restore power in NE65 area yesterday after River Coquet swept away the poles!

Reply Retweet Favourite

AWARD WINNING EDUCATION

OUR EDUCATION, EMPLOYABILITY AND WORKFORCE RENEWAL SCHEMES ARE AMONGST THE MOST IMPORTANT PROJECTS WE RUN. WE'RE PROUD THAT THEIR QUALITY HAS BEEN RECOGNISED IN RECENT AWARDS.



A WHOLE WORKFORCE APPROACH

For any company their people really matter, our people deliver for us and our customers in all weathers every day of the year.

Though we've seen our fair share of bad weather this year, our people have done more than keep the lights on. We rely on them to push forward innovation, deliver new ideas, and live the values that our company aspires to. That's why we've taken great strides this year in communicating with and listening to our people.

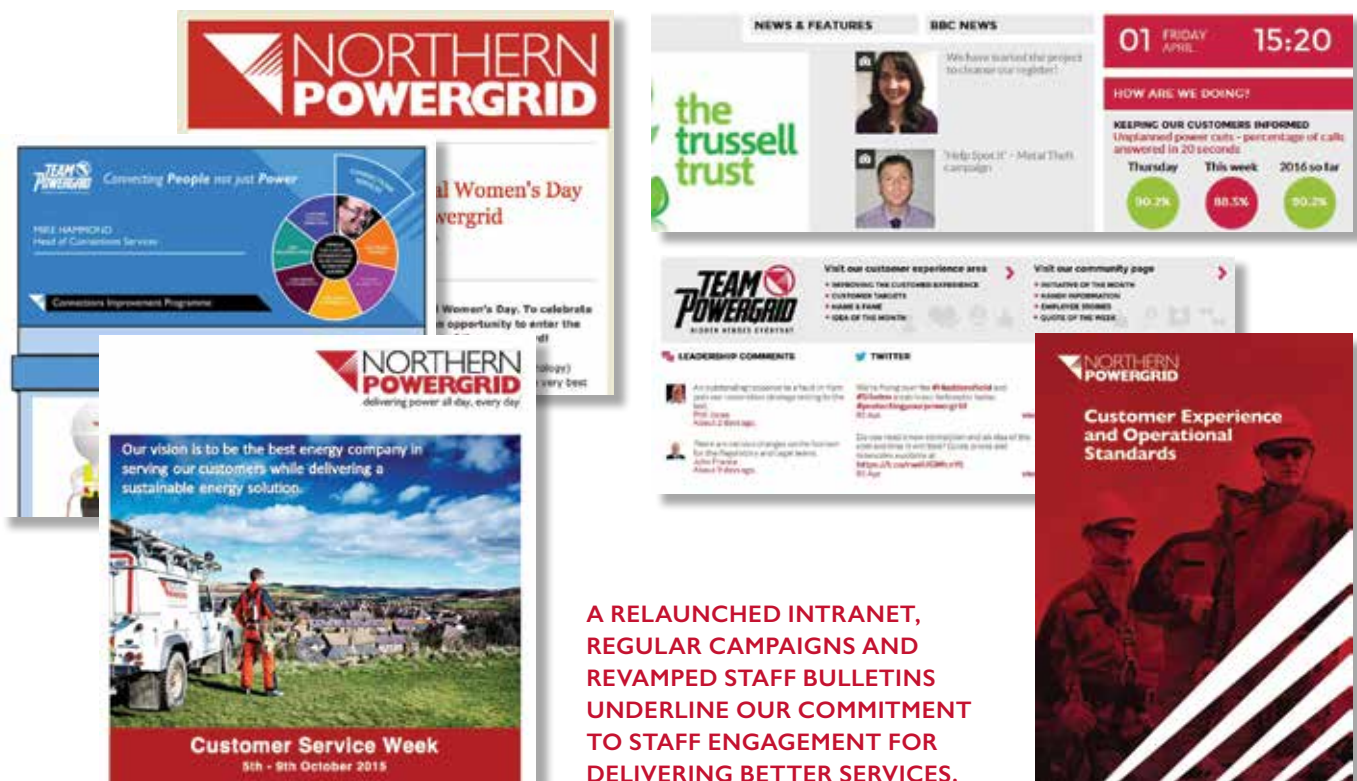
ENGAGING OUR PEOPLE

Some of the initiatives in this report (notably many of our education projects and our long standing work with the Trussell Trust) combine our staff engagement work and our social programme, and we know that the employees who participate get a lot of out of them, professionally and personally.

We will only meet our objectives if our people are behind them and communications and engagement have been one of the areas of improvement we have worked on over the last year. Although we've long had twice-weekly all-staff information bulletins, this year we have started running campaigns, from daily bulletins through customer service week or updating our people on key aspects of our customer service improvement programme over a single week; to one off bulletins such as marking International Women's Day.

The content and styling of the campaigns has changed over time as we've adapted to staff feedback on how they want to receive information. This year, we also relaunched 'the grid' our intranet. With a new cleaner look, it's regularly

updated with blogs from directors and senior management; customer feedback and our work in the community; reports of employee's achievements; and news of how the business is changing. A key piece of feedback from our people was how useful they would find a simple understanding of our standards and policies for working with customers. In response, we produced a 'customer information pack' – a single folder issued to frontline employees containing everything from drop cards to standards and guidelines. We're confident that putting more information about our business and how to best look after our customers into the hands of our frontline teams will improve our customer care and how we listen and engage with them.



A RELAUNCHED INTRANET, REGULAR CAMPAIGNS AND REVAMPED STAFF BULLETINS UNDERLINE OUR COMMITMENT TO STAFF ENGAGEMENT FOR DELIVERING BETTER SERVICES.