Scottish & Southern
Electricity Networks

DISTRIBUTION

Stakeholder Engagement Strategy

June 2021

Contents

Purpose of this document

This document sets out SSEN's strategy for engaging effectively with stakeholders.

It reflects the changes we have implemented in response to stakeholder feedback on our previous strategy. The improvements we have made ensure stakeholder engagement is an integral part of our decision-making across all of our activities.

What is stakeholder engagement?

Stakeholder engagement is a process through which businesses make better decisions by seeking and considering the views of interested or affected people and organisations.

To ensure that stakeholder engagement is effective, we work to know who our stakeholders are, understand them and develop effective ways of involving them in our business.

Stakeholder engagement is a fundamental element of the RIIO process and offers stakeholders and customers the opportunity to provide inputs and influence how we plan, develop and operate our network.

Why is stakeholder engagement important?

As we deliver on our vision to Power Change With Every Connection, enabling the transition to net zero, we are seeing significant changes in the way our network is being used and how we deliver our services. The extent of change makes it more important than ever that we listen to our stakeholders to understand their needs and place them at the heart of our decision-making.

Ensuring the quality of our engagement

Our stakeholder engagement strategy is in alignment with the AA1000 Accountability Stakeholder Engagement Standard (2015) which is an internationally accepted, principles-based framework we use to identify, prioritise and respond to stakeholder challenges to improve performance.

AA1000 is based on the principles of:

Inclusivity – people should have a say in the decisions that affect them

Materiality – decision makers should identify and be clear about the issues that matter

Responsiveness – organisations should act transparently on material issues

Key benefits of engagement include:

- Supports higher quality and informed decision-making; informs our business plans at the highest level
- Allows for co-creation – using diverse expertise and experience to solve problems together that cannot be solved by us alone
- Supports early identification of external changes
- Uses learning from our stakeholders to improve process and service
- Helps us guide key stakeholders to understand business decisions and the challenges of our environment

Our stakeholder engagement framework

Our mission statement

Our stakeholder engagement **mission statement** lies at the heart of our strategy and sets out our vision for the role of stakeholder engagement in informing our decisions as we shape our business for the future.

> Our mission is to deliver engagement which is purposeful, accessible and dynamic, using insight and collaborative partnerships to achieve positive and tangible outcomes for customers, stakeholders and society.

Our strategic objectives

Our **strategic objectives** for stakeholder engagement focus on the experience of our personnel, the action we will take to embed stakeholder engagement within our business, and putting our stakeholders at the centre of our future decision-making

BUILDING EXPERIENCE

1. Enable and encourage stakeholder input by providing easy access to ourselves and appropriate information as well as ensuring our communications are inclusive.
2. Build intelligence on stakeholders' needs so we can make balanced and fair decisions which anticipate and meet their needs.
3. Work with stakeholders in our planning and delivery, and strive to achieve mutually acceptable and agreed outcomes.

TAKING ACTION

4. Develop consistent and transparent processes to capture, act on, discuss and feed back on stakeholder input.
5. Develop a culture of engagement by implementing a training programme for our employees and ensuring accountability through clear roles and responsibilities.

LOOKING TO THE FUTURE

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

Our principles

Our **principles** define how we engage and guide all our engagement efforts. These principles reflect the values embedded throughout our approach and embody the work of all stakeholder facing staff. We have four guiding principles for our stakeholder engagement programme:

INCLUSIVE

We will take a considered approach to the format and timing of our engagement and think deeply about how we can reach 'seldom heard' voices, ensuring a fair and accurate representation of our customers and communities.

INSIGHTFUL

We will conduct thorough engagement in a way that generates meaningful discussion and debate. We will structure our engagement activities and processes to allow us to capture clear and unambiguous feedback that leads to insight and actions.

IMPACTFUL

Our engagement will be transparent and meaningful, allowing participants to clearly trace the 'golden thread' from their input and challenge to genuine influence on our annual delivery plan.

ITERATIVE

We will conduct frequent and enduring engagement which evolves in line with best practice and continuous improvement. We will be flexible to change in the engagement process and incorporate learnings throughout the process.

Our annual engagement planning process

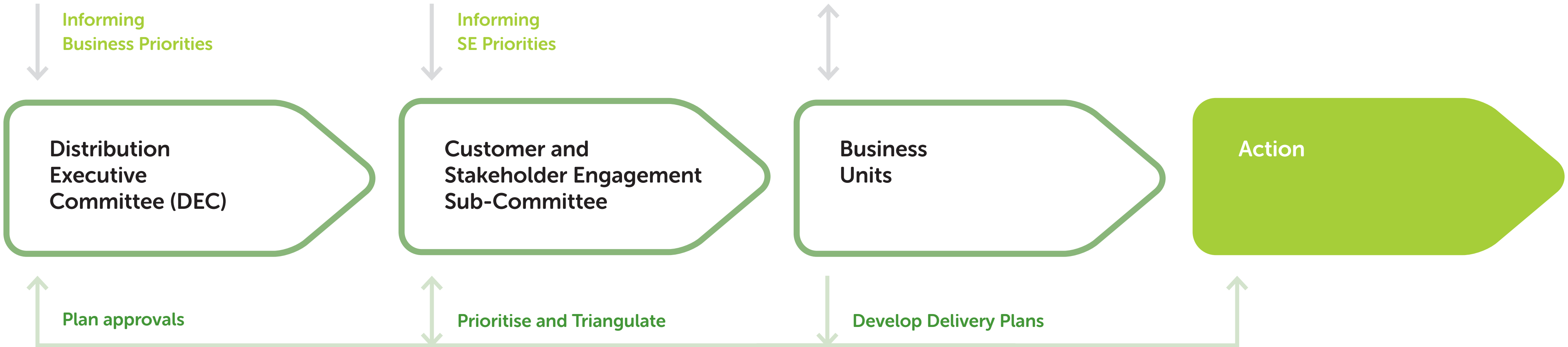
Our vision to power change with every connection embodies our commitment to listen to our stakeholders, understand their needs and place them at the heart of all our decision-making. This starts with our annual engagement planning as outlined below.

