

Network business plan engagement strategies: Best practice report

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1 Introduction

As we develop our approach to stakeholder engagement for the RII0-ED2 price control review and the creation of our new business plan, we have undertaken best practice research looking within and beyond the electricity distribution sector; including water companies, gas distribution networks and electricity transmission networks.

We have also incorporated the views of Citizens Advice, the consumer champion for energy issues, through their guidance 'Strengthening the voice of consumers in energy networks' business planning'.

As electricity networks plan their engagement, water companies are coming towards the end of their price control review cycle, known as PR19. We have learned a lot through direct engagement with water companies as part of our research into best practice which will inform our own engagement. Although water companies have a different regulator to Electricity North West there are similarities in regulatory requirements and many up-to-date best-practice lessons that we will incorporate, such as an early and robust segmentation of our customers.

In this report we look at the best water companies for engagement, as assessed by Ofwat, the water companies' regulator. Ofwat's initial assessment of plans resulted in Severn Trent and United Utilities being fast-tracked through the process, due to the quality of their plans, while they also recognised the breadth and depth of Anglian Water's customer engagement as best in class – the only water company achieving an 'A' rating in this area. The approaches of these three water companies have been assessed as part of this review.

At the time of writing in 2019, all energy networks apart from electricity distribution network operators are currently consulting on first drafts of their business plan proposals for the next price control period. As these companies are all regulated by Ofgem, the same regulator as Electricity North West, gaining an insight into other energy networks' approaches will provide us with an insight into how they have interpreted Ofgem's regulatory requirements.

This report has been split into two to highlight the best practice in firstly companies' strategic approach and secondly the key engagement activities they have employed. Summaries are shown in the main document, with specific networks approaches detailed for each section in the relevant appendix.

Not every company has demonstrated their approaches in every area of good practice set out in this report, but we have selected those that appear to have demonstrated the best value outcomes.

This report forms part of an overarching 'shaping' report which will also include a review of ED1 stakeholder engagement and a triangulation exercise of all our existing customer and stakeholder input.

2 Strategic approaches

Many companies have undertaken an extensive review of their customer and stakeholder engagement strategies as part of their business plan preparations however they have strongly emphasised that their new engagement approaches haven't been revised in response to the new price control period but to align with the changes in their respective markets as a whole.

Within the energy sector there has been a recognition that the range of topics that customers and stakeholders need to be engaged on has widened to reflect the change and complexity of the sector. There has also been an emphasis on the importance of not only engaging with current customers but also future bill payers

Segmentation, triangulation and transparency have come out as key elements of a successful approach.

The three water companies (Anglian Water, United Utilities and Severn Trent) developed a new customer **segmentation** model based on attitudes and behaviours as well as socio-demographic data which allowed them to better align their engagement activities with stakeholder preferences. Within the energy sector customer segmentation is often limited to vulnerability mapping which is often based on demographic data.

In their strategic approaches companies have used their segmentation models to adapt existing channels as well as creating new mechanisms to align with customer and stakeholder engagement preferences to gain insight into their priorities.

Alongside the development of their engagement strategies, many companies have also developed new valuation strategies to not only reflect the changes in the energy sector but also to enable customers to participate.

Triangulation brings together the resulting insight from engagement programmes, enabling companies to determine priorities and to produce a set of business plan commitments. The best example of this we have seen was by Anglian Water, who throughout their engagement programme, ran an **ongoing synthesis** exercise of customer views using a specialist dedicated resource. As part of Electricity North West's shaping phase we employed Impact to undertake a triangulation exercise to assess and review our existing customer research to identify potential gaps. This insight has fed into our new customer engagement programme.

Anglian's process involved taking each source of customer insight, extracting the relevant opinions and tabulating alongside similar topics from other sources. These insights may agree or disagree with each other. Then, each topic is integrated into the synthesis report, which is structured around Anglian Water's ten outcomes. The synthesis report was produced on a monthly basis over a 12-month period with two baseline versions. The first version fed into the consultation plan and the second version fed into Anglian Water's business plan for submission.

As well as synthesis, **transparency** was a key element of the most successful organisations' approaches.

As part of business plan creation processes, companies across water and energy have introduced independent panels to review and challenge their engagement activity. Electricity North West was one of the first distribution network operators to appoint an independent chair, back in December 2018, and hold its first meeting of the newly-formed Customer Engagement Group in May 2019. The

purpose of these independent groups is to challenge companies on their business plan preparations including design, execution, analysis and application of their engagement programmes. They also provide transparency if used correctly.

Many decisions will involve trade-offs and disagreement. In stakeholder discussions and in draft business plans, highlighting where trade-offs exist, where disagreement lies, and why certain solutions were chosen over others can also support this principle of transparency.

Websites were utilised to provide communication and engagement with customers and stakeholders by all companies, allowing interested parties to access key information and engage with the companies depending their preferences. Content and format is key here, with some sites working significantly better than others.

In the development of their business plans many companies have created specific pages and/or microsites to communicate and engage stakeholders in the process. All companies within this review have broken down their business plan into digestible chapters to allow stakeholders to engage only with relevant issues that they are interested in.

Using videos as a medium to communicate sector challenges and business plan proposals is also a key feature for many companies allowing issues to be explained in an accessible way, ensuring transparency in the challenges and process of engagement.

2.1 Citizens Advice guidance

Through its publication, 'Strengthening the voice of consumers in energy networks' business planning', Citizens Advice has provided energy networks with helpful guidance on their views of best practice. Citizens Advice has explained that there are three spaces in which the voice of the consumers can influence energy networks' business plans and day-to-day activities:

- Through direct engagement.
- Through representatives on stakeholder panels.
- In challenge groups.

Before setting out their recommendations for each space for the consumer voice Citizens Advice highlight a range of general best practice that companies should implement.

- **Demonstrate the contribution to consumer outcomes:** The aim of consumer engagement is that it leads or contributes to positive outcomes for them in the short or long term. We believe companies should be required to demonstrate how they achieve this.
- **Make space:** The domestic and small business consumer voice should be heard in all three spaces that we identified: through direct engagement, through representatives on stakeholder panels, and in challenge groups.
- **Use the full spectrum:** Network companies should consider using the full spectrum of the levels of engagement that exists - from informing to empowering consumers and their representatives.
- **Be explicit:** Many decisions will involve trade-offs and disagreement. In stakeholder discussions and in draft business plans, network companies can help the debate by highlighting where trade-offs exist, where disagreement lies, and why certain solutions were chosen over others. They should be transparent about which groups may be disadvantaged by certain decisions and how they plan to mitigate this.

- **Share and collaborate more:** Consumers stand to gain if network companies share findings of their consumer research, share learnings about which engagement methods did and didn't work, and if they collaborate where they are trying to reach the same people or solve the same problem.
- **Evaluate better:** Ultimately the benefits of engagement should outweigh the costs. It has to be worth consumers' time and money. Network companies, together with challenge groups, should evaluate their engagement activities and quantify and qualify their impact as far as possible.

The recommendations from Citizens Advice are in relation to the three spaces for consumer voice:

- The range of topics that consumers are engaged on needs to widen to reflect the change and complexity of the energy system. Engagement has moved beyond reliability and service standards to now include complex long term decisions including electric vehicles and heat pumps. These issues will affect all consumers; they may wish to or be required to change their behaviour, pay more, install new devices in their homes or tolerate street works and interruptions to supply.
- To be transparent on areas which have involved trade-offs and disagreement. This will include how certain stakeholder groups may have been disadvantaged by certain decisions and how they will plan to mitigate them.
- Energy networks should consider a number of topics for engagement including network investment, willingness to accept and implications of alternative forms of connections, managed electric vehicles charging and willingness to participate in electricity flexibility markets.
- To tackle some of the more complex and technical issues companies should consider using deliberative methods which allows participants time to learn about an issue, consider and discuss it in depth and then come to a considered view.
- To deliver different levels at which engagement can take place from informing to empowering consumers.
- Companies should share and collaborate to the advantage of consumers to avoid duplicating efforts, learn from each other's mistakes and successes and to avoid engagement fatigue.
- To develop better ways of evaluating effectiveness and monitoring costs and benefits of engagement activities.
- To support their stakeholder panels to develop a better understanding of domestic and business consumer views on complex or emerging issues.

In March 2018 Ofgem undertook their RIIO-2 framework consultation Citizens Advice provided their thoughts on the framework but in addition set out five principles that they think need to be met in order for the next price control to really deliver for consumers:

1. **Profits are lower than the previous price control, to more accurately reflect the relative low risk for investors in this sector.** The energy regulator Ofgem has allowed energy network companies to earn excessive profits, costing consumers billions of pounds. These companies are attractive to investors because of the low risk nature of essential service monopolies. Future profit levels should be set at a level that more accurately reflects that low level of risk.
2. **The value of any unspent funding for infrastructure projects is returned to consumers promptly and in full.** Through their bills, consumers are paying for significant infrastructure investment. However, if energy network companies defer these projects or decide not to undertake them, they are sometimes able to keep a portion of that funding. This can drive up costs for consumers.

3. **Industry business plans and regulatory decisions are directly informed by consumer (including future consumer) feedback and research.** Because energy is an essential service it's crucial that consumers' views are properly reflected in the networks that they pay for.
4. **Companies are required to publish complete information on their performance, financial structures, gearing and ownership.** Increasing transparency in a monopoly essential service will help to ensure that consumers are getting value for money. At present, Regulatory Accounts don't provide a complete picture of how firms are operating under the RIIO framework. These should change to include the impact of different capital structures, financial outperformance, derivative portfolios and how returns differ from the regulator's assumptions.
5. **Innovation funding and incentives support consumers in the transition to a low-carbon future, particularly those consumers in vulnerable circumstances.** Future demands on the energy system are hard to predict. For example, smart homes, electric vehicles and the need for increased energy efficiency will put different demands on energy networks. It's important that the needs of consumers - particularly those in vulnerable circumstances - are reflected when decisions about the future of the energy networks are made.

