

LEEDS CABLE

Stakeholder communications to protect the organisation's reputation during highly disruptive cable laying.



TARGET AUDIENCE

- City stakeholders, from councillors and officers to local business 'movers & shakers'
- Local media
- Affected residents and businesses

CAMPAIGN

- Leeds Cable, later Cable & Wireless, wanted to maximise interest in its service but avoid the damage to reputation experienced by its competitors in other cities where cable laying had negatively affected communities.
- Detailed analysis of affected routes and work schedule studied by consultancy.
- Stakeholder mapping to pinpoint affected and interested/influential parties.
- Launch presentation to over 100 'movers & shakers' organised and managed in city.
- Media interviews about investment and benefits on launch day.
- Competitions for communities to win television, related equipment and holidays.
- All schools and other community amenities serving affected residents presented with free televisions and related equipment prior to work in their areas.
- Continuous programme of pre-work letters to residents, with questions and concerns dealt with swiftly, fairly and with understanding.
- Continuous distribution of media stories about planned works, disruptions, and alternative traffic routes, complemented by positive stories about television equipment donations, other charitable giving and competition prize winners.



RESULTS

- Excellent launch event attendance, with standing room only, generating positive 'vibe' in the city.
- Front page news in print media, excellent broadcast media, all adding to positive feeling in the city.
- Excellent community feelgood factor from work with schools and amenities.
- Letters from residents in local press complimenting cable company on helpful and caring attitude during works.
- Scheme completed on time, on budget.
- Reputation not only protected but actually enhanced.

OUR SPECIALIST SERVICES INCLUDE:

- Risk analysis / social impact assessment
- Political stakeholder mapping (local and national government)
- Strategic communications planning
- Internal communications – including strategic alliance partners
- Community Relations – consultation & public information
- Media Relations – proactive or preparation to be instantly reactive
- Events organisation & project management services
- Copywriting, design and production of resources
- Design for digital, print & displays
- Audit trail & post-campaign analysis



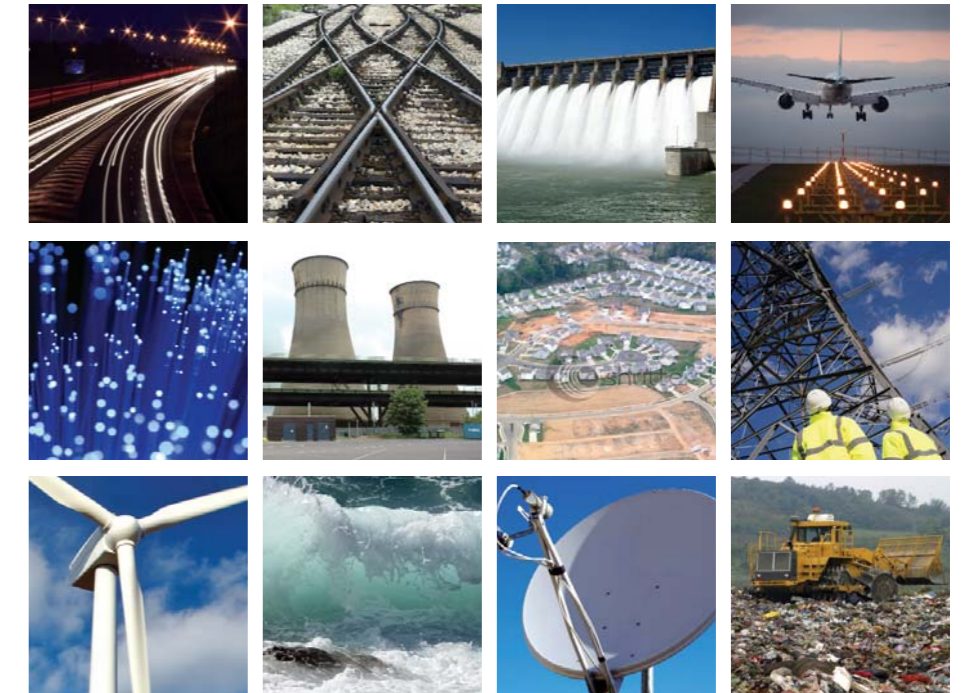
Freshwater is fully accredited under the PRCA's Consultancy Management Standard (CMS) which is widely recognised as the communications industry quality management standard and benchmark that ensures consultancies employ the best practice methods in the management of their businesses and in support of their clients. It includes elements of the ISO 9002 family of standards (including ISO27001), Investors in People and the European Foundation for Quality Management business excellence model.

Achilles UVDB 85757

For more information please contact

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freshwater



Specialist communications consultation for
Major Infrastructure Projects



The future development of energy, water, transport and waste infrastructure projects is one of the most complex and politically sensitive debates taking place in Britain as we enter the 21st century.

Detailed local knowledge, empathy with communities' concerns and constant awareness of changing local issues are vital if infrastructure projects are to succeed. Thanks to a unique combination of specialist sector teams delivering communications strategies regionally out of ten offices across the UK, we are able to guide organisations through the UK regulatory environment and political maze whilst balancing these needs with our local intelligence about stakeholders' potential concerns.

Our experience includes electricity and gas national transmission and regional distribution businesses, an international cable operator, a nuclear energy organisation, a water supplier, an independent oil company, an infrastructure delivery contractor, a waste recycling plant, planning consultants, and many local authority regeneration schemes.