Our engagement cycle is embedded within the business and supports the design and delivery of our annual plan.

Strategic Insights
- Group and SSEN Board
- Regulation and Corporate Affairs
- Strategic panels

Engagement Feedback Insights
- Annual workshops
- Bilaterals
- Focus Groups
- Surveys

Engagement Co-creation
Plans are shared with stakeholders to inform and refine through a feedback loop.



Key timings

Sept/Oct
Internal session with DEC and Customer and Stakeholder Engagement Sub-Committee to present ‘synthesis’ of stakeholder insight and recurring/emerging issues and options for consideration. This shapes the issues/areas for engagement.

March
Socialise the draft engagement plan with stakeholders for feedback.

April/Start of May
Update the plan, publish and commence delivery.

Generating mutual value through co-creation

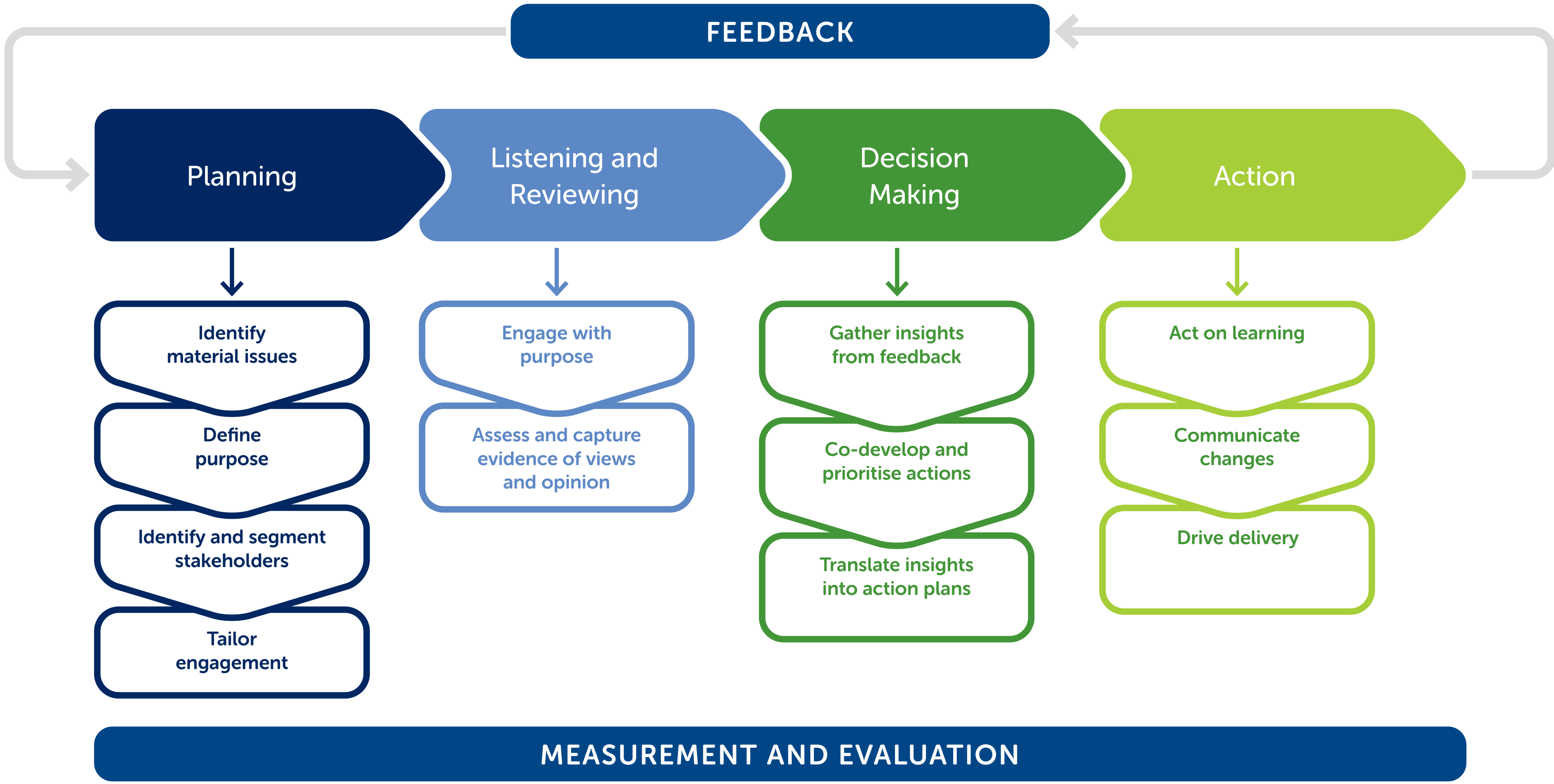
The process of co-creation generates an active form of interaction and sharing between our company and the stakeholders and transforms our contact with end consumers from transactional to a joint experience. We have a recognised scale of co-creation which reflects the practicalities of stakeholder engagement. We would always look to aim high and work to collaboration, only moving back in the scale if it is fully justifiable.