National Grid, in their summary report, referenced it directly, showing the principle, what they had done to address it, and the outcome. This model ensures transparency of the process and demonstrates implementation of the principles.

We commit to considering all these recommendations throughout our engagement activity and are thankful to Citizens Advice for their clarity and insight.

2.2 Engagement strategies

All organisations in this study appeared to have significantly updated or up scaled their engagement strategies and activity in response to challenges now being faced by their stakeholders and within their sector to develop robust business plans. That said, a number of companies have emphasised that they have not developed new strategies solely for the purpose of their next price control periods. The ambition of many companies is that these strategies now need to be maintained and become business as usual, rather than be ramped up and down every five years for a price review

Strategic frameworks acting as guidance as to how organisations undertake engagement varied between networks, although all had them. Severn Trent adopted Maslow's Hierarchy of Needs framework, based on the rationale that not all customer needs are equal. Severn Trent and Anglian Water both conducted preliminary research to understand their customers better in general terms, rather than starting with water. This 'outside-in' approach allows companies to see customers as individuals with other issues and other priorities in their lives as a starting point. This then enables the companies to engage on specific issues in a relatable way which is more engaging and tailored to the individual and therefore produces a better quality output. It is important to note that Accountability's AA1000 Engagement Standard is the most commonly used standard within the energy sector.

2.3 Independent Customer Challenge Groups

Both Ofgem and Ofwat have set out their expectations for enhanced Stakeholder Engagement including the requirement to set up and maintain customer challenge groups that will scrutinise proposed business plans and to bring about improvements in customer engagement approaches. These groups will provide independent assurance on the quality of a company's customer

engagement and the degree to which the results of this engagement are reflected in the company's plan.

It is important to note that the water companies' customer challenge groups are well established since the regulatory requirement was first introduced in 2011. These companies have created sub-groups to their customer challenge groups which provide focus on key elements of the business plan and customer engagement programme.

2.4 Segmentation

Traditionally customer segmentation models were created using socio-economic demographic data such as age, income and ethnicity. However it has been recognised customers vary in their experiences and views so new segmentation models have been developed based on attitudes and behaviours as well as demographic data.

The three water companies within this review have all created a new segmentation model to understand their customers' needs and priorities and in particular customers who may be experiencing financial difficulties. These companies have also used their new models to guide their customer engagement programmes.

Energy networks have prominently looked to their stakeholder maps to develop a bespoke and tailored engagement programme. It is important to note the relationships that ESO, Gas and Electricity Transmission networks have with domestic households is minimal. Therefore a detailed customer segmentation exercise may be seen as excessive. For electricity distribution networks there has been a level of segmentation surrounding customers in vulnerable circumstances but only in regards to demographic data.

2.5 Triangulation

Triangulation is the process of bringing together each source of insight from the engagement programme which enables companies to identify stakeholders' needs, expectations and opinion from their engagement programmes. Data sources include not only customer research outcomes but also operational data and external publications i.e. regulatory requirements. Triangulation allows for the identification of common priorities and where there is a divergence in stakeholder views. Triangulation should be undertaken on a regular basis throughout an engagement programme as it allows for further research to be undertaken if necessary. Some companies have employed an independent consultant who has not been involved in the research and is not employed by the company, to undertake their synthesis review.

For example Anglian Water employed a consultant with no prior knowledge of their research and therefore did not have any pre-conceived ideas. The process involves taking each source of customer insight, extracting the relevant opinions and tabulating alongside similar topics from other sources. A synthesis report was produced a monthly basis with two baselined versions which were used to develop Anglian's engagement strategy and draft business plan.

2.6 Consultation of initial proposals

As part of regulation requirements companies are expected to undertake a consultation exercise of their draft business plan proposals. The outcomes of this exercise will allow companies to develop

business plans which are not only fit for purpose but also reflect customer and stakeholders' priorities.

To enable as many customers and stakeholders to engage in the consultation of companies draft business plans, media campaigns and a mixture of engagement channels have been employed. For example United Utilities' campaign consultation sought to inform stakeholders about their proposals using the positioning statement "you care more than you think" and using a mix of offline and online channels.

Another way companies have enabled customers and stakeholders to respond to their proposed draft business plans is the separation of chapters within the plan. The benefit of taking this approach is that customers and stakeholders can respond to proposals that are of most interest to them and not necessarily the whole business plan. This reduces the risk that customers and stakeholders may decline to respond to the consultation. For example National Grid's Electricity Transmission Network has separated their draft plan into eight chapters based on their stakeholder priorities. On their website stakeholders can either simply read a one page summary of each priority or download the full chapter. For each priority National Grid have described:

1. What the stakeholder priority is about
2. National Grid's activities and current performance
3. What stakeholders have told National Grid
4. Their proposals for the next price control period
5. How they will deliver their proposals
6. The proposed costs for the next price control period and impact on consumer bills
7. How they will manage risk and uncertainty
8. Next steps

3 Tactical engagement activity

A recurring theme in the best engagement strategies for those companies we reviewed was that the programme was generally broken down into three key areas:

1. Business as usual and operational data
2. Targeted engagement
3. Valuation research.

3.1 Business as usual and operational data

An area that can easily be overlooked, the companies who did this well recognised the huge range of data collected by networks every day. From call centre data, to operational reports, this business-as-usual data can be used to gain insight into customer priorities. Customer satisfaction surveys, complaints data and social media interactions for example, should be utilised for business plan purposes. We are not developing our plan in a vacuum and we recognise the value in the data already available to us.

For example United Utilities have looked to business as usual customer surveys where they continually test customer views or opinions over time to compare responses period-on-period. United Utilities have also used speech analytics systems to analyse daily inbound telephone call volumes to identify common themes and issues. Analysis of their website and social media channels to identify how customers are engaged with the water company but also what their priorities is another way United Utilities have used their business as usual data to inform their business plan.

3.2 Targeted engagement, including who and how

Targeted engagement means undertaking research which focuses on engaging with a specific stakeholder group on particular issues which allows companies to carry out in-depth analysis of stakeholder views.

Who?

Customer and stakeholder segmentation is absolutely key to ensuring successful robust engagement. We learned this from speaking with companies who carried out segmentation to different levels at different times. In conclusion, we have determined that we need a large scale in-depth segmentation exercise for customers, as well as reviewing our stakeholder engagement segmentation as early in the process as possible. The following sample of groups are key for engagement:

Customers in vulnerable circumstances

This has been a long standing regulatory requirement therefore many companies have included a programme of engagement and support for customers in vulnerable circumstances and hard to reach groups and this is no different for development of their business plans for the next price control period. This has meant adapting and creating channels that are accessible in order to gather insight into this stakeholder group's priorities.

The water companies have adapted their engagement techniques which recognise the needs of customers who are in vulnerable circumstances and hard to reach groups. The water companies

also acknowledged that the first step to understanding these customers' needs is to make initial contacts which help build trust and confidence in a future relationship. Anglian Water undertook an ethnographic depth study with customers with a wide range of potential vulnerabilities to understand customer behaviours and interactions. Ethnographic studies are a type of research method which involves face-to-face interviews and observations to understand customer behaviours and interactions.

Future bill payers

Engaging with future bill payers has been seen by regulators as key element in the creation of companies' business plans. This is because when the new price control period it is likely that they will be customers. Examples from other companies' engagement programmes include facilitating workshops at secondary schools and the recruitment of young people at consultation events.

United Utilities formed a partnership with Youth Focus NW which involved identifying young stakeholders from a range of backgrounds to identify projects that they develop and deliver. This in turn allowed United Utilities to gain insight into future bill payers' priorities. United Utilities also undertook a bespoke digital campaign to find a teenage 'vlogstar' to raise awareness amongst young people. United Utilities have also worked with Youth Focus NW to develop a money management course which involved a co-creation of materials on better financial planning with a group of young people. The output is five stand-alone sessions and a 'take-away' summary, materials for a Curriculum for Life module: Managing your money. Other organisations can use these materials to deliver the course within their own organisations.

Scottish Power Energy Networks (SPEN) looked to their existing youth engagement panel to gain further insight into future bill payers' priorities. SPEN also work with Youth Focus NW to support a group of young ambassadors who come together to create programmes of sustainable living education and to create local campaigns and charters that impact on local policy and practice.

Business customers

Businesses are also a key stakeholder group for water companies and energy networks as they receive services from these companies to run their businesses. As a stakeholder group, businesses range from large companies to small and medium sized enterprises to sole traders. It is therefore important businesses are engaged in the development of networks' business plan. For many companies engagement with businesses is simply an extension of their household customer engagement programme. But our research tells us that it may need to be more focused.

Public affairs engagement

Public Affairs engagement is about building and maintaining relationships with political and local government stakeholders such as MPs and Local Authorities. This stakeholder group are representative of their local communities and hold the responsibility to shape both local and national policies. Therefore are integral to development of a company's business plan and stakeholder engagement programme. However within many of the companies' business plans covered within this review, there was very little detail on how they engaged with this stakeholder group. Only United Utilities detailed how they undertook targeted engagement with both local members of parliament and **local** authorities as a separate engagement activity.

Colleague engagement

Many companies have recognised that many of their employees interact with customers on daily basis so have insight into customers' priorities and needs. Therefore companies have engaged with their employees as part of their business plan engagement programme. However many companies covered under this review have not provided any detail on how they have engaged with employees.

Severn Trent however have detailed how they engaged with their colleagues into the business planning process by challenging employees to identify proposals to reducing water leakage and consumption. Anglian Water also ran a 'Make sure it matters' campaign internally to ensure that no engagement opportunities were lost, and that employees knew that they were involved in the engagement process. Anglian Water engaged with 200 of their employees in the co-creation of their new engagement approach. They also used employees as ambassadors, training them up and giving them time to engage with groups in their own communities.

How?