We can also offer extensive experience of major infrastructure projects in the transport industry and marine renewable energy field with such projects as deep sea container terminals, airport terminals, major road building schemes (M6 Toll) and rail network developments (e.g Docklands Light Railway).

We are very experienced at dealing with all forms of consultation requirements which form part of planning applications linked to Transport and Works Act orders. Our Public Affairs team focuses on national planning legislation and advises clients on all forms of representation on such measures in the House of Commons and the House of Lords so we understand the political, regulatory, community and environmental issues – from both sides of the fence.

The way we see it, you can be left to doing what you do best, knowing that we are delivering the same best practice on your behalf.

Whilst the need for such schemes is generally appreciated by society, there is a constant conflict of interest between the national need and the impact on local communities affected by the infrastructure works - be they for example a new generator of power, electricity connection or gas pipeline, new reservoir, road, airport runway or waste recycling plant.

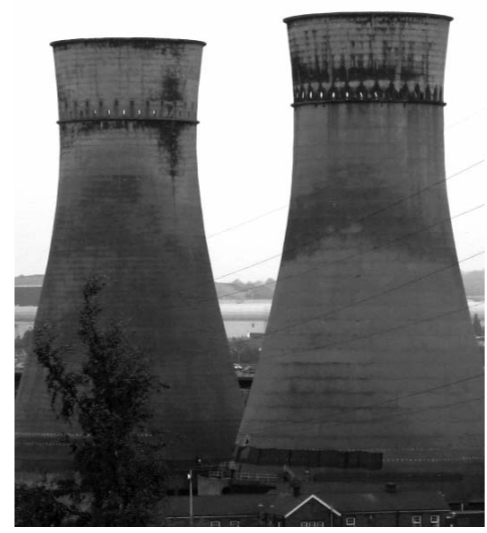
And all this at a time when people, who have a greater awareness of their rights than ever and can quickly broadcast their concerns online to rally support, are asking if the new Infrastructure Planning Commission (IPC) will increase or decrease their say in planning decisions.

The need for effective communications and consultation by organisations commissioning and managing infrastructure projects has never been greater if they wish to protect their reputations and see work delivered on time, on budget.

Freshwater is a specialist planner and manager of effective stakeholder relations programmes for major capital projects. We make sure we understand our clients' needs, carry out detailed research and risk analysis, then create and deliver bespoke communications tactics to support a scheme's operational objectives.



community relations support around the demolition of Tinsley cooling towers & communications support for submission of a planning application for a new biomass power station on the Blackburn Meadows site.

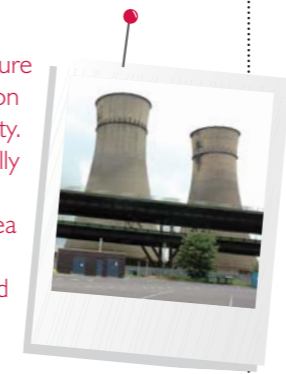


TARGET AUDIENCE

- Residents of the Tinsley ward and surrounding areas
- Local and regional councillors, MPs and other stakeholders
- Local and regional media

CAMPAIGN

- Establish positive relationships with local community groups and ensure that, wherever possible, money spent on activities such as distribution and translation services was channelled back into the local community.
- Support proactive media relations, highlighting any issues raised locally for response from E.ON.
- Organise a series of local consultation events, in both the Tinsley area and in the city centre.
- Provide support for the day of demolition – an event which attracted 10,000 people to watch the 3am explosion – including setting up a text messaging raffle for someone to win the opportunity to set off the countdown.
- Design and project manage a series of commemorative materials, including exhibitions, books and postcards, to mark the towers' 70 year history.
- Identify and establish relationships with two local charities to receive all proceeds from the commemorative materials.



RESULTS

- The towers were successfully brought down with 10,000 people in attendance.
- Sales of the books and postcards well received, with a significant amount of money already raised for the two chosen charities and long-term relationships established with both.
- Planning permission for the biomass power station is now in place, and plans for continuing proactive communication with the local community during the building phase are currently being developed.



Stakeholder communications to help secure consent for a new high-voltage substation originally refused planning permission in Northumberland, & then support construction.



TARGET AUDIENCE

- Residents of Fourstones, near Hexham, close to the site identified
- Local councillors
- Local media
- Other stakeholders and interested parties who had supported or opposed the original application

CAMPAIGN

- A review of the application plus on-the-ground social impact assessment work enabled us to decide communications should be contained and focus on the 'need case' which had not previously been communicated. Complemented by bespoke micro-communications to engage with all concerned parties.
- Relationship established with National Grid's 'customer', Northern Electric/NEDL (now CE Electric UK) to determine need case.
- Newsletter produced, explaining the need case and benefits to local people, and distributed with letters to all residents of Fourstones and other stakeholders.
- Media meetings purposely limited to one, the highly influential local newspaper.
- 24/7 telephone Hotline set up and managed by consultancy.
- Programme of letters to stakeholders who objected, answering all their concerns in detail. One-to-one meetings provided where offer taken up.
- Briefings for councillors.
- Construction Community Relations programme devised and promised to community.

RESULTS

- Micro-comms programme eventually resulted in objector group being reduced to just a few.
- Hexham Courant, a broadsheet, ran a 1.5 page pro-substation editorial, with plans and maps, including a one third front page spread.
- Councillors, whilst stating they would prefer not to have the substation near Fourstones, approved its construction "for the region's greater good".
- Consultancy provided full CR programme, as promised, during trouble-free construction. Site now operational and local power cuts reduced dramatically.