Co-creation Process:

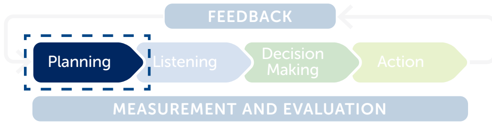
Scale	Collaboration	Co-designing	Modification	Audience research
Description	Stakeholders collectively develop ideas for a new service or improvements to an existing service without any criteria	We put forward several options for a new service and a selection of stakeholders choose the best option	Stakeholders propose modifications to an existing service based on set criteria	We ask stakeholders to answer predetermined questions and decide which ones to consider
Content Contribution	Open	Fixed	Open	Fixed
Content Selection	Stakeholders	Stakeholders	DNO	DNO

How we engage with stakeholders

To ensure that our engagement is consistent and of a high standard across all our areas of operation we have a defined, practical step-by-step approach which we apply to all of our engagement activities.



Planning our engagement



Identify material issues

Define purpose

Identify and segment stakeholders

Tailor engagement

It is important to identify the issues of mutual importance to both our stakeholders and our business.

The starting point of our engagement planning process is to identify topics and areas of interest on which stakeholders will be engaged. Our engagement must take into account the interests, needs and aspirations of all our stakeholders.

We combine a variety of methods to identify the issues of mutual importance to both our stakeholders and our business before testing with these stakeholders as part of our engagement activities.

How we identify key topics for engagement

Regulatory and policy insights
We review and assess regulatory and policy guidance and academic research to identify particular areas where stakeholder engagement and customer insight is essential and/or would add value.

Partner insights
We seek input from our partners, giving them the opportunities to raise any issues that may not be clear to us and to challenge our thinking.

Internal insights
We listen to our colleagues. At a strategic level we consult senior members of our organisation to gain insight into issues facing our business and our customers, and to challenge our thinking on materiality and value. We also seek insight from a broader range of colleagues, either on an ad-hoc basis or formally at internal meetings; from this we gather a wider point of view of key issues and topics we should engage our stakeholders on.

Insight database and dashboard
We consult our Insight database and dashboard which can reveal future trends and identify issues and topics for further stakeholder input.

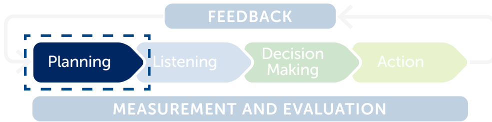
A **stakeholder** is anyone who has an interest in our business and can be affected by, or can affect, the way we run our business.

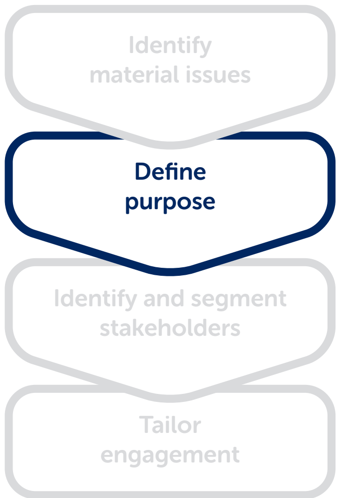
Our **Insight database** is a searchable library of stakeholder views gathered from previous engagement and research which is consulted as part of our engagement planning process.

Our **Action Tracker** captures detailed feedback of key issues which informs additional stakeholder engagement to be undertaken and delivery plans.

Our **partners** are organisations and groups with whom we work to deliver outcomes for stakeholders that we could not achieve alone. With our partners we co-create solutions that benefit our customers and wider society.

Planning our engagement continued





Clearly defining the purpose of our engagement is essential to the success of our engagement activity.

We must 'begin with the end in mind' to ensure that the insight gained from engagement can be applied to our decision-making.

To achieve this, our stakeholder engagement team work closely with SSEN subject matter experts:

- Our stakeholder engagement team are responsible for structuring engagement in a way that will lead to specific, unambiguous and actionable insight
- Subject matter experts are responsible for ensuring that action is taken based on stakeholder insight

Asking the right questions

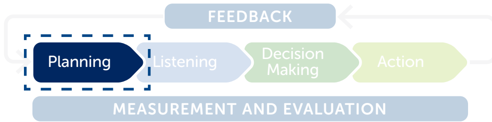
To gain insight that can be used in decision-making, it is important to ask questions in a way that elicits useful responses. The questions should be designed 'with the end in mind', meaning that they will generate insight that can be applied to relevant decisions. Our questions relate to decisions yet to be made – they do not seek to retrospectively validate decisions.