There are many ways to engage, but the following tactics have been used to good effect by the best-performing companies. These tactics are in addition to standard qualitative and quantitative research, including willingness to pay research covered in section 3.3:

Deliberative research

Citizens Advice has recommended that energy companies should explore opportunities to engage end-consumers using deliberative methods, particularly on complex, long-term issues. Deliberative engagement is a distinct and targeted approach that focuses on giving participants time to learn about an issue, consider and discuss it in depth to give a more informed view.

Many companies have undertaken deliberative research as part of their targeted engagement. For example United Utilities undertook behavioural research to understand the way customers make decisions about economic aspects of their lives because people do not always do what they say they do. United Utilities applied this concept to two immersive research projects which employed 'real-life' simulation of events including immersing customers in a mock long term supply interruption over 14 days.

Traditional and social media campaigns

Many companies have undertaken media campaigns to raise awareness of their company and its performance as well as to promote their public consultation of their draft business plans. These campaigns can be seen as deliberative as they provide stakeholders with some insight into the company's operations before being asked to respond to the company's consultation.

While we recognise that water companies are working to different regulatory rules which may explain certain behaviour, Anglian Water's 'Love every drop' campaign was used to not only promote the consultation of their draft business plan but also to raise awareness of how Anglian Water delivers their services in a sustainable and responsible manner, developing awareness and trust.

Websites

Websites are one way to not only communicate with customers and stakeholders but also to engage with them. Many companies have invested in developing dedicated web pages or microsites to

present their business plans and to invite customers and stakeholders to engage in the development of their new business plans.

For example Anglian Water have created a dedicated customer microsite which presents their business plan as well as a series of videos which describes the challenges facing Anglian Water and how they are responding to these challenges. The microsite also features an interactive map which allows customers and stakeholders to gain insight into investment plans in specific areas of Anglian Water's operating region.

3.3 Valuation research

Valuation (Willingness to Pay) research is also type of targeted engagement which allows companies to further understand their customer priorities. However this research is a distinct activity in many companies' stakeholder engagement programmes.

Valuation research is the identification of the economic value in which individuals are willing to pay to secure positive changes (or to avoid negative changes) in the provision of goods or services. Valuation research goes a step further in identifying customer priorities by incorporating their willingness to pay for those services. We have seen that successful companies have adapted their customer valuation strategies to help enable customers to fully understand and engage in the process by introducing a variety of methods including revealed preference and stated preference studies as well as interactive mechanisms. For example Anglian Water's online digital engagement tool "Be the Boss" asks participants in an engaging customer-friendly way to determine underlying investment drivers, leading to a demonstration of the impact on bills and Severn Trent created 'Design your own' budget game to engage with customers in this research.

4 Recommendations

This review of best practice has identified a series of recommendations that we will consider in the creation of our ED2 business plan engagement programme:

1. Review our existing engagement strategy to ensure it can respond to the challenges facing the energy sector as well as the engagement needs and preferences of stakeholders.
2. Separate stakeholder and customer engagement clearly to get the most benefit and most focused engagement possible.
3. Create a new segmentation model which is based on customers' attitudes and behaviours. This exercise will help shape the targeted research programme and reduces the risk of undertaking unnecessary research.
4. Undertake targeted engagement to not only explore customer priorities in more depth but also to identify the needs and priorities of specific groups such as customers in vulnerable circumstances and future bill payers. This may require us to develop new partnerships.
5. Develop our valuation strategy to make use of different methods such as stated preference and revealed preference to enable a range of people to engage in the research.
6. Consider methods such as gamification and deliberative workshops to enable customers to engage in the process.
7. Analyse existing business as usual and operational data to identify customer priorities.
8. Undertake employee consultation exercises. Employees have key insight not only in the energy sector but also the issues and priorities of customers and stakeholders.

9. Create a consultation exercise to encourage as broad a representative sample as possible to respond to the consultation. This may include creating media campaigns, customer friendly publications and hosting engagement events as long as this leads to engagement outcomes.
10. Create a dedicated micro site or series of web pages to communicate and engage with stakeholders ensuring that any content is interactive and accessible.
11. Utilise independent expert resource where needed, for example dedicated resource to undertake the triangulation of the insight from the research and engagement programme.
12. Do segmentation early and in depth to get the best benefit.
13. It's not a race to the biggest number of engagements. Cost vs depth gives us a genuine view on the value of each engagement. We are more concerned with being representative of our broad customer base in our robust qualitative and quantitative research than we are of racking up a huge number of brief, light broadcast 'engagements'.
14. Engage our Customer Engagement Group early.
15. Run a pre-consultation research to develop our engagement strategy based on customer views.

Appendix 1: Engagement strategies

Anglian Water

In developing their customer engagement strategy Anglian Water used a co-creation approach, and appointed a strategic partner, Given London, to help them with the process and to provide expert engagement insight. Over several months they held co-creation workshops with 70 customers and 200 colleagues. The underlying message coming out of this research was that Anglian Water needed to make their engagement matter to customers. Therefore Anglian Water needed to create interesting opportunities for customers to engage with them, at a time, in a place, and in a way that suited them. As part of their strategy development, Anglian Water set out four rules of engagement and categorised their activities into three work streams.



In developing their engagement strategy programme Anglian Water have used the following objectives:

- Resetting the conversation which involved hosting a series of focus groups to better understand customer's worlds. A new customer segmentation model was created based on attitudes and behaviours. Anglian Water also carried out workshops with customers to establish the best way to engage on complex issues.
- Developing depth and breadth to their customer insight. This included carrying ethnographic depths with customers with a wide range of potential vulnerabilities. Ethnographic depths look at understanding customer behaviours and interactions with a service or company.

- Testing the plan through acceptability research which took place in phases over the price review cycle so that Anglian Water were regularly checking their understanding of what customers had told them.
- Anglian Water categorised their engagement programme into 1) targeted engagement including deliberative and behavioural research, 2) business as usual and operational data, 3) valuation.

The development of Anglian Water's engagement strategy and delivery of their consultation programme was supported through a number of research and PR agencies.

Severn Trent

Severn Trent designed their engagement model to expand over time to enable Severn Trent to maintain and keep building on a culture of 'asking our customers first' before any changes were made to their day to day operations. Severn Trent's customer engagement framework is based on three principles:

- A hierarchy of customers' needs where satisfaction and dissatisfaction are experienced differently at each level;
- The tools they used to understand customers' needs should reflect the underlying characteristics of the issue or service; and
- The sampling strategy needs to reflect the diversity of their consumer base.

Severn Trent developed their insight programme based on the concept of a 'hierarchy of needs' which identified that customers expect different things and not all needs are equal. The hierarchy also helped to reveal gaps in their understanding of customers' needs. Different research techniques were taken into account by considering:

- where the service/issue sits within the hierarchy;
- the extent to which customers are conscious of the service/issue; and
- Whether the issue occurs today or could occur in the longer term.

Severn Trent sampled a wide range of their customer base including a mix of experiences, faiths and cultural backgrounds. Severn Trent sought to understand whether their needs and views differ and how they could use a more bespoke approach to engage with them going forward.

Severn Trent also proactively re-engaged with 'non responders' those who initially didn't take part in research by finding alternative methods that worked for them. The demographics of its operating region was used this to inform recruitment specifications for the research to ensure that the findings are representative.

In consultation with their customer forum Severn Trent debated on how to define 'customers' for individual research pieces. For some projects, such as Willingness to pay research, it's appropriate that Severn Trent included household customers as well as non-household customers. However, when exploring wider customer needs, the definition was widened to include those who consume services but do not directly pay a bill (which includes future customers).

United Utilities

United Utilities have further developed their customer engagement strategy to establish a greater understanding of their customers by seeking out their priorities and how they could increase customer satisfaction.

United Utilities detail how they have applied the insight they have gained through their research programme using three principle types of application:

- In the immediate term, United Utilities have used their learning to change the way they deliver services and communicate with different segments of their customer base. Improvements in operational metrics have been gained including customer satisfaction scores and take up of customer assistance schemes.
- In the medium to long term, United Utilities are using the results of their customer engagement activity to shape their approach to providing services and delivering investment in the next price control period and beyond. Their plans have significantly changed in response to the insight.
- For the next price control period United Utilities have used the research to drive a suite of performance commitments. The insight also underpins a set of outcome delivery incentives which calibrate financial incentives for out- and under performance of targets to customer valuations.

United Utilities have taken the time to understand more about customers' motives and behaviours to deliver services more effectively and efficiently. This led United Utilities to establish a decision framework to guide their customer engagement programme. The framework included:

- What does transactional data (e.g. customer contacts, tracking surveys or social media comment) tell us about customer attitudes to the issue;
- From existing information, including previous surveys, how important do we think the issue is to customers;
- How do customers prioritise the issue, if possible, relative to other important areas;
- How material is the issue in terms of potential investment required, if known, and is there an opportunity to give customers appropriate choices to be able to make trade-offs;
- How complex is the issue;
- Can we realistically involve customers in delivering a solution to the issue; and,
- Could behavioural approaches such as revealed preference or trials and experiments be applied successfully?

United Utilities have developed a 'Customer Insights Hub' to make data available and accessible to all colleagues. Data from customer research and routine contacts is collated into service areas components. The hub presents granular customer insight by geographical boundaries.

To reach their wider customer base United Utilities sought many community and stakeholder groups representing environmental, social and economic interests including regulatory bodies, MPs, community groups and the media as well as third parties outside of the traditional water sector including debt charities and technology firms.

National Grid's Electricity System Operator (ESO)

National Grid's ESO evolved their strategy to an 'always on' approach that removes linear time driven barriers and adopts a permanent invitation to engage. The ESO has also developed the three

phases set out in their RIIO-2 ambition to one of a continuous story creation. As the ESO's engagement programme has developed so has their approach to incorporating consumer views. In the early phases of the programme the ESO took a dual approach to understanding consumer views by engaging directly with organisations that represent domestic and non domestic consumers and then including these organisations as members on their RIIO-2 Stakeholder Group. As part of their revised strategy the ESO undertook a mapping exercise which firstly identified their stakeholders and then matched them to their interest in the ESO's themes and activities and the level of impact that changes to the ESO's role may have on their businesses.

