

## Appendix B: Individuals consulted through interviews and workshops

During this review we engaged with a selection of the principal stakeholders concerned with the performance of *energywatch* and *postwatch*, as well as a number of comparator organisations from whom we were able to gain an appreciation of the main issues associated with each of the key and common functional areas and the implications of this for organisational performance. The stakeholders and comparators are listed below:

- Members and staff of *energywatch* and *postwatch*
- DTI
- Gas, electricity and postal service suppliers
- Gas, electricity and postal service regulators
- Comparator organisations
- International gas and electricity consumer organisations.

In selecting the methods used to consult stakeholders, we were conscious of the need to strike a balance between ensuring a robust consultation process, and the time constraints under which the review took place. We therefore deployed a range of consultation methods in a concentrated approach, over the period from November 2003 until early February 2004.

The table below summarises the key stakeholders whom we consulted. In each case we ran a semi-structured interviews. As far as possible interviewees were sent a list of questions in advance of the interview.

Individual / organisation	Title
<i>energywatch</i>	
Allan Asher	Chief Executive
Andrew Horsler	Acting Chairman
Paul Kirkbright	Chief Assistant to the Chief Executive
Lesley Davies	Policy and Research Director
Robert Hammond	Policy and Research Analyst
Layo Yusuf	Financial Controller
Lynda Dooley	Staff Development Manager
Carole Pitkeathley	North East Regional Director
David Sidebottom	North West Regional Manager
Audrey Gallagher	Scotland Regional Director
Mario Dunn	Communications Director
Keith Tolladay	Corporate Services Director
David Dorwood	DataForce Call Centre Client Manager
Chris Hobson	DataForce Public Sector Director
Jim Lougheed	Area Manager, North West
Andrew Reddie	Consumer Advisor , North East/North West
Ben Wilson	Consumer Advisor , North East/North West
Kelly Simpson	Consumer Advisor , North East/North West
Gillian Armstrong	Consumer Advisor , North East/North West

Individual / organisation	Title
Bhanu Patel	Consumer Advisor , North East/North West
Helen Baldwin	Consumer Advisor , North East/North West
Debbie Barden	Consumer Advisor, DataForce Customer Contact Centre
Sylvia Honegan	Consumer Advisor, DataForce Customer Contact Centre
Holly Skelton	Consumer Advisor, DataForce Customer Contact Centre
Sarah Murry	Consumer Advisor, DataForce Customer Contact Centre
<b>Postwatch</b>	
Peter Carr	Chairman
Gregor McGregor	Chief Executive
Ian Leigh	Policy Director
Ian Fisher	Network Director
Jan Scoones	Senior Finance Officer
Jock Chalmers	Operations Director
Mark Nicholls	Council Secretary
Narendra Mungur	Finance Manager
Alex Ricketts	Policy advisor
Denise Hopgood	Policy Assistant
Sarah Brooks	Network Policy manager
Nick Winter	Director of Consumer Services
Dr Tom Begg	Scotland Regional Chair & National Deputy Chair

Individual / organisation	Title
Tricia Dow	Scotland Regional Director
Dr Charles Winstanley	East Regional Chair
Linda McCord	East Regional Director
Charles Howeson	Chairman, South & West
Edward Vidler	Vice Chairman, South & West
Gary Hepburn	Regional Manager, South & West
Philip Sumner	Regional Operations Director
Terry Stafford	Regional Manager, London
Andy Frewin	External Relations Director
Denise Craig	Call Centre Manager
Carolyn Papakyriakou	Consumer Advisor, Scotland
Ann-Marie McGovern	Consumer Advisor (Scotland)
Dawn Giddens	Consumer Advisor (East)
Caroline Littleboy	Consumer Advisor (East)
Michele Byrne	Postwatch Consumer Council
Michael Legg	Postwatch Consumer Council
Janine Keys	Postwatch Consumer Council
<b>Comparators</b>	
Air Transport Users Council	Simon Andrews, Chief Executive
	James Freemantle, Industry Affairs Adviser