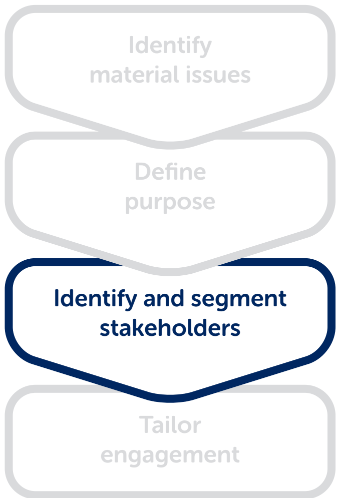
Through our questions we seek to gather both qualitative and quantitative responses. It is therefore important that the questions are designed to draw out both definitive answers (e.g. 'yes/no') and more detailed comment.

Examples of strong vs weak engagement questions:

Topic	Required stakeholder knowledge level	Strong question	Weak question
Customer Service	No knowledge	'Do you find our education plan for supporting customers in using the digital customer service platform effective? How can we improve it?'	'Is digitalisation making some of our customers feel left behind?'
Net zero	Expert knowledge	'Do you agree with the net zero priorities presented today? Tell us anything we've missed?'	'Is SSEN playing a leading role in enabling net zero?'

Planning our engagement continued





Based on the clear purpose and questions of engagement, we must identify stakeholders that are best placed to answer them.

The biggest driver of meaningful and actionable feedback is the fit between the complexity of engagement questions and the stakeholders' knowledge on the matter at hand.

We work carefully to identify the spectrum of stakeholders with an interest in the topic – from those who are experts and already involved in the issue to those who have little knowledge but may be significantly affected by the decisions made. We ensure that the questions are tailored to the knowledge of the stakeholders we are engaging, and where it is helpful, we work to increase stakeholders' understanding of the subject so that they may provide informed views.

As part of the planning, we consider whether there are any seldom heard stakeholders to whom we should reach out. This consideration allows us to be more inclusive in our engagement activities and ensures we maintain broad and varied input into the engagement.

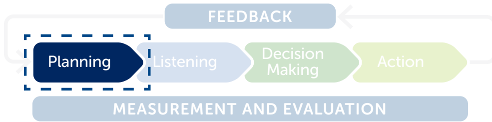
Identifying the right stakeholders

To ensure we are engaging the right stakeholders on each topic, we use Tractivity, a stakeholder database which allows us to segment stakeholders based on their knowledge levels on different areas of our business.

Stakeholder Group	Sub-Group
Consumers	Domestic customers, customers in vulnerable situations, transient customers, next generation bill players, SMEs and Major Energy Users
Customers	Distributed generation customers, builders and developers, community energy schemes and landowners/farmers
Policy makers and influencers	National government, research bodies, policy forums and think tanks, media, consumer groups and regulators
Communities and local decision makers	Local authorities, charities, community interest groups, academic institutions housing associations, vulnerable customer representatives, LEPs, emergency response and healthcare
Wider industry and value chain	DNOs, transmission, GDNs, water, telecoms, IDNOs, ICPs, other supply chain EV charging – installers and manufacturers, storage and renewables providers/ installers, transport and highway agencies, energy suppliers and consultants
Partners and enablers	Current and future employees, contractors, service partners, shareholders, business advisors, investors and trade unions

Hard to reach, or sometimes known as seldom heard, stakeholders are groups of people who are typically under-represented in decision-making. They may have limited awareness of our business, face communication difficulties or simply don't think their participation will make a difference.

Planning our engagement continued



We consider the following levels of knowledge of our stakeholders:

Limited knowledge – Stakeholders with limited knowledge of SSEN or the specific topic

Some knowledge – Stakeholders SSEN interacts with fairly regularly on topic

Expert knowledge – Stakeholders we engage with closely, or whose roles necessitate an interest in specific topic

The segmentation tool within Tractivity also provides categorisation by sector and industry allowing us to plan targeted and bespoke activities and gather feedback from activities across our northern and southern licence areas.

The list of stakeholders recorded in the database and our segmentation approach is regularly reviewed and updated to help us identify the best stakeholders to engage with on each specific topic.

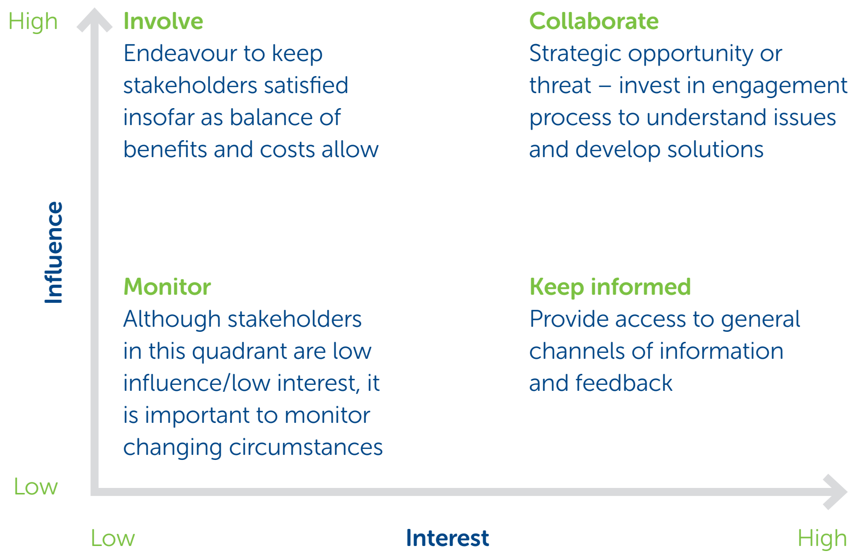
Broadening engagement

Sometimes the stakeholders relevant to a particular topic are numerous: for example, there may be an issue that affects every household we serve. In this situation, we consider stakeholder personas e.g. a family on low income, an older person living alone with limited online habits, and work to identify and engage with stakeholders representative of those personas.