National Grid's Electricity Transmission Network (NGET)

NGET's strategy has split their engagement into four overlapping phases:

- 1) **Listen.** Bringing together the results of all their day to day engagement activities from across the business and creating additional activities as part of a coordinated programme of engagement. From the Listen phase, National Grid established their stakeholder priorities, which they are basing their future engagement activities on.
- 2) **Co-create.** This phase is where National Grid are currently working on where they have started to build on their stakeholder priorities, and will work with stakeholders through a variety of channels to create their plans. They will also provide regular updates to let stakeholders know what they are doing and how they can get involved. National Grid will work with expert stakeholders on each topic, but will also make sure they involve their wider stakeholder community, including members of the public, in the decision-making process.
- 3) **Propose.** During this phase, NGET will publish their full business plan for stakeholders to review and comment on ahead of their submission to Ofgem. This will give stakeholders the opportunity to understand how their views have shaped National Grid's proposals. They will be able to comment on our whole plan, as well as its impact on customer charges and household bills.
- 4) **Scrutinise.** Running alongside their engagement, National Grid are established an independently stakeholder group to provide further independent input and challenge to their business plans.

National Grid's Gas Transmission Network (NGGT)

NGGT has employed a similar approach to National Grid's Electricity Transmission Network to their stakeholder engagement strategy. They have evolved their engagement to make it effective based on three factors.

- How stakeholders want to be engaged.
- What National Grid is talking to them about
- The type of insight National Grid are seeking

Their engagement was divided into three overlapping phases that built on each other:

Phase 1: establish the priorities of consumers and stakeholders

Phase 2: build plans by priority with consumers and stakeholders. National Grid worked with stakeholders to develop options and identify preferred solutions.

Phase 3: iterate a holistic business plan with consumers and stakeholders. National Grid has ensured that the latest version of their plans clearly reflects what stakeholders have told them. They asked Frontier Economics have to independently review their business plan to ensure it fully represented stakeholders.

National Grid has worked with economics consultancy Frontier Economics to review our engagement material from a behavioural economic approach.

National Grid has also used stakeholder feedback to improve their engagement strategy. For example reduce the number of polls used during events, run more webinars and work with the third-party specialists to make sure they focused on the issues that matter to stakeholders.

National Grid has developed a programme of consumer engagement, working with consumer representatives (e.g. Citizens Advice) to overcome the difficulties of engaging with consumers who they have no direct relationship with. National Grid are continuously improving their consumer engagement approach to make sure they engage with representative sample of the population (including the vulnerable and fuel poor) and ensure they only talk to them about things they can genuinely influence.

National Grid have continuously played back the outputs from individual engagement activities and shared our latest ideas at various points in the process. Then National Grid consulted on this to make sure they were correct about what they heard from stakeholders. Throughout the whole process, National Grid aims to explain at each stage what they have changed, what they haven't changed - and why - as a result of stakeholder feedback.

Scottish Power Energy Network (SPEN)

Stakeholder engagement is a fundamental part of SPEN's activity in preparation of their transmission network's business plan. SPEN are utilising and building on long-standing relationships with stakeholders and customers through themed workshops, events, consultations, newsletters and their online community.

SPEN's stakeholder engagement strategy has been developed through a combination of industry best practice and stakeholder feedback including working with Accountability and Sia partners. Where of value SPEN has collaborated with other transmission owners to drive best practice and reduce stakeholder engagement fatigue.

Scottish and Southern Energy Networks (SSEN)/Scottish Hydro Electric Transmission (SHE)

Within SSEN's draft business plan for their transmission network SHE have set out how they are developing their stakeholder engagement strategy. SHE has recognised that with the transformation of the energy market they have seen huge changes in the stakeholder engagement landscape. SHE's strategy takes into account not only the needs of current consumers but also the interest of future consumers. However SHE recognised that the needs of the future are not clearly defined or visible as far ahead as the timescale for the next price control period. And therefore there will be trade-offs between short and long term goals and between the interests of different customer stakeholder groups.

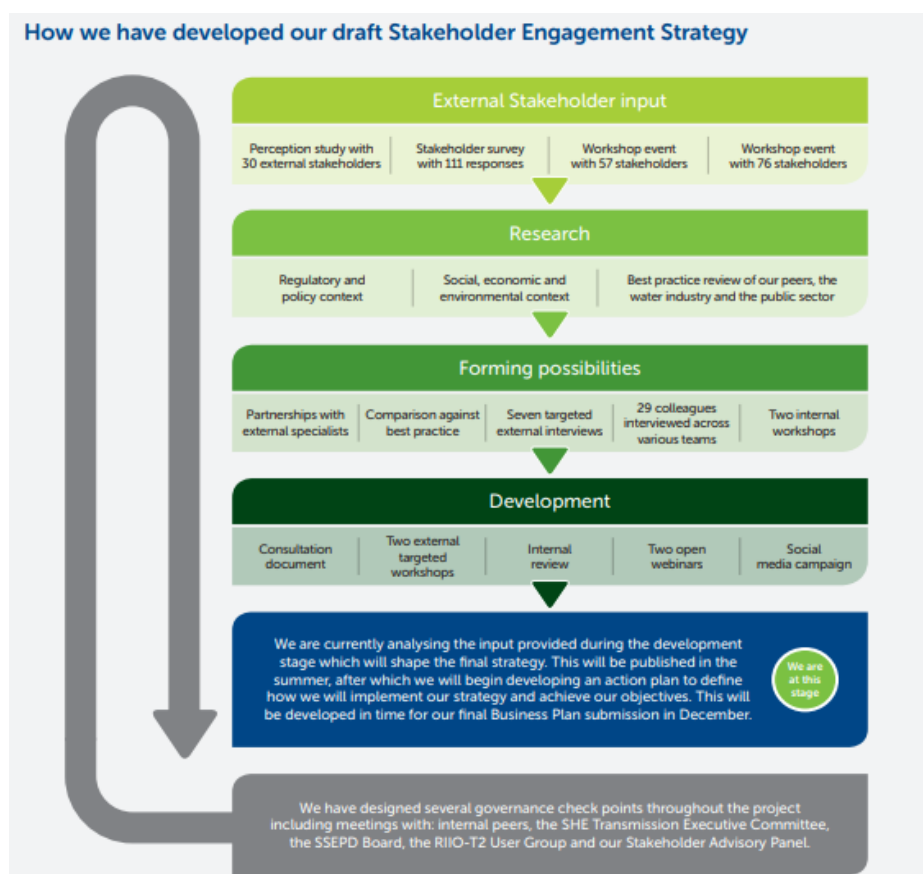
SHE proposes that their Stakeholder Engagement Strategy must respond to the challenges and opportunities that stakeholders are experiencing today as well as working with stakeholders to design and develop responses to the challenges of the future.

SHE sets out their ambition for their draft Business Plan:

- Delivers on the needs of customers - current and future - in challenging markets;
- Meets the energy transition ambitions of government;
- Comes at a cost that is acceptable to end consumers and supports the vulnerable;
- Has a positive impact on the natural environment;
- Delivers security and opportunity for employees; and
- Provides value to shareholders and society.

In developing their stakeholder engagement method SHE consulted with external stakeholders who represent customers, SHE's Independent Customer Challenge Group and stakeholder advisory panel.

The strategy was consulted on in June 2019 and SHE is starting to analyse the results which will shape the final strategy. The infographic below summarises the methodology that SHE used to develop their new stakeholder engagement strategy.



SHE has also undertaken best practice research which looked within and beyond their sector including: peers in the energy industry, new market entrants and Distribution Network operators, the water industry and the public sector. From this review SHE identified several key attributes to a strong stakeholder engagement strategy including:

- A clear stakeholder ambition and objectives.
- Robust processes and governance structures.
- Transparency on issues and successes.
- Segmented stakeholders and tailored engagement.
- A whole system view and wide collaboration activities.

- Clear feedback loops and evidence of engagement leading to action.
- Focus on improving the customer experience.

From stakeholder feedback and best practice research SHE has developed a set of principles that underline the strategy. The principles assist SHE deliver their stakeholder ambition by defining and facilitating the culture and behaviours that they need to adopt. These principles include:

- We seek input and learn from experience.
- We share knowledge and develop joint expertise.
- We build partnerships based on mutual values and trust.
- We adapt and respond to the needs of stakeholders.
- We are purposeful in our work with stakeholders.
- We are timely when engaging with stakeholders.

SHE has also used this insight to develop objectives for this strategy which have been split into three categories- experience, action and future:

1. Experience

- Objective 1- Build intelligence on the needs, priorities and experiences of stakeholders to better anticipate and meet their expectations.
- Objective 2- Ensure communications are inclusive for all our stakeholders and provide easy access to ourselves and appropriate information.
- Objective 3- Work with stakeholders in project planning and delivery and strive to achieve mutually acceptable and agreed outcomes.

2. Action

- Objective 4- Develop consistent and transparent processes to capture and act on stakeholder input, feeding back on how the input has been applied.
- Objective 5- Develop a culture of engagement by implementing a training programme for employees and ensuring accountability through clear roles and responsibilities.

3. Future

- Objective 6- Develop future optionality with input from a diverse group of stakeholders.
- Objective 7- Actively participate in industry change as a committed advocate for stakeholders, society and the environment.

Western Power Distribution

Western Power Distribution has shared online an overview of their 5 stage engagement process in the development of their new business plan which includes:

- Preliminary Engagement Process (January 2019 to autumn 2019) – to identify stakeholders initial priorities via face to face workshops and online engagement.
- Willingness to pay research (from autumn 2019) – to consult with customers on specific improvement targets within each priority area and assess their value to each customer.
- Business Plan Development (January 2020 to September 2020) - working with stakeholders to draft commitments and identify the costs involved.