Individual / organisation	Title
Financial Ombudsman’s Service	Walter Merrick, Financial Ombudsman  David Cresswell, Head of Communications  Barbara Cheney, Company Secretary  Roy Hewlett, Operations Director  Caroline Wayman, Service Manager
General Consumer Council for Northern Ireland	Alan Walker, (Transport)  Jo Stevenson, (Energy)  Michelle Bagnall, Consumer Affairs Officer
Otelo	Elizabeth France, Telecoms Ombudsman
Rail Passenger’s Council	Marie Bourel, Complaints Handling  Ian Stickley, “Voices” Project Manager  Mike Hewitson, Policy and Research Manager  Caroline Jones, Communications Manager
Watervoice	Roy Wardle, Secretary to Council
National Consumer Council	Ed Mayo, Chief Executive
Energy and Water Ombudsman for Victoria, Australia	Fiona McLeod, Energy and Water Ombudsman
Energy and Water Ombudsman for New South Wales, Australia	Clare Petre, Energy and Water Ombudsman
Electricity Complaints Commissioner for New Zealand	Judi Jones, Electricity Complaints Commissioner
<b>Other Stakeholders</b>	
DTI	Edward Blades, Assistant Director of Consumer & Competition Policy Directorate

Individual / organisation	Title
	Geoff Hatherick, Head of Consumer Policy  Jan Wright, Deputy Director of Postal Services
H M Treasury	Cerys Morgan - Competiton Regulation and Energy Markets  Adam Land - Competiton Regulation and Energy Markets
Royal Mail	Stephen Agar, Director Strategy & Regulatory Affairs  John Duncan, Head of Regulatory Strategy  Joanne Elliot, Head of Postwatch Relations
Centrica	Jill Harrison, Head of Consumer Affairs
Npower	Kevin Miles, Residential Managing Director
East Midlands Electricity	Phil Wilson, Customer Operations Manager
OFGEM	John Neilson, Managing Director of Corporate Affairs  Iain Osborne, Director of Consumer Markets
Postcomm	Debbie Gillat, Director of Customers and Operators

## Appendix C: Documents provided for review by *energywatch* and *postwatch*

Energywatch	Postwatch
<b>Responsibilities and relationships</b>	
<ul style="list-style-type: none"> <li>▪ Memorandum of Understanding</li> <li>▪ Working Arrangements - Complaints &amp; Enquiries</li> <li>▪ Exchanging &amp; Disclosing Information</li> <li>▪ Council Work Programme 200412005</li> <li>▪ Council Strategic Planning Supporting Papers</li> <li>▪ Mid Year Review 2003 12004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consumer Council for Postal Services - Management statement &amp; Financial Memorandum</li> <li>▪ Memorandum of Understanding between Postwatch and Postcomm (Original dated April 2002, Revised {Abandoned} version dated March 2003)</li> <li>▪ Specification for contracting our Postwatch services (Regions: South West, North of England and Scotland)</li> </ul>
<b>Organisation &amp; Staffing</b>	
<ul style="list-style-type: none"> <li>▪ Structure of GECC - Consultation Document</li> <li>▪ Structure of GECC - Response to Consultation Document</li> <li>▪ Supporting Material Issued to Staff Regarding Structure of Organisation</li> <li>▪ Organisational Chart - December 2003</li> <li>▪ Consultation Document - Lay Committees</li> <li>▪ Decision Document - Lay Committees</li> <li>▪ Consumer Advisor – Checklist of Learning Points</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central office organogram 2003-4</li> <li>▪ Constitution and Rules of Procedure (details of structure, roles and responsibilities of the National council, regional and ad hoc committees).</li> <li>▪ Appointment of Postwatch staff (as at 9 October 2003)</li> <li>▪ Postwatch regional structure</li> <li>▪ List of Postwatch staff</li> </ul>
<b>Finance</b>	

<b>Energywatch</b>	<b>Postwatch</b>
<ul style="list-style-type: none"><li>▪ Financial accounts for 2002/03</li></ul>	<ul style="list-style-type: none"><li>▪ Postwatch Guidance note (Manual of Financial guidance and procedures)</li><li>▪ Monthly management accounts for October</li><li>▪ Financial accounts for 2001/02</li><li>▪ Financial accounts for 2002/03</li><li>▪ Guidance note 1 – Financial guidance and procedures (2001)</li><li>▪ Financial guidelines for Regional offices run centrally (Region: Eastern)</li></ul>