For engagement on a specific local issue, in addition to consulting Tractivity, we use local intelligence from our community teams to identify stakeholders who may be hard to reach and not represented on Tractivity. We then work locally to make contact with those stakeholders and gather their views through appropriate engagement activities.

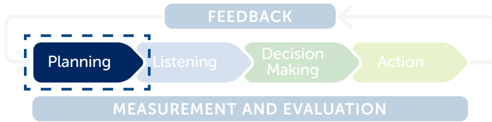
Mapping our stakeholders

As part of our work to identify stakeholders and design appropriate engagement activities, we undertake a stakeholder mapping exercise to establish the right kind of engagement for the various stakeholder groups that may be involved. By considering the level of interest a stakeholder has on an issue, and their ability to influence decisions made, we can design engagement that is both effective and efficient.



Tractivity is a database of stakeholders known by the company from previous initiatives, and those stakeholders who have actively chosen to register with us. It allows us to segment the stakeholder group and sub-group they belong to, their level of knowledge on a number of topics and their geographical area. Tractivity is also where we hold records of our engagement with stakeholders.

Planning our engagement continued



Identify material issues

Define purpose

Identify and segment stakeholders

Tailor engagement

Having defined the purpose of engagement, agreed the questions we need answered, and identified suitable stakeholders to engage, we move on to tailoring our engagement to suit its audience and to ensure it delivers useable insight.

To achieve this, we tailor both the method and content of each engagement.

Method

We select the most appropriate method of engagement by looking at factors including the volume of stakeholders involved and their level of knowledge of the specific topic being discussed. To assist us in this process, we have developed a new engagement matrix that helps us plan the most effective way of engaging stakeholders, given the volume of stakeholders and their level of knowledge of the subject.

We review our activities after engagement to make sure stakeholders have been engaged in a way that has enabled us to derive the most value. The findings from each review are fed back to the process to guarantee our continual improvement.

Our engagement matrix

		Limited knowledge	Some knowledge	Expert knowledge
Stakeholder profile		Stakeholders with limited knowledge of SSEN or the specific topic	Stakeholders SSEN interacts with fairly regularly on topic	Stakeholders we engage with closely, or whose roles necessitate an interest in specific topic
Recommended methods	High volume	Ad campaign Online consultation Surveys/Research Social media Website	Newsletter Online consultation Public exhibition Survey	Consultation Stakeholder workshop Survey
	Low volume	Customer panel Calls/texts/letter Customer/ stakeholder workshops	Consultation Stakeholder workshops	Consultation Proactive calls Bilaterals Stakeholder and customer panels
Example stakeholder groups		Media Domestic customers	Local authorities Major customers	DNOs Regulators

Our **engagement matrix** helps identify the best engagement method, taking into consideration the knowledge level of stakeholders and the number of stakeholders to be involved.

Planning our engagement continued

Identify material issues

Define purpose

Identify and segment stakeholders

Tailor engagement

Our engagement matrix applied to a specific issue

PURPOSE: Test accessibility of consumer vulnerability services			
	Limited knowledge	**Some knowledge**	**Expert knowledge**
Low volume		Focus Group of vulnerability service users	Round table of consumer advocates
High volume	Broad customer survey		

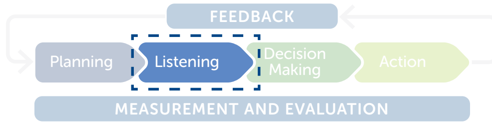
Content

We tailor the content of each engagement to the needs of the stakeholders involved.

When we are introducing a new concept to stakeholders, we take time to explain it clearly so that they can give informed views. However, if the stakeholders have worked closely with us for some time and are experts in their fields, we assume a high degree of prior knowledge.

Our stakeholder engagement team work with subject matter experts to co-design engagement content. Together, they ensure that it provides stakeholders with meaningful context (without being leading) and enables them to provide feedback that is specific, unambiguous and actionable.

Listening to our stakeholders



Engage with purpose

Assess and capture evidence of views and opinion

Having carefully planned our engagement activities, we ensure that the activities capture as much meaningful evidence and feedback, from as many different perspectives, as possible.

Tools and processes to help us engage with purpose

For each engagement activity, we provide our staff with two tools to ensure they engage with purpose and deliver the engagement objectives:

- A one page 'information sheet' providing guidance on key elements to consider when delivering an activity
- A standardised form to capture feedback

The standardised feedback forms have two purposes:

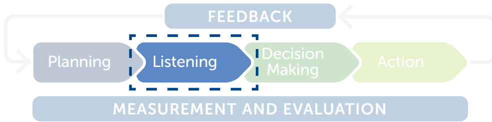
- To help us gather key feedback on the engagement questions being asked
- To gain insight into the quality of engagement itself

The feedback forms complement the detailed reports that are created for each event (see following section), providing a summary of key points picked up from both our technical and stakeholder engagement experts, ensuring nothing is missed.