- Business Plan refinement (September 2020 to January 2021)- working with stakeholders on negotiating the targets whilst refining and clarifying their commitments
- Business Plan Acceptance testing (from January 2021) – presenting the plan to stakeholders for review and vote. Then will then submit final plan to Ofgem.

Appendix 2: Independent Customer Challenge Groups

Anglian Water

Executive oversight of Anglian Water’s customer engagement work was provided by Anglian Water’s Customer Engagement Steering Group (CESG), which was made up of senior managers and three Management Board members. Three members of Anglian Water’s Customer Engagement Forum also attended the CESG to gain a ‘hands-on’ view of the engagement work in real time. The group reported in to the PR19 Programme Board who provided the overall management of the engagement programme.

Severn Trent

Severn Trent’s customer challenge group Water Forum’s remit is to rigorously challenge the quality of Severn Trent’s customer engagement. The Forum has had access to Severn Trent’s operations and their Board. It has constructively challenged Severn Trent with four subgroups focusing on the most material areas of their business plan for customers. The Water Forum has challenged how Severn Trent have interpreted and synthesised the insight from the programme and then how Severn Trent have used the insight to develop their plan.

United Utilities

United Utilities’ independent customer challenge group has developed and matured since it was established in 2012, most notably by broadening its membership with additional appointments from the charitable, disability and affordability sectors. It has created a sub group to establish clear accountabilities for scrutiny of different elements of the business plan. The group meet on a bi-monthly basis and oversees the work of three sub-groups covering customer engagement, environment and affordability. The group also engages with senior executive management and the organisation’s board.

National Grid’s Electricity System Operator (ESO)

National Grid’s ESO established their ESO RIIO-2 Stakeholder Group (ERSG) to ensure that stakeholders have a credible voice in how the ESO develops its business plan. The role of the group is to challenge and test the ESO’s business plan, and the way they have engaged with stakeholders and incorporated their feedback into the plan. The group looks at areas such as total spend and efficiency targets, the focus of the innovation strategy and whether the ESO is being truly representative of consumer and stakeholder views.

National Grid’s Electricity Transmission network (NGET)

NGET’s Independent Stakeholder User group is responsible for scrutinising NGET’s business plan and challenging how they engage with stakeholders. The Independent Stakeholder User Group represents a cross-section of the energy industry and beyond including members representing consumer, environmental and public interest groups, as well as large-scale and small-scale customers, distribution networks and the Electricity System Operator (ESO).

The group has three key functions as National Grid Electricity Transmission prepare their RIIO 2 business plan submission:

- Challenge and review how the NGET has engaged with stakeholders in developing their business plan.
- To scrutinise the NGET's business plan and assess areas such as the outputs they are committing to deliver, associated costs, the proposed packages of incentives and how they plan to deal with uncertainty over the duration of the next price control period.
- Report on all areas of the business plan; where the group agrees and where there are any areas of concern. They will submit this report to Ofgem in December 2019. The group has regular dialogue with Ofgem, the Ofgem RIIO 2 challenge group and other user group chairs.

Northern Gas Networks

Northern Gas Networks' independent customer engagement group have four key objectives:

- Assess, challenge and ultimately shape Northern Gas Networks business plan.
- Ensure the needs of millions of customers, including the most vulnerable, are truly reflected in the services they receive.
- Contribute to both local and national drive to innovate and decarbonise a vital element of the UK's energy mix.
- Promote the economic growth of a large swathe of the North of England, by steering the strategy of one of its largest employers and investors.

Appendix 3: Segmentation

Anglian Water

Anglian Water's recognised that views varied across their customer base so they undertook a customer segmentation exercise which was based on attitudes and behaviours. A quantitative survey of 1,200 customers was undertaken asking about their attitudes to water, the environment, technology and money which identified six customer segments. As part of this process Anglian Water developed eight 'golden questions' that Anglian Water use when they carry out further research into the differences of opinions between the segments.

Severn Trent

To assist Severn Trent in developing their understanding of how to support customers in regards to affordability issues they undertook a segmentation exercise of all their customers through attitudinal and behavioural segmentation to gain valuable insight into customers' wants and needs. Severn Trent firstly used credit referencing agency data to help segment customers who were in debt and with the purpose of distinguishing between those who won't pay and those who can't. And for the latter, using customer research and a workshop with expert stakeholders, Severn Trent identified five key customer groups that would benefit from bespoke support. Severn Trent has used this segmentation to improve both the range of support they offer.

United Utilities

United Utilities recognised the diversity of their operating region as well as their customer base. So United Utilities then undertook an exercise to identify their key customer segments and what

differentiates them. The purpose of this exercise was to understand the needs and expectations of their customer base. For example they have embedded third party socio demographic data into their contact and billing strategies so they can offer services and promotions targeted to customer needs and wants.

Working with external agency CACI, United Utilities have used a variety of data (internal and third party) using sources such as payment patterns and history, credit reference agency data on income levels and wealth indicators, property occupancy and usage information as well as social demographic data to build on this understanding to further their understanding.

As a result of this analysis, United Utilities established a top level segmentation level based on customers' financial position and other characteristics such as how customers engage with United Utilities. The infographic details the 8 customer segments groups which United Utilities identified through their research.



On determining the engagement mechanism, United Utilities consider what they are trying to achieve before undertaking any engagement by looking to their segmentation model to ensure the mechanism meets the needs and preferences of the customer. Also as customers' needs and expectations change over time United Utilities will look to review and revise their approach improving the way they use customer data and how it is segmented. United Utilities research programme has been carefully segmented to reflect the views of the full range of customers.

Appendix 4: Triangulation

Anglian Water

Throughout their customer engagement programme Anglian Water undertook a synthesis exercise of customer priorities with the purpose of using them to develop their investment plans. The synthesis exercise was carried out by an independent consultant, which involved taking each source of customer insight extracting the relevant opinions and tabulating alongside similar topics from other sources. Each topic is then integrated into the synthesis report which was structured around Anglian's ten outcomes. The report was produced approximately monthly over a period of 12 months with 2 baselined versions, the first one fed into the consultation plan and the second version fed into the business plan for submission.

The first phase of the customer engagement programme helped to develop an understanding of customer priorities. Anglian Water's valuation studies and investment plans were based on these priorities. Anglian Water also undertook a valuation triangulation exercise which sought views of customers on investments that could be included in the business plan. Anglian Water specifically

gained valuations through different engagement methods to interact with customers and to understand different customer segments' views. These valuations were then triangulated in order to define the values to use with the cost benefit analysis.

The final step of the triangulation process, which was aligned to the second phase of their overall customer engagement plan, was to carry out a triangulation against wider customer views to ensure consistency. This phase was focused on more detailed and specific questions designed to close the triangulation loop. It provided more insight into areas where valuations were not within expected ranges or there was a need for further testing of assumptions.

Severn Trent

Severn Trent's insight programme has enabled them to develop a rounded view of our customers, accepting that different research methodologies, perspectives and contextual information can inevitably lead to different results. Within their business plan Severn Trent has explained the rationale for the conclusions they've drawn. This insight has underpinned the development of their plans for the next five years. Triangulating the insight in this way has helped Severn Trent to balance their plan considering issues like intergenerational fairness and the sharing of risk and reward. And alongside this Severn Trent also triangulated their valuation data in order to inform incentive rates and for use in cost benefit analysis.

Severn Trent's customer challenge group recommended that Severn Trent to have their triangulation and synthesis assured by an independent third party. Severn Trent welcomed the challenge, as the synthesis of customer insight findings inevitably includes an element of judgement. Severn Trent appointed an insight consultancy firm, which had not been involved in the research programme, to carry out an independent, third party review of our findings.

United Utilities

United Utilities have applied their research and engagement programme to develop the scope and level of specific performance commitments and to determine the financial consequences for out-or under-performing. To ensure that this was a robust process United Utilities held discussions with their independent customer challenge group who recommended that United Utilities should use an experienced third party to carry out this piece of work. United Utilities commissioned external consultants ICF to produce a triangulation report which was robust and sufficiently well evidenced. ICF also challenged United Utilities' approach to better interpret the broad range of views and valuations identified from the research programme including:

- Identifying which aspects of service required the strongest evidence from customer research- areas of the business plan where there was a significant element of choice.
- Developing a plan to achieve the right degree of comparison for triangulation.
- Setting criteria to assess how much weight to put on evidence such as:
 - Are the results representative of the customer base?;
 - Do they reflect observed behaviour or responses to survey questions?; and,
 - Combining results to produce overall valuations and a range for sensitivity testing.

The results were used to compare costs and benefits of service improvements, and to contribute to setting incentive rates.

Appendix 5: Consultation of initial proposals

Anglian Water

Anglian Water's draft plan was developed from customer insights, priorities and views. The consultation of their draft plan was based on what they had heard from customers, then how they had used those views in developing their plan, and what the clear choices were for Anglian Water and our customers for the next price control period. Anglian Water used their 'Be the Boss' digital engagement tool to consult on their business plan and the investment needed to deliver their proposed business plan commitments.

Severn Trent

Through online and face to face research, Severn Trent consulted with a sample of customers on the acceptability and affordability of their new business plan. This exercise was carried out over 2 waves as the proposed bill reduction and plan improved significantly after the initial research.

United Utilities

United Utilities' campaign for the public consultation sought to inform the wider customer base and stakeholders about their proposals developed as a result of customer engagement. They adopted the positioning statement "you care more than you think" using the hash tag #nwmatters to suggest that when people think about what water really means to their lives, they realise it something too often taken for granted. United Utilities involved their independent customer challenge group and acted upon their suggestion to start this specific engagement by sharing current performance.