Energywatch	Postwatch
<b>Strategy &amp; Performance</b>	
<ul style="list-style-type: none"> <li>▪ Work Plan 2004 - Consultation Document (December 2003)</li> <li>▪ Work Plan 2004 Stakeholder Launch Address (11 December 2003)</li> <li>▪ Making Competition Work for all Consumers (FWP 2003 12004)</li> <li>▪ Making Competition Work for all Consumers (Consultation Document)</li> <li>▪ What we plan to do - Year 2 (FWP 2002 12003)</li> <li>▪ What we plan to do - Year 2 (Consultation Document)</li> <li>▪ What we plan to do (FWP 2001 - 2002)</li> <li>▪ Measuring Up - energywatch Key Performance Indicators (2001 12002)</li> <li>▪ Forward Work Programme Production Schedule</li> <li>▪ Forward Work Programme 2001 12002 (Consultation Document)</li> <li>▪ Forward work programme 2003/04</li> <li>▪ Annual Report November 2000 to March 2002</li> <li>▪ Annual Report April 2002 to March 2003</li> <li>▪ Published Accounts 1st November 2002 to 31st March 2003</li> <li>▪ Performance report (December 2003)</li> <li>▪ Council Work Programme 2004/05</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate Plan (Aims &amp; objectives for period January 2001 - March 2003)</li> <li>▪ Forward work programme 2002/03</li> <li>▪ Forward work programme 2004/05 – first draft</li> <li>▪ Way Forward (Plan for 2003-2006)</li> <li>▪ Annual reports 2001/02</li> <li>▪ Annual reports 2002/03</li> <li>▪ Central office – key performance indicators 2003/04</li> <li>▪ Central office – key performance indicators 2003/04 (Q1 Monitoring)</li> </ul>

Energywatch	Postwatch
<b>Other</b>	
<ul style="list-style-type: none"> <li>▪ Doing Better for Consumers: Address to NAO 1 RIN Seminar September 2003</li> <li>▪ Summary Recommendations of Business Process Re-engineering</li> <li>▪ Terms of Reference and Project Initiation Documents for all Frontline Services</li> <li>▪ Consultation Document – Ann Robinson, chair of the Gas and Electricity Consumers’ Council</li> <li>▪ Doing Better for Consumers – Allan Asher, CEO (NAO/RIN Stakeholder Seminar)</li> <li>▪ Book of Knowledge Completion and Update – Terms of Reference</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft paper to Council on Risk Policy and Risk Strategies</li> <li>▪ Complaints Handling - Code of practice</li> <li>▪ Complaints Handling - Procedure Guidance</li> <li>▪ Notice to staff regarding benchmarking study</li> <li>▪ Management Paper – The Shape of Operations following the change in Accounting structure and possible avenues of outsourcing</li> <li>▪ Salary levels</li> <li>▪ Recent statistics</li> <li>▪ Supporting information file from Postwatch South and West</li> <li>▪ <b>Regional Structure</b>                      POUNC document setting vision and structure for CCPS                      Regional Committee/Panel structure                      Regional office Structure                      Curriculum Vitas</li> <li>▪ <b>Panel Membership</b>                      Panel membership and representation                      Examples of representation</li> <li>▪ <b>Regional Budget</b>                      Budget Allocation</li> <li>▪ <b>Performance</b>                      Best Practice                      Key Performance Indicators’ reports                      Operational Plan</li> <li>▪ <b>Complaints</b>                      Levels                      Themes                      Compensation                      Case studies – Bognor Regis and Waterlooville</li> <li>▪ <b>Media</b>                      Media Summary                      Interview Report</li> </ul>

Energywatch	Postwatch
	PR report Current activities Pillartalk <ul style="list-style-type: none"> <li>▪ <b><i>Stakeholder Liaison</i></b>                          MPs, Local authorities and other stakeholders                          Public meeting</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b><i>Consultation and Research</i></b>                          Price Increase                          Rural flexible fund                          Universal Service                          Postcode changes                          Business as usual Post Office changes</li> <li>▪ <b><i>Regional Meetings</i></b>                          Agendas and Minutes</li> <li>▪ <b><i>Other Issues</i></b>                          Urban Network Reinvention                          Rural Post Offices                          Tailored Delivery (Public meeting report and feedback form)</li> </ul>