The forms are designed to minimise subjectivity and uncertainty. They allow our stakeholder-facing staff to assess the quality of the engagement activity and capture feedback consistently.

The stakeholder engagement team maintain a library of the standardised feedback forms from events. This information will be used in our decision-making process.

Listening to our stakeholders



Assess feedback

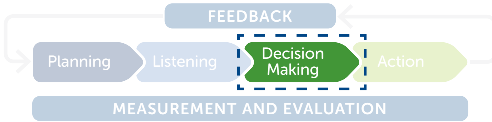
To assess the quality of the engagement, we use a standard form to understand participants' views on the engagement process itself. Stakeholders are asked to score various aspects of the engagement (such as the appropriateness of the method used), as well as giving the opportunity to provide comment for improvement

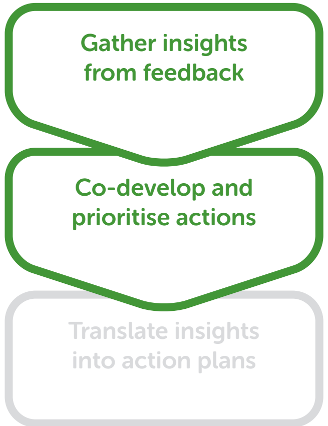
Capturing feedback

We have devised a standard form to capture evidence from our stakeholder engagement. This minimises subjectivity and allows our stakeholder-facing colleagues to capture evidence consistently. The form also ensures that, in addition to any detailed reports compiled, we have a summary of key points picked up from both our technical and stakeholder engagement experts.

We store all feedback collected from our stakeholder engagement activities in Tractivity. This includes evaluation on the event itself and evidence of the views and opinions of stakeholders. All stakeholder-facing staff across the business have access to Tractivity, to which they upload outputs following engagement activities. The stakeholder engagement team then assess and manage this database to ensure consistency, and liaise with the relevant engagement leads to fill any gaps in information.

Making decisions





Once feedback from engagement activities has been recorded and stored in Tractivity, and our Insights database, it is available to key decision makers to inform the actions to be taken.

However, it is not always clear from the raw feedback in Tractivity what the key insights are, how robust the engagement was and how much weight should be applied to it when making decisions. To provide a useful source of information, the stakeholder engagement team create synthesis reports which bring together all stakeholder views on a topic for use in decision-making.

A **synthesis report** is a document which brings together all the information gathered from stakeholder engagement on a particular issue or topic.

In addition to targeted engagement activities, there may be information relevant to a topic that has been gathered from other sources – for example from our regular customer satisfaction surveys, or one of our senior stakeholder engagement groups such as the Stakeholder Advisory Panel.

Our synthesis reports extract and share key insights from all relevant stakeholder feedback. This enables clear tracking of supporting evidence for our decision-making and demonstrates how stakeholder feedback has shaped and informed annual business action plans. This process is outlined below.

Stage	Stakeholder data	Processed stakeholder data	Synthesised data	Additional data	Decisions and actions
Resource or activity	Insights database	Tractivity	Synthesis report	Triangulation	Action Tracker
How we gather information	We collect information from a variety of sources	We use a relational database (Tractivity) that provides a consolidated source of insights and feedback received Tractivity provides a single source of truth for all feedback	Synthesis reports summarise key insights from all relevant stakeholder feedback	We bring together all available information, from internal and external sources Added to our stakeholder insight, this allows us to make fully informed decisions that satisfy the broadest possible range of stakeholders.	Stakeholder-informed decisions from across our business are gathered together in our Action Tracker Progress is monitored until each action is completed