United Utilities then asked questions about potential priorities using a mix of offline and online channels. Social Media was used to promote current performance and build awareness in order to drive stakeholders to their website where key consultation documents were located and a simple questionnaire for stakeholders to give their feedback.

National Grid's Electricity Transmission Network (NGET)

NGET's draft plans uses a "baseline" built on a common scenario of future energy supply and demand patterns which were developed with other energy network companies. The draft business plan proposes ways that they can adapt to the future being different from this baseline.

NGET has summarised what they are proposing by stakeholder priority and have organised them into Ofgem's three output categories for the price review. NGET starts by describing how they will achieve value for money using customer priorities and segmentation data. NGET describes how their draft plan aligns to Citizens Advice's five principles that really need to be met for the next price control period to really deliver for customers.

In the main body of their business plan NGET describes each of the eight stakeholder priorities in turn, providing more extensive detail and explaining how stakeholders have influenced their plans. Each priority covers:

- What the stakeholder priority is about
- Their current activities and performance
- What their stakeholders are saying
- Their proposals for the next price control period

- How these proposals will be delivered
- Their proposed costs and the impact on the consumer bill
- How they will manage risk and uncertainty
- Next steps

National Grid's Gas Transmission Network (NGGT)

Throughout the RII0-2 engagement process, NGGT has ensured that the latest version of their plans clearly reflects what stakeholders have told them. The consultancy Frontier Economics have provided NGGT with their independent conclusions about key topics with NGGT's business plan. Frontier Economics evaluated whether NGGT's stakeholder representation was robust by analysing stakeholder responses to various options and assessed the validity of the engagement. Frontier Economics also looked at other third-party sources for more insights into the possible conclusions for the business plan.

Northern Gas Networks

Northern Gas Networks have created a dedicated website for their customer engagement programme which asked customers to complete a short online survey asking about Northern Gas Network's current performance, what they could do better and what their future investments should be on. Participants who took part in this survey had the opportunity to win a £500 Amazon voucher.

Cadent

Through their engagement Cadent have identified four outcome areas with several commitments sitting underneath them. Cadent have drafted a series of proposals for their plan and are now consulting on various options on their service provision and future investment. To help customer understand what the consultation is about and what they are being asked Cadent have created a customer friendly publication and produced a series of online videos. Participants have the opportunity of winning a £500 Amazon voucher after completing the online survey.

This customer friendly consultation document sets out stakeholder priorities, Cadent's proposed commitments and how they will deliver these commitments. Throughout this publication stakeholders are asked several questions about the proposals including willingness to pay and stated preferences. Cadent also ask stakeholders what information about Cadent is the most important to them and how they were liked to be engaged.

SPEN

SPEN have created the #ChallengeOurPlan campaign to bring together all of the aspects of their Transmission business where they are seeking stakeholder input. All of their consultation documents have been designed to provide an overview of the specific area they are covering and, where relevant strategies and costs are attached. SPEN have outlined their proposals and plans for RII0-T2, asking stakeholders for feedback via questions within each consultation document. From SPEN's engagement programme they have identified 9 key areas for their business plan. For each area SPEN has detailed what stakeholders have told them, their commitments for the next price control period and their vision in the longer term.

SPEN has also looked at quantitative, qualitative and secondary research and review findings with trending data and external sources, using experts where needed. Once SPEN has embedded the

learnings into their business plan, they will finish their consumer programme for RIIO-2 with acceptability testing.

Appendix 6: Engagement activities

Anglian Water

Anglian Water set to develop and maintain numerous diverse channels using a combination of existing and new business as usual channels as well as targeted research. The following scale articulates Anglian's approach to engagement planning demonstrating the type and depth of engagement of each channel.

1	2	3	4	5
Brand awareness	Business awareness and education	Support given for an element of investment	Committed to behaviour change	Choice made between investment options
Typically this will be through media or through presence at events	This is mostly one way, and would involve us pushing messages out, rather than two way engagement, complaints are placed here as its transactional	This level starts to become a more two-way conversation, and involves some detail on a specific question	Customers would have engaged to the point of understanding their impact and being prepared to contribute	This is in depth engagement about several aspects of our plan. It might involve trade offs, or detailed discussions for example in focus groups

Anglian Water used the following activities:

- A series of focus groups with customers in circumstances that might make them vulnerable.
- Acceptability research with both domestic and non domestic customers.
- Hosting community events which were fun and interactive for customers.
- Development of an online digital engagement tool "Be the Boss" focused on high level investments, priorities and associated bill impacts in their willingness to pay research.
- CEO email to key stakeholders including regulators and policy makers setting out key questions.
- Face to face meetings with business customers.
- Discussions at Customer Board meetings.
- An online community of 500 customers which was initially set up as a trial however it has been so successful it is now a permanent engagement channel with on average one activity/topic per week. Consultation with their online community has included their feedback on key investments, proposed performance commitments, financing levers and associated bill profiles.
- Development of a new role -community ambassador which was created following feedback from colleagues who wanted to be more involved in customer engagement.
- Creation of a Customer Board which consists of seven customers and meet four times a year, to consider and provide feedback on strategic issues
- Hosted polls on social media channels.
- Engaged with schools and education providers to gain views from future customers.

Severn Trent

Severn Trent used a variety of different engagement channels to gain insight into customer's everyday experiences and to facilitate discussions on issues that customers never thought of.

Severn Trent's engagement programme included:

- Bespoke research, including an extensive programme of deliberative research and stated preference 'WTP' studies;

- Day-to-day analysis, such as customer contact data and insight from frontline employees;
- Analysis of wider customer sentiment, such as social media interactions; and
- Ongoing dialogue with customers, including through their community panel.

United Utilities

United Utilities' engagement programme for the development of their new business plan was built on established engagement channels plus range of new research activities to gain a deeper understanding of customer views on particular issues relating to the new business plan. Their engagement programme included:

Existing channels:

- Data analysis- analysing operational data for example complaints data, calls and MP letters to identify customer priorities.
- Tracking surveys- United Utilities have continuously surveyed their customers asking various questions including questions on customer satisfaction with service.
- Trial and Experiments- regularly pilot ideas for operational improvement. Trials and experiments are used to test new service propositions.
- Customer research panel- Using their established online customer research panel to gather further customer insight.

New research activities:

- Co-creation – working with customers to re-design and improve day to day services.
- Revealed preferences- this specific research project was designed to measure consumer spending behaviour.
- Behavioural Economics- this research activity looks to understand the way people make decisions about economic aspects of their lives.
- Exploratory surveys- Research projects that obtain basic feedback about customer opinions and views but materiality not significant enough to require more sophisticated approaches.
- Stated preference valuation- This is common willingness to pay research technique to obtain customers preferences on investment proposals.
- Undertook several sub- regional workshops with stakeholders representing a range of stakeholders and organisations including environmental groups, housing trusts and local authorities with the purpose of providing feedback on how stakeholder views have been used to inform their draft business plan.
- To effectively engage with hard to reach customers (e.g. those who avoid telephone interviews or don't have access to online surveys) computer aided personal interviews were undertaken as they are more successful in engaging this stakeholder group.

National Grid's Electricity System Operator (ESO)

National Grid's ESO gained their stakeholder and consumer insight from a variety of sources including:

- Academic research
- Webinars
- Workshops
- Bilateral meetings

- Surveys
- Workshops with roundtables
- Email bulletins
- Engagement through existing channels the Power Responsive campaign and Future Energy Scenarios workshops.
- Collaboration with other bodies to gain access to wider and more specialist views.

National Grid's ESO chose the engagement the ESO's engagement activity.

Interactive engagement, including: • Bilateral meetings • Workshops • Webinars	To date we have held: • 84 bilateral meetings • 6 workshops • 9 webinars	Which have resulted in engagement with: • Over 360 individuals from • Over 180 organisations
ESO RIIO-2 Stakeholder Group	To date we have held: • 5 meetings • 1 workshop • 1 electricity control centre visit	This has involved: • 19 of our key stakeholders
Published communications, including: • Bi-monthly bulletins • Website • Thought pieces • Podcasts	To date we have published: • 6 bulletins • 2 stakeholder reports • 3 thought pieces • 1 podcasts	These have reached: • An average of 900 individuals through our bulletins • 198 plays of the podcast

National Grid's Electricity Transmission Network (NGET)

During their listening phase of their stakeholder engagement programme NGET has brought together their day to day engagement activities and introduced additional activities including:

- Workshops and Online consultation
- Independent research including a targeted piece with MPs
- Surveys and ongoing conversations
- Established the 'Talking Networks' website where they publish all their stakeholder engagement information and invite feedback from stakeholders.
- Assessed the effectiveness of their current stakeholder engagement approach
- Gained expert insight from organisations such as PwC, Citizens Advice, Which? And Frontier Economics.
- Shared their approach with stakeholders to see what they felt was best practice.

National Grid's Gas Transmission Network (NGGT)

During the first and second phases of NGGT's stakeholder engagement programme insights have been gained from business-as-usual (BAU) channels as well as specific research activity. These included ongoing conversations during day-to-day interactions, specific meetings, workshops, webinars and online consultations. The NGGT are also including secondary sources and desk research to support the development of their plan and benefit from insights that have already been published elsewhere.

Northern Gas Networks (NGN)

Northern Gas Networks have used various engagement channels to gain insight into customer priorities and to develop a business plan to reflect these priorities.

- Three two stage deliberative workshops with a wide range of customers supported by a number of in-home discussions with customers in vulnerable situations.

- Three in depth discussion groups with a wide range of customers
- Undertook acceptability research which allowed customers the opportunity to explore Northern Gas Network's plan in more detail and asked how acceptable and affordable the proposals set out in the plan were.
- Undertook preferences and willingness to pay research i.e. impact on their gas bill. Northern Gas Networks are now using this feedback to make adjustments to their plan.
- Surveys to measure stakeholder response to the initial draft of their business plan. They are currently surveying 1,100 domestic customers and 100 business customers.

Scottish Power Energy Networks- Transmission Network (SPEN)

SPEN used a various channels to engage with both informed and less informed stakeholders to ensure that stakeholder time is being used efficiently and the risk of stakeholder fatigue has been reduced. The infographic below demonstrates SPEN's stakeholder map for the next price control period which states out the key engagement channels by stakeholder, their level of influence and level of interest.



Appendix 7: Customers in vulnerable circumstances

Anglian Water

To engage with customers whose circumstances make them vulnerable, Anglian Water undertook ethnographic studies with customers with a wide range of potential vulnerabilities. This led to the development of a new vulnerability strategy. Anglian Water continued this research with a series of workshops as part of our outline plan consultation.

Severn Trent

Severn Trent has adapted their engagement techniques to gain feedback from “hard to research / reach” customers. For example, they used in-home depth interviews for customers in vulnerable circumstances (from both a financial and health and wellbeing perspective) to gain insight into potentially sensitive individual circumstances which helped to develop a detailed understanding of what support offerings Severn Trent could provide.

United Utilities

United Utilities have applied their segmentation model when engaging with hard to reach customers. The first step to understanding these customer needs’ and ensuring that they provided these customers with the best possible service was to make initial contact to build trust and confidence with United Utilities. One example of this is United Utilities’ Town Action Planning approach which was used to improve awareness of, and sign up to financial assistance schemes for customers most in need and who had not previously engaged with United Utilities.

Customer segmentation data was used to target postcodes where water poverty was at its highest. Ahead of any face to face contact, leaflets were sent out making customers aware of United Utilities’ intentions. This was then followed by home visits to undertake assessments using a mobile analytical tool to quickly identify the most appropriate support for that customer.

Appendix 8: Business as usual and operational data

Anglian Water

Anglian Water used customer contact data to support the development of their Business Plan as they recognised as very important data sources for customer priorities and have analysed nineteen business as usual incoming channels, including billing and operational queries and complaints. Anglian Water also employed the agency Linkfluence to analyse a year's worth of social media and online activity for insights into the topics that customers were engaging on.

Severn Trent

Severn Trent interact with their customers on a daily either directly (through multiple touch points) or indirectly (through conversations with others on social media). Severn Trent has gained a much richer understanding by analysing these outputs. For example Severn Trent undertook a social media scraping exercise which revealed that the majority of customer conversations about “pain points” related to uncertainty.

On a quarterly basis Severn Trent undertake a customer satisfaction survey which monitors the extent to which customers trust their water company and are satisfied with the service which expanded on their understanding of satisfaction and dissatisfaction.

United Utilities

United Utilities continually test their customer views and opinions to compare responses period-on-period including their brand tracker which monitors their brand ‘health’ comparing responses about customer satisfaction with service as well as customers’ understanding of United Utilities operations and communication campaigns. United Utilities also compiled several data sets of customer data such as billing, service events and complaints. The analysis of existing engagement channels has allowed United Utilities to further develop their understanding of customer priorities

Appendix 9: Targeted engagement

Anglian Water

Anglian Water's targeted engagement activity focussed on resilience for example one of the outcomes of the overall customer satisfaction survey was the dissatisfaction surrounding unplanned interruptions. Anglian Water then facilitated a focus group with seven customers in an area of their region who had the highest levels of dissatisfaction and had recently experienced an unplanned supply interruption.

Anglian Water also held a week-long water festival to create opportunities to engage with customers on options for maintaining the supply demand balance, and on resilience to drought. These views led to our prioritisation of demand side measures in our draft water resources management plan.

To further investigate how customers might benefit from smart metering, Anglian Water ran two large scale long term trials in their region. The outcomes led to the reduction of leaks as well as customer bills.

Severn Trent

Within their engagement programme Severn Trent identified that customers are often unaware of how their water company compares, in terms of service and performance, to other suppliers in the UK. Severn Trent provided customers with appropriate contextual and comparative information to help customers in developing an informed view to support customers in discussing future performance targets. Through their online community Severn Trent tested customer views on the importance, and interest in such information

United Utilities

As part of their targeted engagement programme United Utilities undertook:

- Exploratory surveys
United Utilities employed exploratory surveys which obtain feedback about customer opinions and views which were not materially significant to require more sophisticated approaches. The surveys examined views on services that customers think are investment priorities. The research involved both household and non-household customers.
- Behavioural Economic research
To understand the way customers make decisions about economic aspects of their lives the application of behavioural research can be useful because people do not always do what they say they do. United Utilities applied this concept to two research projects which employed 'real-life' simulation of events including immersing customers in a mock long term supply interruption over 14 days.
- Pop up communities using their online research forum
United Utilities looked to their online research forum to undertake business plan research. United Utilities used techniques such as 'pop-up communities' where around 25-30 participants discuss topics over a period of 3-4 days. This provided a resource source of insight into customer preferences.
- Co-creation exercises

United Utilities worked with customers and the online research panel to re-design bills for metered and non-metered customers.

Scottish Power Energy Network (SPEN)

To provide a more detailed overview and allow stakeholders time to consider their proposals SPEN held four public consultations to gather specific feedback on certain aspects of their plan. Recognising that stakeholders' time is precious SPEN hosted two discursive webinars to help explain key areas of their business plan. These webinars also allowed for live conversations on stakeholder views. The content was tailored for each event to align with audience preference which informed and validated SPEN's proposals. For example SPEN commissioned Explain to conduct a public focus group to raise awareness of the business and how SPEN could best communicate how they are financed

SPEN also undertook a workshop focusing on 'Managing Asset and Network Risk'. Given the specialist nature of the topic, representatives of specific stakeholder groups were invited based on their interest and awareness of the subject.

Appendix 10: Valuation research

Anglian Water

Anglian Water created a new valuation strategy alongside the development of its new customer engagement strategy. In this revised strategy Anglian Water will feed the societal values for improvements in services into their cost benefit analysis. This review also identified the greater need for triangulation and utilisation of information from different sources to improve valuation estimates including stronger links to customer engagement. Anglian Water completed this review before commissioning any studies which enabled them to focus their efforts proportionally on service attributes of high value to customers. It also enabled Anglian Water to select appropriate valuation methods including stated preferences and subjective wellbeing exploring economic impact of incidents on businesses.

Anglian Water's consultation set out 3 options with associated customer bills which were developed from customer insights, priorities and views. Each option was based on varying amounts of investment in two key operational areas. Using their newly developed 'Be the Boss' online engagement tool customers were asked about underlying investment drivers and then were shown the resulting options and bill profile. Customers were then given the ability to switch to another profile based on these initial results.

Severn Trent

The main objective of Severn Trent's valuation research was to obtain robust valuations of different service attributes. Severn Trent ensured they designed valuation approaches that were simple enough for customers. Severn Trent improved on existing techniques for stated preference willingness to pay (WTP) research and sought to test specific hypotheses which might reveal weaknesses with core WTP valuations. Severn Trent's specific valuation studies involved:

- improved core WTP values;
- contextualised WTP for customers with experience of specific service failures;

- WTP values for customers that initially do not participate in surveys – which was motivated by a valuable challenge from the customer challenge group ; and
- WTP valuations where customers had participated in a deliberative workshop and been immersed in the challenges faced by water companies.

In particular, Severn Trent took time to engage initial non-responders to capture the views of customers who initially did not participate in their survey, either because they were not at home when the fieldwork took place, or they declined to take part. Severn Trent reached out to these customers through a postal survey and compared their views with those of initial responders. From over 3,000 addresses of initial non responders collected, Severn Trent achieved 432 responses.

The valuation research also involved a sample of customers who took part in deliberative workshops who were immersed in challenges that Severn Trent faced. The design and analysis of the results was independently peer reviewed. Severn Trent also used a type of revealed preference research which to analyse and cost aversive behaviours in order to develop alternative valuations. Insight from this research was triangulated and compared to historic valuation data and other companies' data in order to develop their business plan and cost benefit analysis.

United Utilities

United Utilities undertook stated preference valuation research for non-marketed services such as water and wastewater using questionnaires or experiments where preference is 'stated'. This research was to enable United Utilities in their decision making around investment in future service levels. The results were weighted by age, gender, income, social economic group and location to be demographically representative of their stakeholder base. Behavioural economics insights were applied to the survey design to ensure a high quality response from customers and to improve the cognitive validity of the results.

United Utilities undertook a revealed preference .research piece to measure consumer preferences by observing purchasing behaviour. The research involved surveying beach users and analysing money spent by participants and their experiences of bathing waters and beaches to draw conclusions about the value in monetary terms.

National Grid Electricity Transmission network (NGET)

In response to stakeholder feedback NGET has worked with the other two electricity transmission companies (SHE and SPEN) on willingness to pay research by commissioning one study across the three companies. From previous studies, stakeholders had criticised the inconsistencies in different research methodologies and how they had chosen to interpret their results. Where applicable, the results from this willingness to pay study informed NGET's business plan. However NGET recognised that there were limitations to this type of research, and therefore the willingness to pay values alone have not been used to determine exact levels of spend. Willingness to pay research can sometimes produce high valuations from customers across a range of service levels. NGET mitigated this as far as possible by providing context within the study which allowed customers to give a more considered response. Also by focusing on more than one topic, respondents were able to think more holistically about the impact on their bills, and how they trade off against their priorities.

NGET state that they recognise that Willingness to pay research is useful in providing information on a range of consumer, but is not designed for testing the overall acceptability of a business plan, so the data set from this research was triangulated with other consumer data.

National Grid Gas Transmission Network (NGGT)

One important change in the way NGGT has engaged with customers is the development and discussion of investment options. NGGT shared their proposed investment options with stakeholders and built their plans depending on what stakeholders prioritised. Sometimes, options weren't available where NGET are bound by legislation NGET have why they have had to deliver certain activity and investments.