Making decisions continued

Gather insights from feedback

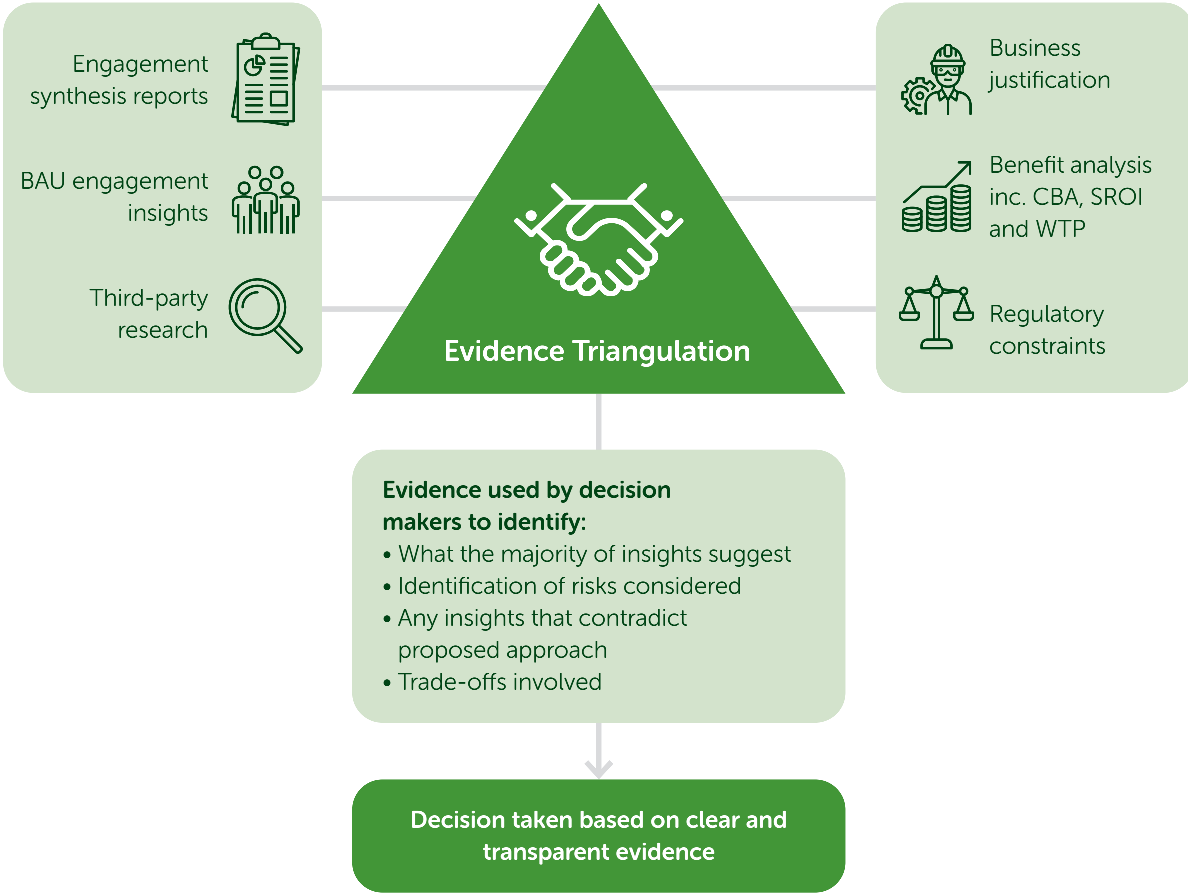
Co-develop and prioritise actions

Translate insights into action plans

Triangulation – translating insights into action
Whilst stakeholder views are a vital part of our decision-making process, it is important that we consider additional sources of information to make the best decision possible.

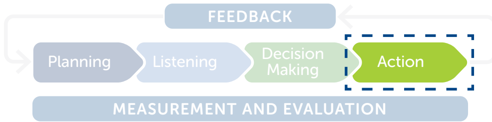
We have designed a triangulation approach informed by best practice. Our objective is to make decisions and reach proposals that satisfy the broadest segment of stakeholders while respecting sound measurement business justification and regulatory constraints.

To achieve this objective, we will carry out reviews and hold 'triangulation meetings' at the end of key engagement activities to inform our decisions. We document the output of these meetings and the rationale for all decisions.



In the context of stakeholder engagement, **triangulation** is the practice of considering multiple sources of information in order to come to a decision that best balances the needs and aspirations of our stakeholders and our business.

Taking action



Act on learning

Communicate changes

Drive delivery

Our stakeholder engagement process is only successful if the feedback we gather is acted upon and leads to meaningful outcomes for our stakeholders.

Tools and processes to ensure delivery of actions

Our Action Tracker ensures actions identified from engagement activities are clearly identified and prioritised. The tool allows the stakeholder engagement team to:

- Record all actions arising from stakeholder engagement
- Assign action owners
- Escalate issues where actions are not on track for delivery
- Monitor the progress of feedback-informed actions through to delivery

Figure 1: Action Tracker screenshot

Action summary	#
Total	4
Open	3
Closed	1

Add action

Open risk summary	#
Red	1
Amber	1
Green	1

Action ID	Action number	Date added	Source	Category	Related feedback	Action to be taken	Deadline for action	Action manager	Action Owner(s)	Department	Business owner	RAG Status	Action status	Comments	Review date
Unique ID	*#*	*Date added (DD/MM/YYYY)*	*Engagement type*	*Theme*	*Summary of feedback (limited to 140 characters)*	*Action based on the related feedback*	*Deadline for action (DD/MM/YYYY)*	*Responsible person from central SE tea*	*Responsible person for action delivery*	*Responsible SSEN team*	*Department leader*	*Risk status*	*Open / Closed*	*Update status at regular review dates*	*Date updated or completed (DD/MM/YYYY)*
	1											Red	Open		
	2											Amber	Open		
	3											Green	Open		
	4											Red	Closed		

Figure 2: Action Tracker 'outcomes' screenshot

Outcomes delivered	0

Action tracker summary	#
Total	4
Open	3
Closed	1

Action ID	Action delivered	Date delivered	Outcome
Enter Unique ID on action tracker	*Action delivered based on the related feedback (auto updated)*	*Date closed on action tracker (auto updated)*	*The outcome is the level of performance or achievement that occurred because of the activity or services SSEN provided (manual entry required)*

Providing feedback

FEEDBACK

Our stakeholder engagement process includes communicating back to stakeholders how we have acted on their input.

Some stakeholder activities are ongoing and regular, in which case it may be appropriate to provide feedback on a rolling basis, with a section of the engagement activity dedicated to reporting on how stakeholder views expressed previously have influenced SSEN's decision-making. Alternatively, where an engagement activity is a one-off event, a written report made available to all participants may be more appropriate.

The individual business areas are responsible for providing feedback to stakeholders on how their views have been considered. The way in which this is done is informed by the preferences of the stakeholders involved. Our teams ask stakeholders about their preferred method and frequency of feedback provision and act accordingly.