Appendix 11: Youth engagement

Anglian Water

As part of their stakeholder engagement programme Anglian Water held four future customer workshops across their region with 81 secondary school students. These workshops were an hour-long focus group discussion. The discussion introduced participants to the big challenges facing Anglian Water and explored the company's plans, and identified what else participants felt the company should be doing to meet their challenges and goals.

Severn Trent

Severn Trent delivered a targeted piece of research to identify the needs of future customers to understand how they use and experience water, as well as gaining an understanding of their views of and experiences of Severn Trent. Severn Trent also wanted to gain an understanding their priorities for improvement in Severn Trent's services. Eight participants took part in a 2-week online community and a half-day deliberative workshop as part of this research.

United Utilities

Working in partnership with Youth Focus NW, United Utilities has worked with young people from a range of backgrounds. This group of young people worked together to identify, develop and deliver water related projects with the support of Youth Focus NW and United Utilities. Two projects on reservoir safety and affordability were co-created as part of this targeted engagement. United Utilities also launched a digital campaign to find a teenage 'vlogstar' to build awareness amongst young people in order to influence other young people.

Scottish Power Energy Network (SPEN)

Within their existing stakeholder engagement panel structure SPEN has a Young Energy Force Panel which is similar to stakeholder advisory panels but is made up of young people who come together to discuss energy related issues and recommend how SPEN should tackle these issues. This has included engaging the panel within their business plan stakeholder engagement programme. Also at one of their public focus round table events SPEN hosted one table that was specifically recruited to represent 'future consumers' aged between 18 and 24 and not responsible for their household energy bills.

Appendix 12: Public affairs engagement

United Utilities

Although United Utilities have an active meeting programme with their local MPs the timing of their draft business plan consultation coincided with the North West Labour party conference where United Utilities launched their public consultation with the purpose of securing feedback from MPs, council leaders, councillors and party members.

Local Authorities are another key stakeholder group for United Utilities. United Utilities actively engage with this stakeholder group to understand development and major infrastructure projects which allows United Utilities to plan ahead in their investments. Regular drop in sessions for these stakeholders are held to address any concerns and forums are held to update stakeholders on United Utilities as a business. Twice a year United Utilities send out a customer satisfaction survey seeking feedback on their performance and insight to inform future plans. This culminates into an Annual Developer Day where business performance is presented and consultations are undertaken. United Utilities took this existing engagement activity as an opportunity to consult with this stakeholder group on the development of their new business plan.

Appendix 13: Employee consultation engagement

Severn Trent

Severn Trent undertook an employee consultation programme which included gaining insight from frontline colleagues to understand how customer service performance can be improved. Through a series of road shows Severn Trent's CEO spoke to outline the company's two ambitions- to reduce leakage by 15% over the next five years, and reduce water consumption by 50% over the next ten years. As a result, a fund of £100,000 was established and which any Severn Trent employee can apply for to go out and explore places in the world that operate better than we do, and bring this insight back into the business.

Scottish and Southern Energy Network (SSEN)/Scottish Hydro Electric Transmission (SHE)

In the development of SHE's revised stakeholder engagement strategy, a colleague engagement exercise was undertaken. SHE recognised that employees engage with stakeholders on a daily basis they hear and share stakeholders' frustrations and have valuable insights that can create a new achievable approach to stakeholder engagement.

Appendix 14: Business engagement

Anglian Water

To understand the needs and priorities of their non- household (business) customers Anglian Water firstly looked to their existing non-household retailer satisfaction survey results.

Non-household customers were included in Anglian Water's second stated preference research. As part of this research Anglian Water undertook macroeconomic analysis of the impact on businesses from severe water restrictions to provide additional valuation evidence for triangulation for non-household customers. This research was then extended to Anglian Water's acceptability research on looking at the acceptability and affordability of their draft proposals by businesses.

United Utilities

United Utilities regularly consult with businesses and other economic stakeholders to ensure services meet their needs of this stakeholder group. To plan for the next price control period United Utilities carried out 12 research studies to understand business service priorities, willingness to pay and immersive supply interruptions. United Utilities also held conversations with organisations representing business interests such as local enterprise partnerships to gain further insight into businesses' priorities and challenges.

Appendix 15: Websites

Anglian Water

Anglian Water has created a dedicated customer micro site which firstly summarises their business plan in video format. This micro site also features a regional interactive map whereby by clicking on a specific area within Anglian Water's operating region a summary of the investment plan for that area is displayed. To make their business plan more accessible and easier to understand Anglian Water have produced a series of videos to present the challenges facing the company and its customers as well have how Anglian Water will respond to these challenges.

Severn Trent

Severn Trent on their website has separated the development of their business plan into four areas:

- Serving our customers –This page displays a summary video of their business plan
- Putting you at the centre- This page provides an overview of Severn Trent's stakeholder engagement.
- Gaining a new perspective-This page summarises the four key areas that stakeholders said that they want Severn Trent to focus on.
- Our commitments – displays quotes from stakeholders in relation to their nine actions (commitments) that their business plan is based on. Stakeholders can then click on individual quotes to gain more detail on each commitment.

United Utilities

On United Utilities website, their business plan has separated into ten chapters to allow stakeholders to read the chapters that interest them the most. United Utilities have also created a YouTube video and one page customer friendly document to summarise what United Utilities plan to do.

United Utilities also provide an overview of their insight programme including what activity was undertaken and the resulting stakeholder feedback. This feedback has been summarised into a one page document.

If stakeholders are interested in finding more about how United Utilities developed their business plan there is also a link to supplementary documents which support the development of United Utilities' business plan such as research reports and financial models.

National Grid's Electricity System Operator (ESO)

The ESO has a dedicated page on their website for their business plan consultation which provides an overview of their engagement process. It also refers to their RIIO2 ambition which was established at the start of their consultation programme.

The ESO are currently consulting on their initial draft of their business plan and describe the next steps in their engagement programme in terms of what they are asking for feedback on including:

- Cost and benefits
- The areas in which they are divergent views amongst stakeholders
- What success looks like for stakeholders so National Grid can develop metrics to measure the delivery of the business plan.

There are links to several documents including the draft business plan, cost benefits analysis report and stakeholder report.

The ESO also has a page which summarises their engagement programme. All current consultations and events are included on this page with the purpose of inviting stakeholders to take part and provides where relevant any pre reading. This page also presents the material that National Grid has used through their engagement activities and events including webinar presentations and relevant reports.

The ESO Grid has a dedicated page for their independent customer challenge group which provides:

- Detail on the role of the group
- Profiles of members of this group
- Meeting dates and documents
- Member blogs

National Grid Electricity and Gas Transmission Networks (NGET/NGGT)

For both National Grid's Electricity and Gas transmission networks have adopted similar approaches to their business plan website pages.

There is an overview of their stakeholder engagement programme as well as the consultation on their draft business plan where they have separated their business plan into stakeholder priorities. On their website stakeholders can click on one page views for each priority detailing what the priority is about, the outputs and consumer benefits. Alternatively stakeholders can download each individual priority chapter.

Stakeholders can also download the full draft of the business plan, business plan summary page, 1 page summary of the plan and a webinar. To provide background information to the consultation stakeholders are directed to the current price control period performance for the network companies.

There is also a dedicated micro site for their independent customer challenge group which includes:

- The chair's blog
- Overview of the group and its purpose
- Group member profiles
- Terms of reference

Northern Gas Networks

Northern Gas Networks has also created a dedicated customer engagement micro site where there are several 'call to action' buttons to allow stakeholders to give feedback on subject areas that are relevant to them. The page also details upcoming events as well as findings from past events.

Northern Gas Network has also created a dedicated micro site for their customer challenge group which details the role and objectives of the groups, member profiles and relevant articles produced by the group.

Cadent

Similar to other companies Cadent has a dedicated page on their website for their independent customer challenge which has a foreword from the chair as well as aims and objectives of the group and member profiles. However there is no dedicated web page for customer engagement.

Scottish Power Energy Networks (SPEN)

On SPEN's website there is a foreword from their CEO in which he presents an overview of the challenges facing the network company in the current price control and in the future and how this investment impacts on customer bills. Stakeholders are then directed to their #challengeourplan campaign to respond to the consultation of their draft plan. There is also page which provides further detail on the changes and challenges in the energy sector and how SPEN will respond.

SPEN have also separated their business plan into their five key business areas so stakeholders can read and respond to areas which are most relevant to them. For each of these business areas SPEN provides a description into what they mean and the consultations in relation to that business area. The #challengeourplan page has various call to actions tiles which links to relevant consultations as well as information on SPEN's independent challenge group, how they are incentivised and how SPEN plan to innovate. The page also directs stakeholders to consultations and engagement events. For some of the consultations and events there are links to engagement material such as presentations and consultation documents.

There is also a page 'Meet the team' which details SPEN's T2 team- Programme Director and the 5 Business area leads. For each team member there is a brief profile describing their professional experience and their areas of responsibility.

SPEN's independent customer challenge group has their own dedicated page which details:

- The purpose of the group.
- The chair and members profiles.
- A video describing the purpose of the group.
- Meetings to date
- Governance outputs

SPEN have provided a high-level overview of the key RIIO-T2 delivery milestones. These dates are based on Ofgem requirements and briefly outline the process SPEN have to follow to develop and deliver their Business Plan for submission to Ofgem followed by eventual delivery of the plan in April 2021.

Scottish and Southern Energy Networks (SSEN)/Scottish Hydro Electric (SHE)

To communicate the challenges facing the energy sector and society, SHE have created a video which provides stakeholders with an overview to the business plan engagement process.

In their draft plan consultation SHE has a draft plan, summary page and a one page of business plan highlights available to download. SHE has also separated their draft business plan into four chapters which are based on strategic themes identified through engagement activity. There is also links to chapters on the energy industry and costs to customers. For each chapter there is supporting documents for example stakeholder engagement strategy and consultation outcomes.

Like other companies SHE has a dedicated page for their independent challenge group, which unlike other pages not only details meeting dates but also the proposed topics for each meeting.

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