Examples of feedback methods we use

- Sharing meeting minutes
- Annual reporting
- Individual telephone updates
- Information sharing events
- Online content
- Sharing research highlights
- Infographics

Measuring the impact of our delivery

MEASUREMENT AND EVALUATION

As part of the engagement planning process, we establish the metrics for measuring the success of our engagement. This includes the evaluation of the engagement activity itself – and the impact of the project/initiative on stakeholders as a result of the insights, consultation and engagement undertaken.

The stakeholder engagement team support stakeholder-facing colleagues in measuring the impact of engagement-led actions by advising on the most appropriate measurements.

To measure the impact of a project or initiative on our stakeholders, baseline measurements are taken as a starting point. Depending on the topic, relevant baseline measurements may include:

- Productivity levels
- Engineering costs
- Time to deliver
- Customer satisfaction
- Use of SROI for pre and post evaluation forecasting

By establishing a baseline, then measuring it again after we have taken action, we can quantify the improvement delivered by the decisions resulting from our engagement with stakeholders.

As a regulated business, we strive to ensure that each pound we spend delivers the maximum possible value to our customers, stakeholders and the wider society we serve.

While this is something we have always done, we have enhanced and formalised our approach introducing our benefits evaluation framework. The framework combines several benefits evaluation techniques both quantitative and qualitative, to measure the impact of our actions.

This allows us to achieve two key objectives:

Forecast and prioritise action – forecast the value of our actions we could take prior to delivery, ensuring we identify and prioritise actions that best meet stakeholders' needs while maximising our impact relative to cost.

Measure value delivered – to assess the holistic impact of projects under way, demonstrate value delivered and assess how actual results deviate from forecasts.

Qualitative feedback

We use a range of channels and engagement methods to find out what our stakeholders and customers value, gathering feedback on the strategic areas that our customers would like us to focus on before digging deeper to identify specific needs and wants. This forms the baseline for our decision-making, informing our focus for further testing of potential actions.

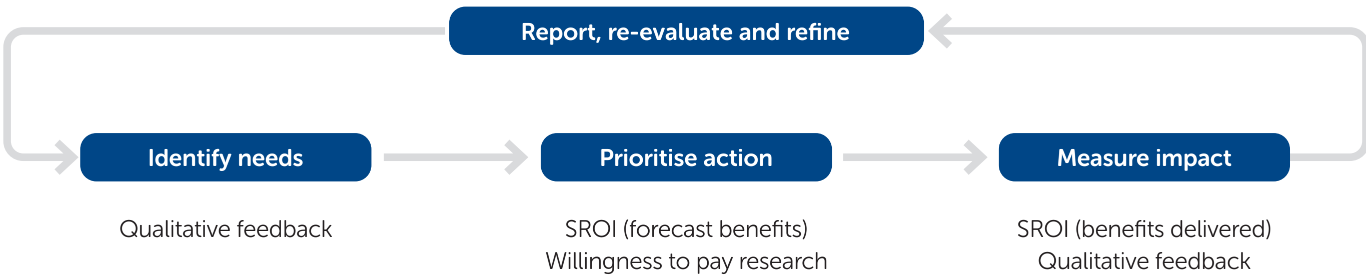
Willingness to pay (WTP)

We use WTP research to determine our consumer priorities on a range of actions grouped under strategic areas of our business. The findings from WTP provide us with the insight on the relative priorities our customers place on certain actions. We use WTP as an indicator of consumer priority, rather than a measure of 'actual benefit' delivered.

Social return on investment (SROI)

We use SROI to assess and compare specific initiatives both to prioritise action and to measure the expected impact of the chosen initiatives. This approach is based on government guidance in the HM Treasury Green Book.

SROI enables us to quantify the value of financial and societal outcomes using proxies. We assess these benefits, for example customer bill savings from installing energy efficiency or additional wellbeing benefits to our vulnerable customers, against the costs to deliver. This enables us to quantify the combined financial and societal vales into a holistic net benefit per £ spent for each initiative.



Appendix: Engagement roles and responsibilities

	Activity	Stakeholder engagement	Business leads
Engagement planning	Accountable for developing their team's (i.e. topic) engagement plan		✓
	Defines engagement purpose (objectives) and engagement questions for each event	✓	✓
	Identifies the list of stakeholders to engage across topics and maintains segmented stakeholder database	✓	
	Identifies the most suitable engagement method	✓	✓
	Prepares engagement content (pre/in-event material)		✓
	Plans third-party research (e.g. market studies)	✓	✓
Engagement and feedback management	Responsible for the delivery of topic-specific engagement		✓
	Collects feedback from events in standardised forms (feedback on both quality of event and questions)		✓
	Uploads feedback onto Tractivity database		✓
	Maintains Tractivity database and identifies and gaps in information	✓	
Triangulation and decision-making	Extracts insight from Insight portal and Tractivity	✓	
	Collates information feedback from all stakeholder sources and activity and prepares synthesis report	✓	
	Liaises with 'owners' to track actions/use of feedback to reach proposals	✓	✓
	Tracks progress of response to feedback with Action Tracker until outcomes are achieved	✓	✓
	Identifies need for additional engagement based on evidence gaps	✓	✓